

Objectives, Activities and Metrics

Strategic Goal	Increase offender success and reduce recidivism
Objective:	Address individual criminogenic risks, needs and responsivity.
Activities:	<ul style="list-style-type: none"> • Conduct validated evidence-based risks and needs assessment • Develop individual case plans in OMIS/YMS • Use validated evidence-based programs and practices to address the 4 primary risk factors. • Implement quality assurance and fidelity measures and processes. • Strive to deliver more incentives than interventions for offenders. • Conduct secondary assessments to identify needs and barriers.
Performance Measures:	<ul style="list-style-type: none"> • All offenders/youth have an assessment in OMIS/YMS as dictated by procedure. • Measure recidivism by following national standard of recidivism • Measure submissions of conditional discharges from supervision. • Measure submissions of early termination from supervision • Complete procedures and QA/fidelity processes by the end of FY2021 • Measure the percentage of evidence-based programs evaluated using the correctional practices checklist (CPC)

Strategic Goal	Invest in our staff for their professional development, growth and success
Objective 1:	Recruit a competent and diverse staff
Activities:	<ul style="list-style-type: none"> • Expand recruitment activities • Develop a community outreach committee for recruiting purposes. • Increase recruitment activities in Native American communities.
Performance Measures:	<ul style="list-style-type: none"> • Provide an annual report to leadership on recruitment activities. • HR will put into place a community outreach committee and defined charter by Dec 31, 2019
Objective 2:	Retain a competent and diverse staff
Activities:	<ul style="list-style-type: none"> • Improve access to training opportunities for position competence as well as career advancement. • Explore partnership opportunities with education and training institutions for providing advanced education for staff. • Improve employee recognition • Research and define agency training requirements • Include a professional development component to the performance appraisal process. • HR will develop a feedback tool to assess current staff engagement levels.
Performance Measures:	<ul style="list-style-type: none"> • Annual completion rate of required training. • Maintain a formal updated listing of institutions, organizations and partnerships focused on educational opportunities. • Implement and maintain a formal awards ceremony across all agency divisions.

	<ul style="list-style-type: none"> • Complete a list of agency training requirements by Sept 30, 2019 • By January 1, 2020 we will establish a performance appraisal process that includes a professional development component. • Develop, propose to leadership and pilot a feedback tool by July 1, 2020.
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Strategic Goal	Effectively collaborate with criminal justice partners
Objective:	Increase communication and awareness of effective correctional practices among our partners and related constituents.
Activities:	<ul style="list-style-type: none"> • Create and seeks out engagement opportunities with partners and constituents • Offer training pertaining to effective correctional practices to CJOC partners. 3. Provide tours and opportunities to further educate our partners. • Promote and configure dashboard • Distribute appropriate factsheets/FAQs to CJOC partners and staff. • Provide support to CJOC
Performance Measures:	<ul style="list-style-type: none"> • Catalog the number of partners who engage in opportunities • Track feedback received from participants who engaged in tours, ride-along or other opportunities. • Public facing Tableau site will be implemented by July 1, 2019. • Track the support provided to the CJOC • Measure the number of training opportunities provided and who participated.

Strategic Goal	Increase safety of communities, staff and offenders
Objective:	Ensure that Probation and Parole field offices take reasonable precautions to provide an environment that protects staff, offenders, and other visitors.
Activities:	<ul style="list-style-type: none"> • Conduct a safety assessment on all Probation and Parole field offices to examine and identify environmental factors that can reasonably enhance safety from dangerous and violent perpetrators. • Prioritize safety renovation projects based upon cost and need. • Include safety renovations in initial costs of acquiring new office space when leases expire or terminate. • Identify in office protocols for high-risk office visits that includes training for staff.
Performance Measures:	<ul style="list-style-type: none"> • Report findings including priorities from field office assessment results to Leadership by January 1, 2020. • Safety renovation costs are included in cost analysis for acquiring or renewing leases of office space. • High-risk office visit protocols will be developed, and staff trained by July 1, 2020.
Objective:	Use risk and needs assessments and other supplemental assessments to measure risk of offenders currently under supervision and in all facilities to adjust supervision level/case plan accordingly.

Activities:	<ul style="list-style-type: none"> • Ensure that risk and needs assessments are performed in a timely fashion upon entry into community supervision and all facilities then reevaluated on a regular basis as per policy. • Utilize supplemental assessments and other measurable factors to identify risks on the part of offenders. • Develop case management plans based upon risks and needs assessments of offenders. • For offenders in the community, adjust supervision strategies when events occur that indicate a heightened level of risk. • Ensure all areas have policy and procedures that address risk and needs assessments and case management plans.
Performance Measures:	<ul style="list-style-type: none"> • All offenders will have a risk and needs, and other necessary assessments completed in accordance with procedure or policy. • All offenders will have a case management plan completed in accordance with procedure and policy. • All offender case plans will be reviewed and updated in accordance with procedure and policy. • All areas will have policy and procedures concerning case management plans and risk and needs assessments by July 1, 2020.
Objective:	Ensure proper on-going and applicable training for staff empowering them with effective tools for safety.
Activities:	<ul style="list-style-type: none"> • Create and implement a professional development plan for each job class including accountability measures for management and line staff alike. • Provide all staff with opportunity to attend pertinent training and develop personal safety practices. • Recognize staff for the proper use of tools/training for safety.
Performance Measures:	<ul style="list-style-type: none"> • Utilize incident reviews to identify and develop training opportunities and/or recognition for all staff. • All reports involving safety will be addressed by management within 15 business days of receiving the report. • Management will review staff training records annually to identify and address training needs.
Objective:	Ensure the adoption of policy and procedures that provide an inclusive view of safety for all DOC operations.
Activities:	<ul style="list-style-type: none"> • Gather input from internal and external sources including other state DOC when implementing new safety policy and procedures to ensure best practices. • Develop a formal policy and procedure approval process.
Performance Measures:	<ul style="list-style-type: none"> • New policy and procedures will cite references and sources used in the development. • Formal process for approving policy and procedure will be in place by October 1, 2019.

Strategic Goal	Advise and educate the public
Objective:	Distribute accurate and timely information to the Public
Activities:	<ul style="list-style-type: none"> • Ensure websites are updated with current, accurate and relevant information. • Explore utilization of social media as an educational tool for public. • Ensure timely entry of data in OMIS. • Develop and distribute information about DOC operations.
Performance Measures:	<ul style="list-style-type: none"> • Websites will be updated daily or as needed. • Put into place a social media protocol to ensure oversight of SM activities and determine parameters by October 1, 2019. • Develop the initial external data dashboard by August 31, 2019. • Information will be developed, updated, distributed and tracked as required.
Objective:	Improve community outreach and involvement
Activities:	<ul style="list-style-type: none"> • Participate in community activities and fundraising opportunities. • Continue to offer tours, job shadowing, internships and ride-alongs. • Explore open-house opportunities at facilities and P&P offices. • Explore opportunities to provide presentations in educational and community group/club settings. • Continue to be an active participant in community reentry coalitions. • Develop and maintain relevant talking points for staff involved in community outreach.
Performance Measures:	<ul style="list-style-type: none"> • Track activities for one year and then determine appropriate level of involvement. • Measure number of visits to established community reentry coalitions.

Strategic Goal	Implement an integrated healthcare model at all secure care facilities
Objective:	Improve offender healthcare through a wholistic approach to treatment
Activities:	<ul style="list-style-type: none"> • Establish multidisciplinary healthcare teams • Draft a protocol for assessing cooccurring medical and treatment needs • Procure and implement electronic health records
Performance Measures:	<ul style="list-style-type: none"> • Multidisciplinary teams include medical, mental health, chemical dependency and addiction treatment professionals who meet on a regular basis will be established by July 1, 2019. • Finalize process for assessing cooccurring medical and treatment needs by November 1, 2019. • Procure electronic health records by July 1, 2020. • Develop an implementation plan within 3 months of procurement. • Utilize electronic health records to measure success.

Strategic Goal	Empower, inform and support victims of crime.
Objective:	Simplify the notification process by increasing the amount of automated notifications and reducing the amount of manual notifications.
Activities:	<ul style="list-style-type: none"> • Identify the need for specific notifications generated by the Departments Victim Notification Provider (VNP) • Develop and submit a change request to the OMIS governance committee to create new victim notification capabilities. • Work with VNP to develop additional scripts for identified notification needs
Performance Measures:	<ul style="list-style-type: none"> • Identified notifications will be generated and submitted to the VNP and can be verified by an increase in automated notifications. • Existing scripts will be updated and implemented by December 2019. New scripts will be completed and implemented by March 2021.
Objective:	Expand restorative justice activities, including partnerships with local and state victims service agencies
Activities:	<ul style="list-style-type: none"> • Create opportunities for offenders to participate in victim-focused activities to raise awareness of the impact of their criminal conduct on victims and the community. • Continue to support effective restitution payment requirements that support offender accountability. • Seek feedback from victims, advisors and victim service providers to identify and discuss improvements in services for victims.
Performance Measures:	<ul style="list-style-type: none"> • Track the number of offenders and recidivism rates of those who completed restorative justice activities. • Restitution payment policy will be reviewed and updated as necessary.
Objective:	Explore funding for the Victim Liaison Positions
Activities:	<ul style="list-style-type: none"> • Explore funding options for continued VL positions. • Continue to apply for VOCA funding as long as it's available.
Performance Measures:	<ul style="list-style-type: none"> • Victim Liaison positions will be regular FTE if permanent funding is secured. • Secure grant funding through VOCA until no longer available.
Objective:	Update victim policies and develop procedures for victim services
Activities:	<ul style="list-style-type: none"> • Develop policy and procedures that provide and outline the use of trauma informed, victim centered practices.
Performance Measures:	<ul style="list-style-type: none"> • Policy will be developed and implemented by June 2020.