

**Seventh Judicial District
Department of Correctional Services**

Strategic Action Plan

**Adopted by Board of Directors
August 2020**

**Effective
2020 - 2025**

Our Vision:

**Using our resources efficiently
to build a safe community**

The Process

The strategic planning process starts with four questions (S.W.O.T. Analysis):

- 1) Where is the organization now?
- 2) Where do we want to be?
- 3) How do we get there?
- 4) How do we measure our progress in our attempts to reach our goals?

Factors to consider

External:

- Budget Cuts/potential deappropriations
- More sensitivity to CBC needs
- Shorter sentences/earlier releases—COVID driven
- Lack of resources/more mental health needs
- Pandemic
- Legislative actions
- Insurance – restrictions on coverage for offenders
- Substance abuse increase and changes in drug usage
- Housing (restrictions)
- Employment restrictions for clients
- High profile escapes/uninformed community
- Transportation/bus system changes
- Electronics/technology—COVID driven
- Training changes: IRR, DRAOR, CCP
- PREA

Internal:

- Resistance to change/organizational inertia
- Uncomfortable with change
- Staff stress
- Number of retirements (staff retirements in next five years)
- Intra Department culture
- On-going changes—DRAOR, IRR, CCP--creates unknowns/lack of direction
- Kiosks
- Consistent practices/standards
- CCP – mentoring
- Internships
- Field experience: SAU MSW
- ACT program
- Problem-solving courts
- PSN grant
- Clinton CTC diversion grant

Three Key Strategic Areas

- 1. Improve services and programming for those we serve through staff development, program implementation and Continuous Quality Improvement (CQI).**
 - Involvement and empowerment of all staff members in trainings, coaching's, and committees.
 - Focus on transparent communication between management and other employees.
 - Staff development needs to include transition of leadership/succession planning to include workshops on the budget; expanding staff's understanding of the relationship between community-based and institutional corrections/the bigger picture; transitioning from peer to supervisor or manager; etc.
 - Encourage/Require at least one training per year that is non-specific to current job duties for instance, general case manager attend a Mental Health Training or a supervisory or leadership training.
 - Continued Workshops/Booster Training (Core Correctional Practices/CCP) and CCP Coaching
 - Continued Workshops/Booster Trainings in IRR and DRAOR
 - Continual IRR, DRAOR, and full case reviews/audits
 - CQI coaching conversations following reviews/audits.
 - Realize research-based/evidenced-based practices, expanded use of existing specialty courts.
 - Improve staff members understanding of the symptoms of mental health and substance abuse syndromes.
 - Enhance staff members' knowledge of the role of Adverse Childhood Experiences and the need for Trauma-Informed Care
 - Execute cognitive behavioral groups—Moral Recognition Therapy (MRT)
 - Refer to Safer “ACT” Program ---MRT groups and University of Cincinnati Cognitive Behavioral Interventions groups.
 - Expanded use of existing specialty courts
 - Cultivate collaboration with community treatment programs.
 - Once per month, at least one of the three strategic plan items (on a rotating basis) must be reviewed at Board Meeting, staff meeting and management meeting.

- 2. Promote a workforce that is more diverse and more inclusive of a collective mixture of differences and similarities that include individual characteristics, experiences, cultures, backgrounds, values and beliefs to prevent racial disparity.**
 - Enhance staff members' knowledge of cultural identity
 - Continual and Crucial Conversations/Communication regarding diversity
 - Continual conversations regarding implicit bias
 - Sustain Cultural Diversity Committee in the workplace
 - Encourage new members to be involved in the Cultural Diversity Committee
 - Involve the department leadership to support a diversity plan by active involvement of the Board of Directors, the Director, etc.

- Develop activities designed to support employee's knowledge, skills, and abilities in appreciating differences among others in the workplace.
- Encourage staff to take personal assessments in ensure their self awareness on their implicit bias.
- Ongoing commitment to diversity to demonstrate and strengthen our ability to create, develop, and sustain meaningful relationships with our entire community and special interests that advocate for diversity.
- Require completion of all diversity and implicit bias eLearnings.
- As part of the hiring process/matrix, incorporate a psychological test for new hires that will reflect if an individual has a proclivity of possessing traits of racism or prejudice.
- Recognize that as a culture and structure, corrections has traditionally been non-inviting of others of differing cultures and develop our workforce to be culturally sensitive and responsive to the diverse population we serve and our fellow employees.
- Recruit, retain, and promote qualified and diverse applicants/employees.
- Create an advisory board to review research developed to address any issues with racial disparity of sanctions/court actions.
- Address systemic injustices and any discrepancies in services provided to or in the treatment of minority clients.
- Create training program to address racial disparity using data driven information.
- Once per month, at least one of the three strategic plan items (on a rotating basis) must be reviewed at Board Meeting, staff meeting and management meeting

3. Focus resources on Evidence Based Practices and Core Correctional Practices to reduce recidivism and reduce revocations on technical violations.

- Provide the services necessary for successful reentry
- Continued Workshops/Booster Trainings on Use of Response Matrixes
- Educate and enforce use of Incentive and Sanctions Response Matrix as a starting point/guide.
- Develop on-going workshops focused on CCP skill development specifically as it relates to the role of Residential Officers.
- Acknowledge staff for use of EBP, CCP, and use of Matrixes.
- Reports of Violations containing only technical violations reviewed by the Supervisor AND the Director or Assistant Director.
- Use of CQI to ensure continued use of SMART Goals to proactively engage clients in behavioral change.
- Acknowledge success and progress liberally to clients as close to "real time" as possible to show respect and promote positive, pro-social thinking and behavior.
- Address violations and impose sanctions with clients as close to "real time" as possible to allow for continual client adjustments/behavioral changes.
- Once per month, at least one of the three strategic plan items (on a rotating basis) must be reviewed at Board Meeting, staff meeting and management meeting

Adopted and Approved Action Plans

Objectives and action steps with responsible contacts and time frame
Start date – August 2020

Strategic Area 1: 1. Improve services and programming for those we serve through staff development, program implementation and Continuous Quality Improvement (CQI).

1.1. Program Implementation

1.1.1. Define what program needs are

Waylyn McCulloh / Intake Officers/CTC-Clinton/Muscatine staff 6 months

1.1.2. Determine who will be responsible for implementation

Lisa Chapman / Kurt Sothmann / Waylyn McCulloh

1.2. Staff Care and Development

1.2.1. Develop on-going staff development/booster trainings/workshops schedules

Kurt Sothmann/other expert staff: Brandy Manrique-Budget; Angie Morris-Fatigue to Fulfillment; Jennifer McAndrew-Jesness; Lisa Chapman-Incentive/Sanction Matrix; etc. On-going

1.2.2 Assign mentors to new employees/promoted employees

WRC and RCF RO staff member/ Outlying offices staff member / Bill Miller on-going

1.2.3 Develop succession planning

Brandy Manrique / Ken Howard on-going

1.3 Continuous Quality Improvement

1.3.1 Ensure scheduled IRR audits, DRAOR audits, and full case audits/reviews.

Kurt Sothmann / Lisa Chapman on-going for next five years

1.3.2 Schedule and complete coaching sessions to review and enhance staff understanding and training with assessments and case plans.

Kurt Sothmann / other trained auditors on-going for next five years.

Strategic Area 2: Promote a workforce that is inclusive of a collective mixture of differences and similarities that include individual characteristics, experiences, cultures, backgrounds, values and beliefs to prevent racial disparity.

2.1 Cultural Diversity and Prevention of Racial Disparity

2.1.1 Phase **One:** Management Team explore the history of racial inequality in the United States, focusing on the fact that the nation's prisons are disproportionately filled with African-Americans.

9/15/20 Section I Viewing of "13th" (27:23) and Discussion (15:00-30:00);

9/22/20 Section II Viewing of "13th" (27:23-1:09:20) and Discussion (15:00-30:00);

9/29/20 Section III Viewing of "13th" (1:09:20- 1:40:21), Discussion (15:00-30:00), and SUMMARY (15:00).

Phase Two: Leadership Team take an in-depth look at the prison system in the United States and how it reveals the nation's history of racial inequality. This team will then focus specifically on racial disparity in our district and devise standards to combat bias and racial disparity.

Phase Three: Annual workshops for all employees to maintain the standards developed and accountability.

Organized by Kurt Sothmann and discussions facilitated by members of the Cultural Diversity Committee on rotating basis.

2.1.2 Conduct a poll/send out a survey to determine where employees are.

- Poll question: How comfortable are you having a conversation about race, racial disparity, and social unrest? 4 choices in answers:
 - A. I'm having the conversations now.
 - B. I'm nervous, but willing to engage.
 - C. Still feeling my way through this.
 - D. Not ready, still need to learn how.
- Depending on the result of the poll, provide necessary workshops to assist employees at whatever level they are at.

Dan Campbell / Kurt Sothmann / Edward Sanders &/or Hilary Babu &/or Trina McBride

2.1.3 Develop an annual panel of speakers from the community to present social justice reform topics and educate staff on the issues minorities face.

James Houston / Gary Allen

2.1.4 Set up quarterly forums inviting all department staff to attend to have crucial conversations regarding race disparity, justice, cultural diversity, and equality. Invite Board Members to attend the forums.

Topics may include:

- Action Steps to Combat Bias
- Understanding Bias Leads to Better Inclusion and Elimination of Disproportionate Treatment
- Don't assume your experiences are the same/Don't assume you know how other feel
- Get ready to hear hard truths

James Houston / Orlando Rodriguez Six Months

2.1.5 Encourage/Embrace use of Core Correctional Practice, Evidence Based Practices, and the Incentive/Sanctions Matrices by all employees to sustain the equal respect and treatment of the population we serve.

Supervisors

2.1.6 United Way 21 Day Equity Challenge.

<https://www.unitedwaydm.org/equity-challenge>

- Send out reminder emails with attachments explaining what the challenge is – to help educate employees on how inequity and racism affect our lives and our community.
- Time frame 10/5/20 through 11/2/20 with topics to include Racial Identity, Unconscious Bias, Racial Justice, Racial Trauma on BIPOC, Levels of Racism, Income Inequality, LGBTQ+, Building a Racial Equity Culture, Being an Ally.

James Houston / Lisa Chapman

Strategic Area 3: Focus resources on Evidence Based Practices and Core Correctional Practices to reduce recidivism and reduce revocations on technical violations.

3.1 Evidence Based Practices

3.1.1. Monitor the quality and performance of program models to improve recidivism outcomes.

Kurt Sothmann – Iowa Tool

3.1.2 Allocate adequate resources to the continuous quality improvement process to ensure case manager fidelity to the principals of effective correctional intervention.

Governor / DOC Director / Waylyn McCulloh

3.1.3 Oppose old processes and outdated models of thought. Embrace/Encourage use of response matrixes

Lead Committee / Supervisors

3.1.4 On-going booster trainings/workshops schedules

Kurt Sothmann

3.1.5 Develop on-going workshops focused on CCP skill development specifically as it relates to the role of Residential Officers.

Tom McNamara / James Houston/Kurt Sothmann/CCP Coaches

3.2 Core Correctional Practices

3.2.1 CCP training for all new staff and CCP refresher training for all staff.

Bob Behm / Holly Reid/Kurt Sothmann

3.2.2 On-going CCP coaching

Trained CCP coaches

3.2.3 Recognize and reward use of CCP skills

Supervisors / fellow co-workers

3.2.4 On-going booster trainings/workshops schedules

Kurt Sothmann