

MINNESOTA DEPARTMENT OF CORRECTIONS

Strategic Plan

2010





Vision, Mission, and Values

Vision

FOCUS on reducing risk.

Mission

Contribute to a safer Minnesota by providing core correctional care, changing offender behavior, holding offenders accountable, and restoring justice for victims.

Values

Fostering community partnerships.
Optimizing best practices.
Creating a respectful, diverse culture.
Utilizing effective communication.
Strategic and efficient use of resources.

Goals



The Department of Corrections (DOC) updated its mission and strategic plan in July 2009 to better reflect the agency's key role in enhancing public safety for Minnesota citizens. As part of the update, new goals were identified:

- Providing core correctional care
- Changing offender behavior
- Holding offenders accountable
- Restoring justice for victims



Goals, Measures, and Targets

Goal
**Providing core
 correctional care**

Delivery of a safe, secure, and humane environment for staff and offenders.

Measures and Targets

Percentage of escapes from secure facilities **0%**

Accuracy in offender risk assessment completion **88%**

Reduction in staff injury rate¹ **1%**

Reduction in staff assaults **1%**

Reduction in offender assaults **1%**

Percentage of offenders assigned² **85%**

¹ OSHA defined incident and injury rates (TRIR and DART)

² Offender assignments include all offenders not on 'idle' status. Offenders not on idle status include those on a work assignment, and those not able to work due to a medical condition.

Key Activities



Community Services

- Assess offender risk and impose appropriate level of supervision
- Supervise offenders in the community to enhance public safety
- Prepare comprehensive reports on offenders to be used by the courts, correctional staff, and the Hearings & Release Unit to assist in making appropriate sentencing, case planning and release and revocation decisions
- Administer grants and subsidies funding for correctional programming and activities delivered at the local level
- Enforce promulgated rules and inspect and license adult jails, juvenile detention centers, and juvenile correctional facilities

Facility Services

- Conduct frequent, accurate, and regular counts of offenders
- Enforce policies, rules, regulations, and post orders
- Conduct security rounds and searches of buildings and offenders
- Ensure all technical security systems are operational
- Provide behavioral health and medical care to offenders
- Provide food, clothing, secure housing, and adequate living conditions

Operations Support

- Ensure a well-trained work force through training opportunities
- Ensure instructors are certified in the appropriate discipline and follow standardized curricula
- Provide budget resources necessary to provide core correctional care
- Provide human resource services to recruit, hire, and retain adequate levels of staffing
- Ensure department practices operate in full compliance with law
- Conduct administrative hearings and reviews for adult offenders charged with violating internal offender discipline rules
- Establish and maintain administrative procedures for resolving offender injury and property claims
- Provide information and technology services to ensure the efficient operation of necessary databases/applications, technologies, and equipment



Goals, Measures, and Targets



Preparing offenders for successful community reentry; ensuring access to needed resources.

Annual Participation Numbers

Program Participation	
1) Chemical dependency (CD) treatment admissions.....	1,100
2) Sex offender treatment admission.....	200
3) Minnesota Comprehensive Offender Reentry Plan (MCORP)	375³

Measures and Targets

Increase Program Completion Rate ³	
1) Literacy level increase	40%
Adult Basic Education.....	39%
English as a Second Language.....	50%
2) CD treatment	5%
3) Sex offender treatment	5%

Release Planning Participation ⁴	
1) Number completing pre-release classes.....	3,300
2) Number of state photo ID/driver's license applications processed.....	1,200

Recidivism	
1) Percentage of offenders convicted of a new felony.....	36%
2) Percentage of offenders reincarcerated.....	25%
3) MCORP felony reincarceration.....	11%

³ Projected to enroll 250 offenders in the experimental group and 125 in the control group

⁴ Release planning is a collaborative effort between the offender, corrections staff, and the community that continues throughout the offender's confinement. It focuses on health, employment, personal finance, education, housing, personal ID documents, transportation, living under supervision, and personal relationships with the end goal of successful, long-term integration into the community after release.

Key Activities



Community Services

- Assess offender risk and impose appropriate level of supervision
- Employ motivational interviewing and effective case management techniques; prepare formal case plans
- Assist offenders in identifying their social, psychological, vocational, educational, and financial needs and identify resources to help them address those needs
- Administer validated comprehensive assessments
- Develop individual case plan with offender
- Provide transitional programming to inmates

Facility Services

- Provide rehabilitative programming to include education, chemical dependency and sex offender treatment, vocational training and work opportunities
- Deliver evidence-based transitional services
- Utilize medical, behavioral health, and sex offender release planners to develop specific release plans for offenders

Operations Support

- Provide opportunities for offenders to participate in victim/offender dialogs
- Provide resources for offenders to prepare victim apology letters
- Develop and implement a standardized review process for offender release planning
- Maintain consistency and equity in the consequences imposed for offender violation of release conditions



Goals, Measures, and Targets

Goal
Holding offenders accountable

Fulfillment of court-ordered or statutory offender obligations; appropriate offender behavior.

Measures and Targets

Increase Program Completion Rate

- 1) Literacy level increase 40%
 - Adult Basic Education..... 39%
 - English as a Second Language..... 50%
- 2) CD treatment 5%
- 3) Sex offender treatment **5%**

Percentage of fugitive level 3 sex offenders apprehended within 72 hours..... **80%**

Percentage of restitution paid by discharge **63%**

Percentage of offenders on Intensive Supervised Release (ISR) convicted of a new felony while under supervision **gather baseline data**

Escapes from secure facilities..... **0%**

Key Activities



Community Services

- Assess offender risk and impose appropriate level of supervision
- Conduct breathalyzers and urine tests; conduct searches; and obtain offender fingerprints, DNA samples, and photographs
- Provide timely apprehension and detention orders as well as issue timely warrants
- Ensure offenders complete conditions of probation and/or release
- Review violation reports, progress reports, and compact action requests to monitor offender activities in the receiving state
- Ensure internal compliance with community notification laws, which includes the assignment of risk levels for predatory offenders
- Review sex offenders prior to release to assess risk and forward for legal review of possible petition for civil commitment consideration when appropriate
- Administer adult and juvenile interstate compacts to ensure the orderly transfer of probation and parole supervision to and from the State of Minnesota

Facility Services

- Enforce established policies, rules, regulations, and post orders
- Administer an objective classification system to ensure appropriate security level for offender placement in facilities
- Provide community service projects to allow juvenile residents to complete necessary community service hours
- Observe, monitor, document, and sanction offender behavior

Operations Support

- Establish and enforce offender banking policies and procedures
- Collect offender gate money
- Enter offender financial obligations into banking system
- Collect offender financial obligations and make payments as policy dictates
- Authorize and maintain offender warrant information through statewide and national criminal justice information systems
- Administer the terms of the sentences of all offenders committed to the custody of the commissioner of corrections
- Conduct administrative hearings for adult and juvenile offenders who have been charged with violations of the conditions of their release to the community



Goals, Measures, and Targets

Goal
**Restoring justice
for victims**

Providing restoration to individual victims as well as to the overall community.

Measures and Targets

Percentage of restitution paid by discharge ⁷ **63%**

Increase victim/offender restorative opportunities⁸ **25%**

Reduce response time for victim notification **50%**

⁵ Jail savings calculated at \$55 per day

⁶ STS labor value calculated at \$6 per hour

⁷ Cases closed with unpaid restitution are referred for revenue recapture

⁸ Victim/offender restorative opportunities include victim/offender dialogs, VOCARE, and the Apology Letter Bank

Key Activities



Community Services

- Determine unpaid restitution amounts and enforce payment by offenders
- Provide offenders with opportunities to make amends through community work service
- Refer offenders to victim impact panels as appropriate
- Operate and keep current the level 3 predatory offender website

Facility Services

- Conduct victim impact training
- Facilitate victim/offender dialogs
- Conduct community service projects
- Provide Institution/Community Work Crews to assist local communities
- Provide minimum-security offenders for disaster relief

Operations Support

- Collect money from offenders and process crime victim reparations fund, victim restitution, and child support payment
- Conduct victim impact training
- Facilitate victim/offender dialogs
- Advise the Board of Pardons on investigative backgrounds of applicants for pardons, commutations of sentence, and pardons extraordinary
- Coordinate reviews for inmates serving life and other indeterminate sentences



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