



# DIVISION OF PRISONS STRATEGIC PLAN 2020-2024



**TODD ISHEE, Commissioner of Prisons**

**BRANDESHAWN HARRIS, Assistant Commissioner of Prisons**

# Message From the Commissioner



I am pleased to present this strategic plan for the North Carolina Division of Prisons. This plan is a roadmap for the Division of Prisons to strive to achieve over the next five years.

The foundation for this plan came from the input from line staff in focus groups conducted in 2019. Many of the strategies included here were formulated during those focus groups. Leadership worked to hone the ideas and develop this dynamic guide for our actions over the next five years, from 2020-2024.

I appreciate everyone who has worked so hard to develop this plan. I believe these goals are specific, measurable, achievable, relevant and time bound. They can be achieved by our extraordinarily dedicated staff, who work so hard to support the Department of Public Safety mission to prevent, protect and prepare.

Through our shared sense of One Team, One Mission, we can make our prisons safer, enhance our use of technology, improve communications, bolster offender rehabilitative programs, advance the health care of offenders, and recruit and retain top-notch staff.

The plan sets many lofty goals. In particular, we plan to achieve American Correctional Association accreditation for all facilities; establish a quality assurance division to thoroughly and routinely review our policies, procedures and practices; and create an Innovation Institute to research evidence-based programs and review best practices across the country and the world that we can adopt.

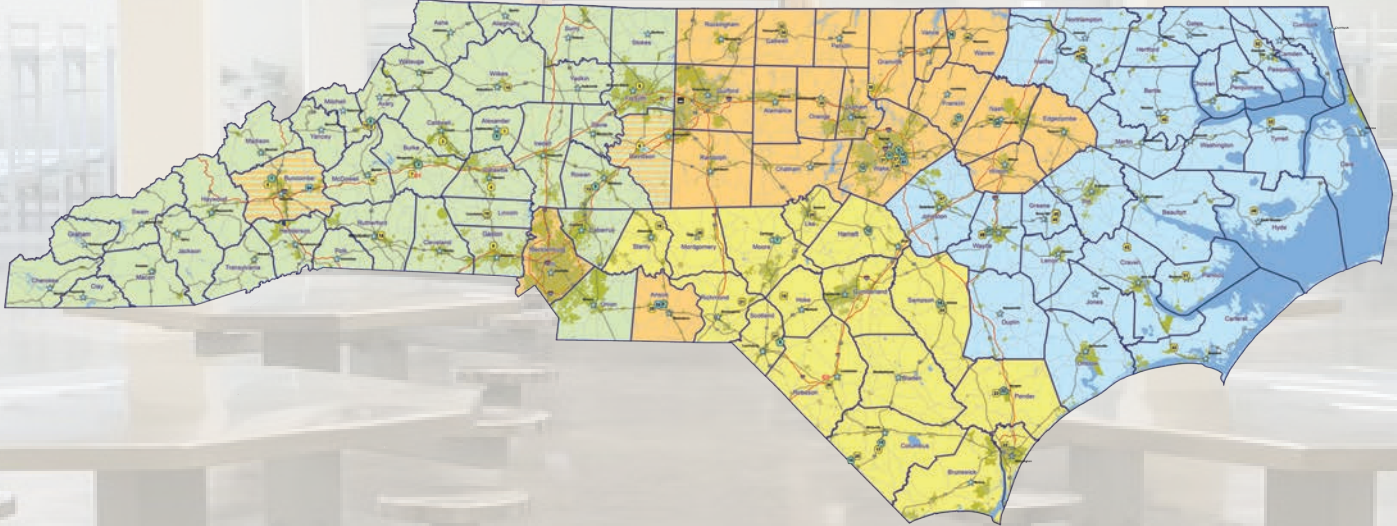
Strategic planning is not a static process; it constantly evolves, but our core values do not. We remain dedicated to our core values of PRIDE – Protect, Respect, Integrity and Innovation, Duty and Diversity, and Excellence.

It is our commitment to you and the citizens of the State of North Carolina, that the Division of Prisons will continue to develop our culture and environment of safety, quality, and opportunity for all.

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**NCDPS Site Locations by Function**  
 Division of Prisons



Prison Regions - Legend			Prison Regions		May 2020	
	Correction Enterprises	County Seat		Interstate		Western Region
	Prison	Municipal Boundary		Highway		Central Region
	Female Facility	County Boundary		Road		South Central Region
		Water Bodies				Eastern Region
						Sandy Ridge Bus Terminal
						Private Contract Facility
						Center for Community Transitions
						Confinement Response Violation Facilities
						Burke CRV
						Robeson CRV
						North Piedmont CRV (female)

# THE PLANNING PROCESS

For everyone involved in the strategic planning process, from the planners to those who will be implementing the strategies, we must be confident in our core values, vision, mission and goals. If we are not engaged in implementing the goals as written or modified the plan will be just a stack of paper. But we know no plan can remain static and not grow as we meet new challenges. As implementers of the plan, it is critical each of you let your supervisor know when something is not relevant, attainable or measurable or in other words, when something just does not make sense.

During the development process for this plan, there were two meetings of focus groups to develop ideas. The ideas from these focus groups were reviewed and consolidated. In January 2020, our leadership team met to review the consolidated ideas from the groups and through a modified SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) developed a proposed set of core values, a proposed vision and mission statement, and proposed strategic goals for the agency to undertake.

After the leadership team completed their work, the Commissioner and his staff reviewed and strengthened our goals. A group of Subject Matter Experts then worked to develop strategies for the implementation of our goals for the next five years.



# CORE VALUES

Core values are qualities which represent an individual's or an organization's highest priorities, deeply held beliefs, and core, fundamental driving forces. They are the heart of what the Division of Prisons and its employees represent.

Values form the foundation for everything that happens in the Division of Prisons. The core values of the agency along with our employees, their experiences, upbringing, and beliefs join together to form the culture of the agency. The essential tenets of the Division of Prisons have at their foundation PRIDE. Our core values:

OUR  
CORE  
VALUES

**P**rotect

**R**espect

**I**ntegrity and Innovation

**D**uty and Diversity

**E**xcellence

# MISSION and VISION

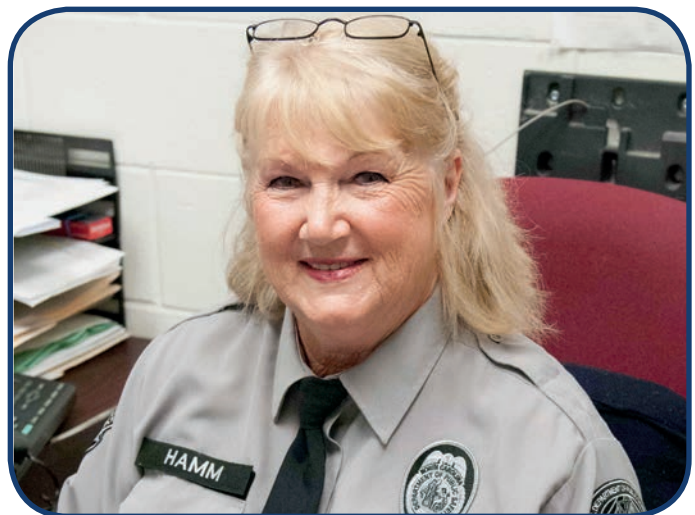
Our mission statement provides a good understanding of what we are:

**“ As one team, the Mission of the North Carolina Division of Prisons is to protect the public and our staff by operating a safe correctional system based on integrity, innovation, community consistent healthcare, respect and duty to promote excellence throughout our system.”**

A vision statement provides direction for what we desire to achieve.

A vision statement tells everyone where we want to go. It is an essential ingredient to achieve growth in any organization as it keeps us attuned to the possibilities of what the future can be. Concisely, mission is now; vision is next.

**“ The North Carolina Division of Prisons is committed to build a premier correctional organization based on integrity, respect, innovation and evidence to provide for the safety of all, while reducing recidivism and promoting the successful reintegration of our offenders as law-abiding citizens.”**



# STRATEGIC PLANNING

Strategic Planning goals and strategies for achieving them, along with our beliefs (values), practice (mission) and direction (vision) join together to allow us to achieve positive results. If you remove any of the factors contributing to our culture, the plan will not inspire, but will expire without achieving desired results. Toward that end,

## **Our Strategic Planning Goals are to:**

- 1. Maintain safe, secure, humane and orderly institutions to protect the citizens of North Carolina and those who work and reside at our facilities.**
- 2. Improve technology to enable staff to complete tasks efficiently, communicate effectively and enhance the safety and security of institutions and industries.**
- 3. Develop strategies for staff recruitment, retention, morale and wellness.**
- 4. Enhance communications across all disciplines and stakeholders fostering interdisciplinary decision-making.**
- 5. Develop, enhance and improve evidence-based programs and cognitive behavioral interventions to allow for the development of coping skills, reduce recidivism, and provide opportunities for successful transition into our communities.**
- 6. Provide for continuing staff training to maintain and enhance technical skills, improve the supervising of others, develop abilities to lead change, and motivate others all while understanding the conflicting roles presented by corrections.**
- 7. Innovate the delivery of health services to allow appropriate access and equity with a community standard of care, while recognizing public stewardship responsibilities.**
- 8. Maximize operational efficiencies across all Correction Enterprises' industries.**
- 9. Maintain Correction Enterprises' financial sustainability through increasing the cash balance and retained earnings.**
- 10. Evaluate and study each part of this plan for costs to ensure the best efficiencies are realized to enable funding as the result of efficiencies are reallocated.**



**Our Values, Mission and Vision when joined together with our planning goals provide the basis of The North Carolina Division of Prisons Strategic Plan for 2020 - 2024.**

## **CORE VALUES**

Protect • Respect • Integrity and Innovation • Duty and Diversity • Excellence

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## **MISSION STATEMENT**

As one team, the Mission of the North Carolina Division of Prisons is to protect the public and our staff by operating a safe correctional system based on integrity, innovation, community consistent health care, respect and duty to promote excellence throughout our system.

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## **VISION STATEMENT**

The North Carolina Division of Prisons is committed to build a premier correctional organization based on integrity, respect, innovation and evidence to provide for the safety of all, while reducing recidivism and promoting the successful reintegration of our offenders as law-abiding citizens.

# ORGANIZATIONAL OVERVIEW

The North Carolina Division of Prisons (DOP) confined 36,256 offenders at the end of June 2019 being housed at 54 institutions throughout the state. There is a Central Office and four regional offices. There are 16,307 positions authorized for the DOP with 14,053 positions encumbered as of June 2020. Correction Enterprises which is the prison industries component of the DOP has 29 factories employing 2600 offenders. The institutional population is 30,978 males and 2,247 females. About 70% of offenders have been sentenced under the Justice Reinvestment Act. Post Release Supervision violators make-up 167 of the prison population. All persons confined in the DOP have been convicted of felonies.

## FACTORS IMPACTING THIS PLAN

In 2017, five members of our Correctional family were killed by offenders at two different institutions. These murders of staff demonstrated deficiencies in security leading to a study by the National Institute of Corrections and the creation of a Security Accountability Section within the Division of Prisons.

The establishment of a Prison Reform Advisory Board made up of experienced prison administrators by the Secretary of Public Safety which made recommendations to enhance prisons operations and programs.

A decision to seek accreditation by the American Correctional Association (ACA), Commission on Accreditation for Correction over the next seven years (2021 – 2028). We will study the feasibility of Central Prison Health Complex and North Carolina Correctional Institution for Women (NCCIW) seeking specialized health care accreditation.

The cultural shift from Correction Enterprises being a unit which worked with the DOP to a component which is an integral part of the management of prisons.

The decision to develop quality assurance reviews for each discipline working within the DOP. At this time, it is planned the guidelines for the following areas will be established: Correctional Services, Correctional Programs, Correction Enterprises, Staff Training, Maintenance, Health Services, Administrative Processes, Information Technology and Cybersecurity, Occupational Health and Safety and Food Service and Nutrition.

The continuing difficulty of recruiting and retaining correctional personnel with special emphasis given to correctional officers and health care personnel.

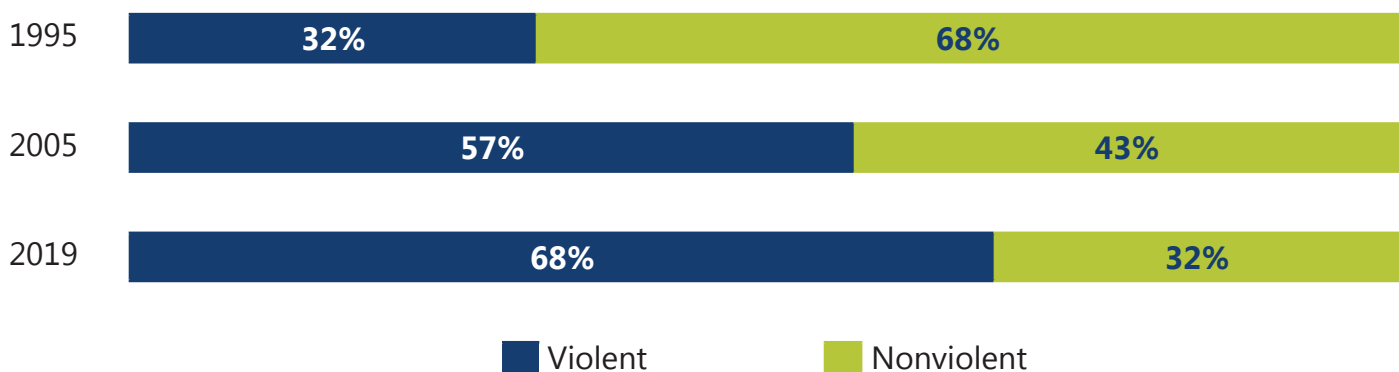
An increase in recidivism rates as recorded by the 2020 Adult Recidivism Report of the NC Sentencing and Policy Advisory Commission reviewing the 2017 Adult Population. This increase of recidivism occurred while the total number of the population decreased. Since FY 2013, the recidivist incarceration rate has increased 17 percentage points.

An increase in serious prison infractions recorded by offenders released. For 2017, an aggregate 47% of the released population reported Class A (most serious) infraction with 69% of those confined for B-1-D offenses receiving at least one Class A infraction. (Sentencing Commission).

An increase in the number of violent offenders confined within the Division of Prisons. The following graphic representation from the NC Sentencing and Policy Advisory Commission demonstrates how offenders have had more violent sentences over the past years. It is important to note that those sentenced to violent offenses do not necessarily equate to dangerousness.

Note for clarification: It is not necessarily an increase in the number of sentences for violent offenses, it is an increase proportion of the prison population with convictions for violent offenses. Violent offenses (Classes A-E) have been a remarkably consistent percentage of overall felony convictions – ranging from 11-19% over the past 19 years. The reason they are now representing such a large percentage of the prison population is because other groups have been reduced (misdemeanants, probation revocations for low-level offenses, etc.)

## Number of Violent Offenders in DOP Custody



**SOURCE: NC Department of Public Safety, Division of Adult Correction and Juvenile Justice, Automated System Query (ASQ), Sentencing Commission examination**

**A projected increase in offender population to 38,613 in 2029 (Sentencing Commission).**

Many prisons across the state are over 50 years old, with aging infrastructure. Additionally, many facilities across the state are small, "road camps," which were opened originally to assist with the building of roads. These camps generally are small (<500 offenders), but because of their individual footprint are expensive from a per capita standpoint.

The COVID-19 Pandemic which has and will call for significant change in the way our business is managed. Prisons by their nature have close living arrangements. We and every other jurisdiction will need to develop plans to quickly assess, contain and mitigate threats presented.

A need to enhance supervisor's training throughout the DOP with an emphasis to retain our staff and to support a legacy of correctional excellence.

The creation of a North Carolina Prisons Innovation Institute to serve to research best evidence based decisions, review best practices and serve as an initiative incubator to allow staff and stakeholders to creatively develop different and new ways where resourcefulness is encouraged and a culture of anticipatory leadership become the norm.



# GOAL 1

## Maintain safe, secure, humane, and orderly institutions to protect the citizens of North Carolina and those who work and reside at our facilities.

**Strategy 1.1** — Study methodologies to reduce violence throughout the system, reviewing artificial intelligence and predictive analytics to determine if these methodologies have promise in developing policies to reduce violence.

**Strategy 1.1.1** — Direct the Innovation Institute to study both artificial intelligence models and predictive analytics as it relates to a reduction of violence. If the research demonstrates good results, create recommendations on how to implement them in the DOP.

**Strategy 1.2** — Enhance staff and offender safety by developing a proactive plan to limit the influence of prison gangs on the general prison population.

**Strategy 1.2.1** — The Operations Director of the DOP will institute a multidisciplinary task force with an ultimate goal to proactively manage this population and reduce the violence which is often associated with the different prison gangs throughout the system.

**Strategy 1.2.2** — The multidisciplinary task force will include subject matter experts from throughout the system who may have knowledge on how these offenders may be managed.

**Strategy 1.3** — Create a fleet management position to develop a strategy to determine the life span of all vehicles which will increase the safety of staff and offenders during transports.

**Strategy 1.4** — Study the installation of air conditioning at all facilities. Many facilities are not completely air conditioned. This presents challenging working conditions for staff and concerns about the well-being of offenders.

**Strategy 1.4.1** — Review the facilities without air conditioning to determine at which facilities it would be cost prohibitive to install. It is assumed in some locations the cost of installing air conditioning would be more than the value of the building(s).

**Strategy 1.4.2** — Upon completion of the cost analysis for installation of air conditioning, with the lead from Maintenance, a group will be formed to create a Master Plan for the DOP.

**Strategy 1.5** — Study the purchase and installation of body scanners at all facilities in an effort to reduce contraband.

**Strategy 1.5.1** — Many institutions may not have space in their gatehouses to house full body scanners and fluoroscope technology. A work group with subject matter experts from Maintenance and Security will review which body scan technologies would be most effective and make recommendations for each institution.

**Strategy 1.5.2** — If there are facilities where it is determined current body scanners are not able to be maintained in front entrances, architectural determinations and alternatives will be reviewed by the work group to determine if there is a benefit of a capital cost or other alternatives when reviewing the outcome measure of contraband reduction.

**Strategy 1.6** — Implement a comprehensive plan for tool control. Currently, an electronic system of tool control is being implemented. A comprehensive plan would include the plan for a redundant system for the electronic system.

**Strategy 1.7** — Seek accreditation of all facilities in a seven-year period to become accredited by the Commission on Accreditation, American Correctional Association.

**Strategy 1.7.1** — For Calendar Year 2020, the Central Office of NC DOP, Sanford Correctional Center, and two Correction Enterprises plants are seeking accreditation.

**Strategy 1.7.2** — Determine facilities with 24/7 medical care to seek accreditation during Calendar Year 2021.

**Strategy 1.7.3** — For years beyond 2021, determine how technology can be used to meet expected practices of the accreditation agency or how staffing needs will need to be requested (24-7 medical coverage).

**Strategy 1.8** — Complete a review of recommendations presented by the Prison Reform Advisory Board. A final report will be developed and sent to the Secretary of Public Safety.

**Strategy 1.9** — Develop an implementation plan to conduct quality assurance audits for disciplines across DOP. This plan tentatively includes reviews for Correctional Services, Correctional Programs, Security, Health Services, Food and Nutrition, Administrative Services, Informational Technology and Cybersecurity, Maintenance, Correction Enterprises, Occupational Health and Safety, and Staff Training.

**Strategy 1.9.1** — Select a group of Subject Matter Experts for each discipline determining what is critical and necessary to audit.

**Strategy 1.9.2** — Develop quality assurance audit guidelines for each discipline along with working papers for auditors to use to demonstrate compliance to the guidelines.

**Strategy 1.10** — Conduct and publish a comprehensive master plan for the DOP. This plan will assess the age, condition, geography and location of all current assets. The plan should be comprehensive and include among other things: building and renovation recommendations, consolidation recommendations, and human resource considerations.

**Strategy 1.11** — Develop a comprehensive sustainability plan for the DOP. This plan should encompass all different areas across the division with an emphasis on a reduction of energy costs and landfill costs. Provide direction for the sustainability plan with a dedicated staff member.

**Strategy 1.12** — For those minimum security and medium security facilities not having camera-controlled perimeter access, obtain cameras and suitable automatic locks controlled by staff assigned to Control Centers to improve perimeter security.

**Strategy 1.13** — Develop an evaluation of the use of Tasers at close custody facilities to determine empirically if their approved use reduces violence.

**Strategy 1.14** — Develop incentives for the offender population providing incentive award time for maintaining good conduct and not participating in violent behavior. A three-year study will be conducted to measure the efficiency and effectiveness of these incentives and determine if they achieve a goal of safer institutions.



**Strategy 1.15** — In a multi-disciplinary endeavor, update our emergency plan for system-wide biological crisis which includes stakeholders from other agencies to provide for the best methodologies to identify, contain and mitigate issues identified in the emergency plan. The plan shall also address staffing contingencies and equipment necessary to manage all different types of biological crisis.

**Strategy 1.16** — Within the Directorate for Standards and Performance, create an Innovation Institute whose goal will be to study and recommend changes to how parts of the agency may be improved through technology, evidence-based research, documented best practices, and assumption-based planning.

**Strategy 1.17** — Implement Key Performance Indicators (KPI) for each discipline within the DOP. Institutional managers will be trained to routinely use these measures. Performance measures will be reviewed annually by Innovation Institute and the leadership of the division to determine if they have continued relevance. The monitoring of all KPIs should be a performance competency of each Chief Executive Officer. To be effective, each KPI needs to have a benchmark of acceptability to guard against mediocrity against the mean.

**Strategy 1.17.1** — A forward thinking working group will be established which will use scenario planning and assumption-based planning will develop strategies for managing the "what ifs."

**Strategy 1.18** – Collaboration between sections and developing direction for staff to develop divisional focus rather than discipline focus.

**Strategy 1.18.1** — Develop mechanisms to provide education for staff on the differences of policy, procedure and information and the analysis of policy development and policy implementation.

**Strategy 1.18.2** — Under the direction of the Innovation Institute, conduct a yearly analysis of representative policies which have been published, and report areas of concern as well as areas of success to the Director of Performance and Standards.



# GOAL 2

## Improve technology to enable staff to complete tasks efficiently, communicate effectively and enhance the safety and security of institutions.

**Strategy 2.1** — Ensure all DOP employees have access to DPS-issued email address.

**Strategy 2.2** — Provide Identification Cards to volunteers for tracking purposes. These volunteer cards would be similar to staff identification cards and would provide an accounting of all staff who were present in the institution through electronic screening.

**Strategy 2.3** — Purchase additional hand-held metal detectors and ear pieces for hand held radios.

**Strategy 2.4** — Provide tablets for Wardens, Associate Wardens and Officer in Charge to document management staff making rounds in all areas of the institution. This would allow for management staff to document unannounced Prison Rape Elimination Act rounds as required by PREA Standard 115.13 (d). The use of tablets will also allow executive staff to photographically document and delegate to appropriate staff issues which require action.

**Strategy 2.4.1** — With the expansion of the telecommunications contract develop methodologies to work with the company to pursue meaningful security enhancements and to assist staff in the performance of their duties.

**Strategy 2.5** — Develop program curriculum for the use of tablets provided to offenders. The goal is to provide educational and other programming targeting the offender audience with more specificity. Emphasis to be provided for offender's most in need as determined by evidence.

**Strategy 2.5.1** — Develop a needs assessment to determine the programming for each custody level.

**Strategy 2.5.2** — Install tablets and program curriculum at a minimum, medium and close facility to evaluate effectiveness.

**Strategy 2.6** — Use video conference capabilities to implement court hearings using technology. The purpose of the strategy is to reduce staffing cost and to provide for the safety of the public and the Court(s). This is consistent with the Chief Justice's recent statements on the use of technology. It is analogous with DPS Strategic Initiative 2.3.2.

**Strategy 2.6.1** — With the cooperation of the Administrative Office of the Courts, develop a pilot project with urban and rural court districts to determine the feasibility of holding court hearings using video-conferencing technology.

**Strategy 2.6.2** — Complete an ABC cost accounting of those court districts participating determining true cost of the use of the technology.

**Strategy 2.7** — Provide all DOP facilities with wireless internet capabilities (Wi-Fi) to implement additional technologies to include tablets, portable cameras, location-based "man-down" staff protection alarms and portable telehealth terminals. Reference Strategy 2.5.

**Strategy 2.7.1** — Complete an infrastructure analysis of facilities not having secure Wi-Fi to determine what requirements need to be met to actualize this strategy.

**Strategy 2.8** — Complete a workload analysis of Electronic Technicians throughout the system to determine if there is a need for more personnel to meet the increasing complexity of electronic systems in DOP.

**Strategy 2.8.1** — Review benchmarks of other Department of Corrections (DOC) to determine how they analyze the need for electronic technicians.

**Strategy 2.8.2** — If data is not available from other DOCs to provide enough requisite information to analyze, expand the search to other governmental agencies.

**Strategy 2.9** — Purchase and distribute Wi-Fi cameras to be used by facilities for the monitoring of blind spots and also to be used to monitor those offenders who are on watch for SIB/Suicide Watch precautions. Such monitoring should be managed in a manner consistent with Prison Rape Elimination Act (PREA) Standard 115.15.

**Strategy 2.10** — Enhance the use of electronic media, such as electronic bulletin boards, throughout DOP to increase information sharing with staff and offenders.

**Strategy 2.10.1** — Ask facilities not having appropriate electronic media to select locations where such devices would be seen and read by the most people.

**Strategy 2.10.2** — Determine the best location to set up electronic media for offenders, which will vary by institution.

**Strategy 2.11** — Pilot a program of video visitation at three facilities in the DOP to evaluate if it reduces contraband found to enter facilities through in-person visits and if such a program increases the number of visits which an offender receives.

**Strategy 2.11.1** — Develop evaluation criterion to measure the reduction of contraband.

**Strategy 2.11.2** — Develop criterion to determine if video visitation provides more visiting time for offenders and if so, the category of offender.

**Strategy 2.11.3** — Provide criteria for video visitation for offenders housed in long-term health care beds and those in palliative care.

**Strategy 2.12** — Upgrade and improve technology at Correction Enterprises' plants, improve offender access and training on software/technology, establish a leading-edge Enterprise Resource Planning (ERP) system, and maintain technology/equipment to stay competitive.

**Strategy 2.12.1** — Implement iNet (Offender Network Solution) system-wide to provide offenders viable training opportunities with technology.

**Strategy 2.12.2** — Implement a modern ERP system that includes a Customer Relations Management (CRM) system.

**Strategy 2.12.3** — Modernize Correction Enterprises' website to improve functionality, customer accessibility and ease of purchase.

**Strategy 2.12.4** — Maintain manufacturing technology/equipment to be competitive with the private sector and provide offender training on the latest technologies.

**Strategy 2.12.5** — Implement modern order payment processes and methods.

**Strategy 2.13** — Continue and enhance methods to change the organizational culture to have Correction Enterprises as an integral part of prison management.



# GOAL 3

**Develop strategies for staff recruitment, retention, morale and wellness.**

*Goal 3 incorporates 3.2.7 of the DPS Strategic Plan. It also incorporates 3.2.11. The overall strategy for Goal 3, is the collection and analysis of data to assess recruitment, retention, morale and wellness. This analysis should lead to the development of Key Performance Indicators in each area as mentioned in Strategy 1.14. The monitoring of all KPIs should be a performance competency of each Chief Executive Officer. To be effective, each KPI needs to have a benchmark of acceptability. All KPIs should be reassessed yearly to guard against mediocrity toward the mean.*



## **OBJECTIVE 1: Develop staff recruitment strategies to reach every gender, race and ethnicity within the community each prison serves and as importantly, develop strategies to retain staff once they are recruited and hired.**

**Strategy 3.1** — Hire the right staff. Review the interview questions with an emphasis on integrity interviewing (Reid & Associates), adding credit questions to assist in determining a candidate's likelihood of being compromised because of monies owed.

**Strategy 3.2** — Evaluate the possibility of adding a physical abilities test for correctional officers commensurate with their job requirements. Study the tests given by other jurisdictions.

**Strategy 3.3** — Develop procedures to conduct an analysis of social media presence for all candidates prior to the interview and procedures on how to use the information found during a media review.

**Strategy 3.4** — Make the application process easier. Use technology to forward necessary paperwork to the Regional Employment Office, but have candidate work exclusively with institution personnel office. This is consistent with DPS Strategic Initiative 3.2.14.

**Strategy 3.5** — Improve Pay and Benefits

**Strategy 3.5.1** — Continually review salaries of others who employ detention and correctional officers to ensure that salaries are competitive.

**Strategy 3.5.2** — Develop a step-pay increase plan so that staff who desire to remain in their current job classification know they could obtain raises at certain times in a career with satisfactory job performance.

**Strategy 3.5.3** — Review the possibility of renegotiating group health insurance rates. The current family plan with dental is \$795/month.

**Strategy 3.5.4** — Introduce legislation to add a provision to a correctional worker's retirement plan for state government to match an employee's contribution to their 401K plan up to 5%.

**Strategy 3.5.5** — Provide assistance to those with college degrees student loan forgiveness with every year of successful employment equating to a year of student loan forgiveness.

**Strategy 3.5.6** — Provide meaningful tuition reimbursement for those desiring to return to college to enhance criminal justice skills or technical/educational skills needed by DOP.

**Strategy 3.5.7** — Develop a paid co-op program where students who complete the program with DOP are offered a non-competitive job as long as the candidate passes the same requirements as any other employee.

**Strategy 3.5.8** — Pursue having all certified staff designated as law enforcement to ensure they are able to receive law enforcement benefits.

**Strategy 3.6** — Work on cultural shift having an orientation less on punishment of offenders to a more human-services approach. Research suggests such a cultural shift would enable the hiring of new talent and a reduction of recidivism.

**Strategy 3.7** — Develop a task force to review and make recommendations regarding improving the onboarding process of new employees at DOP.

**Strategy 3.8** — Develop a professional DOP home page with information specific to interested applicants provided to include a video tour of facilities, share the core values of the agency along with the mission and vision of the agency.

**Strategy 3.9** — Develop a data driven approach to recruitment targeting efforts.

**Strategy 3.10** — As current employees are the best resource for recruitment, develop an incentive for current employees in good standing who recruit an employee who remains with the agency for at least a year.

## **OBJECTIVE 2: Within the Office of Staff Retention, develop strategies to retain staff long-term.**

***After three years in existence, this office will be evaluated to determine if its existence has assisted in retaining staff in the Division of Prisons.***

**Strategy 3.11** — Enhance pre-basic training to have as a goal the development of realistic expectations of correctional work for new candidates prior to them attending basic training.

**Strategy 3.12** — Ensure all staff having day to day contact with offenders are trained as certified staff. Certain professional staff might be exempt from certifying. Current nursing staff could be exempted if they choose, but all new nurse hires would receive training to allow them to become certified. Nurses would choose whether to be certified with firearms.

**Strategy 3.13** — Reinvigorate Unit Management to make it a philosophy of semi-autonomous units, where unit managers are selected based on their leadership potential. Unit management staff would include case managers, unit secretaries and correctional counselors emphasizing offender accountability in a manner to positively reinforce an offender's work toward returning to society as a law-abiding citizen.

**Strategy 3.14** — Develop mandatory first-line supervisor's training to be completed within the first year of a person's promotion to a supervisory position.

**Strategy 3.15** — Develop interpersonal communication - teambuilding training for all staff to be completed within three years of the employee entering on duty. The training would emphasize civility and respect towards all, cross cultural communication, and active listening skills. A second portion of the training would work to increase teambuilding skills emphasizing collaboration and trust.

**Strategy 3.16** — Develop mechanisms for line staff to participate more in policy decisions. Allow for line staff who have successfully completed probation more decision-making authority and responsibility.

**Strategy 3.16.1** — Once each year hold focus groups representative of division demographics to provide mechanisms to provide line-staff more decision-making authority and responsibility.

**Strategy 3.16.2** — Analyze qualitative information from the focus groups providing recommendations to the leadership.

**Strategy 3.17** — Provide training for all supervisors to teach delegation skills.

**Strategy 3.18** — Within the Innovation Institute responsibilities, develop a workgroup to review the academic literature, studies and practice-based literature for the best practices for employee retention. Create and implement with IRB approval a targeted survey concerning how to improve retention of staff. An alternative of doing this in-house is to partner with an academic institution to conduct a targeted survey and make recommendations for consideration.

**Strategy 3.19** — Enhance the current Field Training Officer program by adding a second phase discussing career readiness and progression. Work with participants in the development of a career plan with milestones to be shared with their current supervisor and made a part of yearly performance discussions.

**Strategy 3.20** — Continue the development of the Career Progression Initiative. This initiative would provide correctional officers the opportunity to receive designation as First-Class Officers, Senior Officers and Master Officers after completing training and demonstrating competencies. Develop incentives for officers to complete the program and obtain officer designations. After three years, have the Innovation Institute conduct a comprehensive review to determine if the progression plan enhances retention. Depending upon the results of the evaluation expand the program to food service officers and case managers.

## OBJECTIVE 3: Improve the quality of life for staff.

**Strategy 3.21** — Find methods to publicly express gratitude to individual staff for doing a good job. This might include hand written notes or personalized emails from the supervisors up to the Warden publicly expressing gratitude to staff.

**Strategy 3.22** — The Office of Staff Retention will report yearly to the DOP leadership techniques and activities to improve staff morale. This yearly report will emphasize success and allow the office to make suggestions. The development of these suggestions will come from various tools to include the yearly Social Climate Survey referenced in this plan.

**Strategy 3.23** — Develop a legislative request to allow for one employee appreciation meal a year to be paid from incentive award funding.

**Strategy 3.24** — Under the oversight of the Innovation Institute, develop electronic suggestion boxes for each institution. Allow all staff to make suggestions. Require Wardens or Associate Wardens to reply to each suggestion.

**Strategy 3.25** — Find ways to encourage and engage staff. Develop an institutional work group or committee with the role to find methods to develop engagement of all staff. Increasingly, staff have an expectation that they will be able to participate in agency policy and decision-making, particularly with respect to issues that affect their daily work experience. This is consistent with DPS Strategic Initiative 1.5.5.

**Strategy 3.25.1** — Develop best practices for “participatory councils,” and evaluate the impact these interventions have on staff retention and overall morale.

**Strategy 3.26** — Develop media campaigns to target the good work of staff. Make sure these activities are publicized at the institution(s) and are more than social media recognition.

**Strategy 3.27** — Continue to develop diversity programs ensuring inclusion for all persons. Direct the Innovation Institute to conduct a yearly survey of persons of diversity to determine their perception of their inclusion in DOP.





**Strategy 3.28** — Authorize the Director of Administrative Services to work with other stakeholders throughout state government to provide more autonomy to Wardens and Regional Directors in making staff discipline decisions.

**Strategy 3.28.1** — Develop a policy which matrixes the severity of employee misconduct and the need for progressive employee discipline to allow CEO's the guidance necessary to make proactive disciplinary decisions for the good of the institution and hopefully, providing corrective action which enables positive learning for the employee.

## OBJECTIVE 4: Communicate and enhance wellness programs for staff.

**Strategy 3.29** — Develop Wellness Newsletter which invites participation from all staff, published on a quarterly basis by Health and Wellness providing relevant information on different programs to enhance the well-being of staff.

**Strategy 3.30** — Work with an academic institution to determine the level of knowledge concerning wellness and the many different aspects of wellness as well as determinations of how to enhance employee participation in wellness programs.

**Strategy 3.31** — At lineup, have a wellness moment of the week. Require the OIC to communicate with line staff the different wellness activities available. Invite staff to privately communicate with the OIC regarding issues. Make it a performance competency of each OIC to make certain they reach out to staff.

**Strategy 3.32** — Provide Brown Bag Luncheons and Dinners where staff are taught different wellness techniques or activities. Require each facility to have six opportunities per year on each shift. Make it a performance competency for Associate Warden(s) to ensure these activities occur.

# GOAL 4

## Enhance communications across all disciplines and stakeholders fostering interdisciplinary decision-making.

**Strategy 4.1** — Identify stakeholders we believe are critical to maintain on-going communication with all parties who are interested in prison management.

**Strategy 4.1.1** — Develop brainstorming group to identify stakeholders.

**Strategy 4.1.2** — Categorize identified stakeholders based upon interest.

**Strategy 4.2** — Develop multiple communication strategies based upon the interest and needs of the identified stakeholders realizing one message may not meet the needs of the different groups.

**Strategy 4.2.1** — Identify the best communication strategies for each of the stakeholder groups. It is recognized each stakeholder group is important. For example, we consider the General Assembly one of our primary stakeholders. Our message to the members of the GA could be semantically different than the message provided to staff; however, the goal of all messages would be consistent.

**Strategy 4.2.2** — After identifying the best communication strategies for each group, develop an evaluation to determine if communication was effective. Share the results across the Division.

**Strategy 4.2.3** — Determine what steps may be taken to develop positive relationships with the media focusing on transparency while guarding institutional safety and individual rights.

**Strategy 4.2.4** — Require facilities to record and internally publish meeting minutes and allow any facility staff member, who requests it, to review the minutes. Until all staff have email, published minutes will be maintained in yearly notebook (file) in the Warden's office.

**Strategy 4.3** — Develop a DOP Brand. Name a group of staff across all sectors of the Division to formulate our Brand. Use our values, mission, vision and strategic plan to formulate the brand. Consistently communicate our brand to our stakeholder groups understanding the method of communication for each group may be different while the brand remains the same. The group of staff selected will provide the leadership suggestions to solidify a DOP brand.



**Strategy 4.3.1** — Publish a yearly annual report of activities and accomplishments throughout the DOP.

**Strategy 4.4** — Engage various directorates within Adult Corrections to communicate issues of each directorate in a session to enhance understanding of challenges faced by each.

**Strategy 4.4.1** — Have quarterly sessions of directorates with staff discussing the different challenges of each, and the areas where cross communication would enhance efficiency and safety. The quarterly meetings would be facilitated by “a third party” with the results of these meetings published for all staff to view. These quarterly sessions will be held at all levels of the agency.

**Strategy 4.4.2** — Develop an LMS Cross Development Course which describes the mission and work of each discipline. Completion of this course would be a requirement to be considered for an Associate Warden, a Program Manager at headquarters, a Regional Administrator, or a Plant Manager.

**Strategy 4.5** — Develop procedures for distribution of new policies and revisions of policy to all employees and offenders within the DOP.

**Strategy 4.5.1** — Develop a single platform to publish and communicate all policies.

**Strategy 4.5.2** — Use announcements at line up and through postings to highlight new policies or major revisions to policy. Postings to include email, digital messaging and “old fashion paper postings” on staff bulletin boards. Postings to include a synopsis of the new or revised policy. These postings are to be sent to all identified offices on a monthly basis. A listing of new policies, absent confidential policies, will be posted on an offender bulletin board in the institution.

**Strategy 4.6** — Develop a yearly social climate survey to solicit staff opinions about a variety of issues. Some of the issues might include the perception of safety, the quality of supervision, the opportunities for engagement and participation in decision-making among others.

**Strategy 4.6.1** — Assign the development of a social climate instrument to the Innovation Institute.

**Strategy 4.6.2** — Engage focus groups from across the spectrum of the DOP to develop issues to measure.

**Strategy 4.6.3** — Request information from other correctional jurisdictions who complete social climate studies to ascertain issues of possible relevance.

**Strategy 4.6.4** — Complete an academic review of the literature to determine other relevant issues for the Division.

**Strategy 4.7** — Implement the yearly social climate study to be administered at each facility and plant within the DOP ensuring anonymity of participants.

**Strategy 4.7.1** — Develop standardized evaluation criterion for the climate survey, working to ensure validity of the questions and overall fidelity.

**Strategy 4.7.2** — After completion of the evaluation of the social climate survey, publish findings by facility and/or plant and share the findings with staff.

**Strategy 4.7.3** — The Leadership of the agency will meet after the publication of the survey to determine systemic issues to be addressed short and long-term.



# GOAL 5

**Develop, enhance and improve evidence-based programs and cognitive behavioral interventions for offenders to assist them in developing coping skills which will hopefully reduce recidivism and provide opportunities for successful transition into our communities.**



**Strategy 5.1** — Develop and Conduct Offender Reassessments updating Risk and Needs Assessments to conduct periodic reassessments.

**Strategy 5.2** — Decrease the rate at which offenders are returned to prisons by at least 5% over the next five years.

**Strategy 5.2.1** — Develop data to evaluate and identify programs focusing on those proven to impact recidivism.

**Strategy 5.2.2** — Analyze the tool used in Reentry, Programs and Services to determine if it provides accurate monitoring for Evidence Based Practices (EBP).

**Strategy 5.2.3** — Finalize quality assurance procedures to match offenders to programs and services that impact needs identified.

**Strategy 5.2.4** — Monitor and record progress made by offenders participating in prescribed programs and services.

**Strategy 5.2.5** — Continue to use the Prison Programs Quality Assurance Assessment (PPQA) to ensure program fidelity.

**Strategy 5.2.6** — Develop “private-public” partnerships with community stakeholders to enhance preparation for offenders to succeed in community transition.

**Strategy 5.2.7** — Develop and conduct comprehensive case management training with the goal of teaching the philosophy of Risk, Need and Responsivity (RNR).

**Strategy 5.2.8** — Increase program completion rates by 10% by the end of 2021.

**Strategy 5.2.9** — Because of the different reentry needs of offenders, implement gender specific programming for offenders.

**Strategy 5.2.10** — Increase the use of tablets for educational purposes and incentives.

**Strategy 5.2.11** — Implement and set programming dosages.

**Strategy 5.3** — Develop and implement vocational programs for offenders in “green” industries across the state.



**Strategy 5.3.1** — Rehabilitative Services, Maintenance Services, Correction Enterprises and Sustainability staff to develop a community council of professionals involved in green technologies in an effort to ensure sound curricula and public private partnerships where possible.

**Strategy 5.4** — Fund new Evidence Based Programs proven in the academic and practice literature.

**Strategy 5.4.1** — Identify programs to fund through Reentry, Program and Services.

**Strategy 5.4.2** — Develop costs for the programs identified.

**Strategy 5.4.3** — Seek funding through the General Assembly and through grant funding.

**Strategy 5.4.4** — Seek approval to add additional degree and occupational specific programs at community colleges and four-year universities. Have an evaluation completed by 2024 to determine the effectiveness of developing academic and occupational programs against the level of recidivism as measured against 2020.

**Strategy 5.4.5** — Increase peer to peer support programs.

**Strategy 5.4.6** — Increase the number of trained CBI and Journal Master Trainers.

**Strategy 5.4.7** — Increase the use of tablets to assist those offenders with special needs and intellectual deficiencies.

**Strategy 5.4.8** — Realizing the value of offenders staying busy, commission a workgroup to review a reduction of idleness across institutions. A reduction of idleness might include peer to peer education, the development of certificate programs and an increase in passive recreational opportunities.

**Strategy 5.5** — Measure organizational climate for programs.

**Strategy 5.5.1** — Seek approval and secure funding to partner with outside entity to conduct study of organizational climate for “programs”, offenders who avail themselves of programs and staff who administer programs.

**Strategy 5.5.2** — Work with the outside entity to ensure consistent measurements when reviewing organizational climate considering the prison environment.

**Strategy 5.5.3** — As a first step, select at least one institution per region to participate in an organizational climate study. Work with outside entity to ensure participant institutions represent to the extent possible the population of the DOP.

**Strategy 5.5.4** — Determine evaluation criteria for study to enable results of the study to be implemented to enhance therapeutic environments.

**Strategy 5.6** — Establish designated reentry models at medium and close custody facilities.

**Strategy 5.6.1** — Identify Reentry barriers for medium and close custody offenders.

**Strategy 5.6.2** — Work with Community Corrections to train and identify Reentry PPOs for medium and close facilities.

**Strategy 5.6.3** — Based upon barriers identified, improve reentry planning for medium and close facilities and offenders.







**Strategy 5.6.4** — Identify community stakeholders to assist in the transition of high need offenders. Work with community stakeholders to develop public-private partnerships to link post-release employment from the institution to the community.

**Strategy 5.6.5** — Add the need for existing Local Reentry Councils or additional Local Reentry Councils to target needs of medium and close facilities.

**Strategy 5.7** — Collaborating with Community Corrections and the Department of Health and Human Services examine current aftercare strategies and recommend establishment of additional strategies or improvement of those currently existing.

**Strategy 5.7.1** — Continue to support an inter-agency workgroup of personnel from DOP, Community Corrections, Department of Health and Human Services, and REENTRY councils to review and report on issues which may exist.

**Strategy 5.7.2** — Suggest the heads of the departments identified hire someone from a School of Social Work to facilitate the workgroup and assist in publishing the findings.

**Strategy 5.8** — Develop Comprehensive Case Management and Evidence Based Training Program.

**Strategy 5.8.1** — Develop a needs analysis on what is desired for case management and EBP training.

**Strategy 5.8.2** — Develop curriculum for the training of case management staff. Work with education and professional community to assist in the development of the curriculum.

**Strategy 5.8.3** — Identify trainers. They may be internal or outsourced to community colleges or other professional organizations.

**Strategy 5.8.4** — Redefine the roles and responsibilities of case management and programs staff. (See strategic plan on unit management).

**Strategy 5.8.5** — Add Motivational Interviewing (MI) to skill set of case managers.

**Strategy 5.8.6** — Conduct annual symposiums for professional career development.

**Strategy 5.9** — Evaluate the current placement of DOP offenders in restrictive housing and extended restrictive housing to determine reasons and rationales for offender placement in each category. Evaluate and make recommendation regarding program activities and other diversion programs which might be implemented concomitant with other strategies determine if placement can become more about offender accountability. The Innovation Institute would lead this activity.

**Strategy 5.10** — Reevaluate and revalidate our classification tool for offenders to make sure the system looks at putting the right person into the right bed. This includes a separate classification tool for female offenders which is research based. This is consistent with DPS Strategic Plan 2.2.8.

**Strategy 5.10.1** — Review revised classification tool; prepare policy to accompany the revisions.





**Strategy 5.10.2** — Develop training medium to assist with training staff regarding the changes.

**Strategy 5.10.3** — Make the training available to staff through virtual training and other electronic means.

**Strategy 5.10.4** — Implement usage of the tool for case management staff.

**Strategy 5.10.5** — Assess the implementation of the classification tool to determine if there are corrections which need to be made.

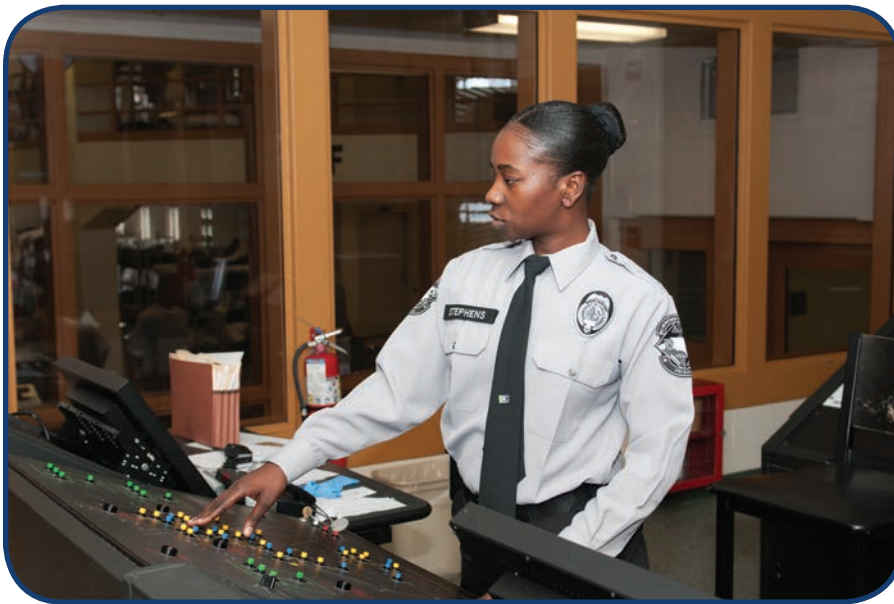
**Strategy 5.11** — Develop a system-wide school district for all instructional education programs with a system-wide Superintendent responsible for the management of vocational and academic planning throughout the system collaborating with Wardens and other stakeholders with a goal of mirroring educational programs in the community.

**Strategy 5.12** — Direct the Innovation Institute to review the current grievance process within the DOP to ensure maximum efficiency of the process especially as it relates to an informal resolution process before a formal grievance is filed. Any recommendations to be made to the Offender Grievance Resolution Board.

# GOAL 6

**Providing for continuing staff training to maintain and enhance technical skills, improve the supervision of others, develop abilities to lead change, and motivate others all while understanding the conflicting roles presented by corrections.**

*Training is discussed in many places throughout this strategic plan. This goal will attempt to look at systemic issues concerning planning.*



**Strategy 6.1** — Develop and reinstitute a formal mentorship program within DOP. Special consideration to be given to the selection of mentors.

**Strategy 6.2** — Allow staff to interview early for advancement within DOP/DPS if performance evaluations are above average/exceeds.

**Strategy 6.3** — Mandate specific training curriculum applicable to each position in Fiscal Services or Human Resource Management to be completed within a specified time period.

**Strategy 6.4** — Develop competency standards for each position within the DOP.

**Strategy 6.5** — Reestablish the female command structure having one Regional Director responsible for gender specific issues facing female offenders, especially in the areas of health care, training, cross-culture communication, and programming. This is consistent with DPS Strategic Plan Initiative 2.43.

**Strategy 6.6** — Provide enhanced training for supervisors no matter their discipline. Supervisors are the linchpin to line staff development.

**Strategy 6.7** — Develop minimum standards for all training to ensure that curricula are adequate, consistent, realistic and able to be delivered in an effective manner.

**Strategy 6.8** — Much like the development of critical correctional posts, develop a standard for critical training which should not be postponed or eliminated.

**Strategy 6.9** — Continue to develop and enhance leadership training to ensure good succession planning. Good succession planning is necessary to ensure a continuity of leadership when senior leaders decide to retire.

**Strategy 6.10** — Ensure that all staff employed by the DOP complete appropriate Incident Command System (ICS) training.

**Strategy 6.11** — Review all special teams of the DOP to determine any additional training needs to increase the efficiency of preparing for the resolution of crisis, preventing institutional crisis through intervention, and protecting staff and the public when interventions do not work. Review the geographic distribution of special team members to ensure teams can stand up at all DOP facilities in a reasonable time.

**Strategy 6.12** — Ensure that staff training emphasizes a “back to basics” philosophy of providing training which enhances staff safety and public safety.

**Strategy 6.13** — Reinvigorate crisis management training throughout the DOP with a goal of conducting a large-scale training exercise at least once a year. Analysis to be conducted to determine if such training should be conducted from a divisional or regional standpoint.

**Strategy 6.14** — Conduct a yearly review of training provided to staff to manage offenders with serious and persistent mental health issues with the goal of ascertaining if the training provided remains relevant or needs to be enhanced or lessened.

# GOAL 7

**Innovate the delivery of health services to allow appropriate access and equity with a community standard of care, while recognizing public stewardship responsibilities.**



## **Strategy 7.1** — Implement Telehealth Statewide

**Strategy 7.1.1** — Expand existing contract with UNC Healthcare to include telephone and telehealth services.

**Strategy 7.1.2** — Recruit for additional specialties beyond existing specialties with goal to reduce transportation while providing quality care.

**Strategy 7.1.3** — Upgrade existing infrastructure as necessary to implement telehealth program and to expand program to allow for the use of portable telehealth stations.

**Strategy 7.1.4** — Hire needed staff to manage and maintain telehealth to include clinical coordinator and IT tech support.

**Strategy 7.1.5** — Modify Utilization Review Process to include telephone and telehealth options for providers.

**Strategy 7.1.6** — Provide staff training in the implementation of telehealth to institutional staff.

**Strategy 7.1.7** — Develop data algorithms for the collection of data. Implement the collection of data.

**Strategy 7.1.8** — Implement afterhours triage statewide using telehealth.

**Strategy 7.1.9** — Analyze collected data to evaluate program and complete benefit-cost analysis.

**Strategy 7.2** — Restructure medical services by implementing primary care provider teams (PCPTs) statewide consistent with institution acuity levels. Through objective analysis each institution will be provided an analysis of the number of staff required to provide 24/7 coverage. This incorporates DPS Strategic Initiatives 1.4.17, and 1.4.18.

**Strategy 7.2.1** — Develop primary care provider team workgroup to develop how health care is to be restructured.

**Strategy 7.2.2** — Develop staffing plan for the additional positions necessary to implement PCPTs at all facilities.

**Strategy 7.2.3** — Request additional primary care positions and support positions necessary to implement primary care provider teams.

**Strategy 7.2.4** — Recruit and hire competent providers and clinicians to implement.

**Strategy 7.2.5** — Develop clinical performance indicators and measures approved through the Governing Body.

**Strategy 7.2.6** — Expand the use of ancillary health care positions such as EMT's.

**Strategy 7.2.7** — Seek Psychology Internship Accreditation by American Psychological Association.

**Strategy 7.2.8** — Collect and measure data collected as approved by Health and Wellness Management.

**Strategy 7.2.9** — Provide evaluation report to DOP Leadership regarding the implementation of PCPTs.

**Strategy 7.3** — Activate Long-term care facility at Central Prison Health Care (CPHC).

**Strategy 7.3.1** — Develop staffing analysis for the unit.

**Strategy 7.3.2** — Identify and prepare equipment list for unit.

**Strategy 7.3.3** — Purchase approved equipment.

**Strategy 7.3.4** — Recruit and hire competent staff as identified in staffing analysis.

**Strategy 7.3.5** — Provide all staff assigned to the unit to include custody staff with training on how to manage geriatric offenders.

**Strategy 7.3.6** — Collaborate with community stakeholders on how to provide palliative or hospice care.

**Strategy 7.3.7** — Develop policies for age specific programming for long-term care unit.

**Strategy 7.3.8** — Develop process to provide video visitation for long-term care patients.

**Strategy 7.3.9** — Develop process for dying patients to have in-person visitation on unit.

**Strategy 7.3.10** — Develop admission criteria for unit.

**Strategy 7.3.11** — Screen offenders referred for admission measured against admission criteria.

**Strategy 7.3.12** — As approved, schedule offender transfer.

**Strategy 7.3.13** — Provide offender unit orientation. For those too ill to attend in-person orientation develop alternative methods of orientation.

**Strategy 7.3.14** — Establish performance measures for the unit as approved by the Leadership Management of Health and Wellness.

**Strategy 7.3.15** — Collect and analyze data from performance measures reporting results to Leadership Management of Health and Wellness.

**Strategy 7.3.16** — Develop quality of life assessments for patients admitted to the unit.

**Strategy 7.4** — Implement 340B Pricing Program





**Strategy 7.4.1** — Establish and implement a partnership for DPS to become a covered entity under the law.

**Strategy 7.4.2** — Submit application for processing at CPHC and NCCIW to Health Resources and Services Administration (HRSA) of Department of Health and Human Services (DHHS).

**Strategy 7.4.3** — Establish positions for 340B pharmacist and inventory management specialist.

**Strategy 7.4.4** — Collect and submit required data to DHHS.

**Strategy 7.4.5** — Establish 340B Purchasing account.

**Strategy 7.4.6** — Update pharmacy software.

**Strategy 7.4.7** — Provide identified multidisciplinary staff with requisite training.

**Strategy 7.4.8** — Purchase and maintain separate inventory of 340B pharmaceuticals.

**Strategy 7.4.9** — Track expenditures and develop analysis of expenditures using 340B against traditional expenditures.

**Strategy 7.5** — Join Health Information Exchange (HIE)

**Strategy 7.5.1** — Identify participant account administrators.

**Strategy 7.5.2** — Development of HIE policy.

**Strategy 7.5.3** — Determine eligibility for HIE access.

**Strategy 7.5.4** — Development of HIE agreement.

**Strategy 7.5.5** — Training for HIE approved staff.

**Strategy 7.5.6** — Determination of ACDP Compliance with HIE.

**Strategy 7.5.7** — Complete HIE Access Auditing and Monitoring.

**Strategy 7.6** — Expand Substance Use Beds in Prisons

**Strategy 7.6.1** — Ensure there is criteria and thresholds established to identify which clients are considered for substance use treatment. While universally recognized that substance use is more about coping with underlying personal problems, because of the surge of opioid related use in the community and after the release of offenders emphasize coping skills related to opioid usage.

**Strategy 7.6.2** — Conduct physical plant assessment of unused space throughout DPS.

**Strategy 7.6.3** — Work with DPS Engineering to develop floor plan of identified space.

**Strategy 7.6.4** — Consult with DPS leadership to assess reprogramming of existing beds.

**Strategy 7.6.5** — Identify project lead for implementation.



**Strategy 7.6.6** — Develop cost projections for renovations.

**Strategy 7.6.7** — Request funding for space renovations/request excess funding from bonds or other projects.

**Strategy 7.6.8** — Designate additional space for Alcoholism and Chemical Dependency Programs (ACDP) beds.

**Strategy 7.6.9** — Conduct environmental surveys.

**Strategy 7.6.10** — Conduct environmental abatement as necessary.

**Strategy 7.6.11** — Complete renovations for additional beds.

**Strategy 7.6.12** — Recruit and hire competent staff.

**Strategy 7.6.13** — Identify eligible offenders for admission.

**Strategy 7.7** — Expand suicide prevention strategies.

**Strategy 7.7.1** — Establish workgroup of multidisciplinary staff to access current practice against existing data.

**Strategy 7.7.2** — Review existing policy which determines the suicide prevention program in DOP for any changes or improvements.

**Strategy 7.7.3** — Consult with community experts to determine if current practice policy is consistent with community standard.

**Strategy 7.7.4** — Develop core competencies for all participating as first responders and those who provide surveillance for monitoring persons who have indicated a desire to commit suicides.

**Strategy 7.7.5** — Review suicide and suicide prevention data within DOP for 2016-2019.

**Strategy 7.7.6** — Implement Peer Observer Program pilot. Evaluate cost savings, if any. Determine if pilot should be continued or program expanded.

**Strategy 7.7.7** — Develop educational pamphlets for anger, anxiety, depression, grief and other issues which might impact suicidality.

**Strategy 7.7.8** — Develop report proposal for Continuous Quality Improvement of prevention strategies. This is analogous to 1.4.21 of DPS Strategic Plan.

**Strategy 7.7.9** — Enhance staff training.

**Strategy 7.7.10** — Review current suicide prevention screens, suicide risk assessments and proposed revisions.

**Strategy 7.7.11** — Develop competency-based training in suicide prevention and management.

**Strategy 7.7.12** — Identify onboarding needs for Behavioral Health Staff, addressing their professional needs, and, working with human resources staff to develop strategies to assist in their employment.

**Strategy 7.7.13** — Development of ongoing training committee.

**Strategy 7.7.14** — Establish Behavioral Health Training Director

**Strategy 7.7.15** — Measure and collect suicide data and suicide prevention data and report to the Governing Body.

**Strategy 7.8** — Develop a program to teach select offenders at pilot facilities, “hands only” CPR to allow for them to assist in a first response to persons having a cardiac incident.

**Strategy 7.9** — Using the same general philosophy as the peer observation program, pilot at the female facilities an offender companion program to assist offenders who are aged and infirm. After evaluation of the pilot program, determine if it should be expanded to designated male facilities.

**Strategy 7.10** — For institutions with in-patient care, develop a plan to determine the feasibility of seeking institution appropriate Joint Commission of Healthcare Organizations accreditation.

**Strategy 7.11** — Create a one-time interdisciplinary workgroup to review Pandemic readiness. Pandemic readiness will depend upon the type of illness; however, all readiness and contingency plans should emphasize, competency, training, PPE requirements, containment in prisons, working with community partners and the development, as necessary, of mutual aid agreements. This is analogous with DPS Strategic Plan 2.1.25

**Strategy 7.12** — The DOP will continue to partner with the Department of Health and Human Services and other community resources to establish Medical Assisted Therapy (MAT) as needed.

# GOAL 8

**Maximize the operational efficiencies at Correction Enterprises plants through improving cycle times, reducing back orders, increasing inventory turnaround time, and improving distribution times.**

***The development of a Centralized policy document for Correction Enterprises incorporates DPS Strategic Plan 1.5.1.***

**Strategy 8.1** — Ensure vendor compliance with specifications of raw materials, equipment and services.

**Strategy 8.2** — Analyze products and manufacturing processes to balance engineering and quality.

**Strategy 8.3** — Develop a facilities management planning and improvement process.

**Strategy 8.4** — Secure and retain a full complement of offender staff at every location.

**Strategy 8.5** — Evaluate and optimize distribution networks, logistics and sustainability.



# GOAL 9

## Maintain Correction Enterprises' financial sustainability through increasing the cash balance and retained earnings.

**Strategy 9.1** — Establish process to identify and discontinue low volume, outdated or unprofitable products.

**Strategy 9.2** — Maintain cash balance of two months or greater operating expenses.

**Strategy 9.3** — Establish and document pricing strategy by industry.

**Strategy 9.4** — Improve product and inventory management.

**Strategy 9.5** — Improve consumable inventory management methods.



# GOAL 10

**The Administrative Services Division will evaluate and study each part of this plan to ensure the best efficiencies are realized to enable funding to be reallocated as needed.**

**Strategy 10.1** — Each activity identified as a part of this strategic plan will be forwarded to the Administrative Division as part of the analysis before a plan requiring fiscal resources is implemented.

**Strategy 10.2** — Staff within the fiscal services branch will seek grants and alternative funding for the completion of these goals and strategies.

**Strategy 10.3** — Provide training for each Warden to have an understanding of their institutional budget, broken down by cost centers. Upon the completion of the training, require each Warden to hold routine meetings with cost center managers and their Administrative Officer regarding the status of their budget. Make budget management part of a Warden's performance review.





## **Dedicated to our Fallen Heroes**

**Sergeant Meggan Callahan**

End of Watch: April 2017

**Correction Enterprises Plant Manager Veronica Darden**

End of Watch: October 2017

**Correctional Officer Wendy Shannon**

End of Watch: October 2017

**Correctional Officer Justin Smith**

End of Watch: October 2017

**Maintenance Mechanic Geoffrey Howe**

End of Watch: November 2017