

Strategic Plan

2010
through
2013



Indiana Department of Correction
Commissioner Edwin G. Buss



Indiana Department of Correction staff are recognized for years of service and dedication to the Department.

Letter from the Commissioner



I continue to be amazed at the professionalism, work ethic, and vision that the staff of the Indiana Department of Correction displays when presented with a challenge.

The Strategic Plan for 2010-2013, presented herein, is a compilation of dedicated efforts of thousands of staff, stakeholders, and offenders. Input was gathered by meeting, survey, interview, and discussion over a seven month period of time. The fruits of this vital work, the first of this design in the Agency's history, will serve to remind, guide, measure, and stimulate the actions of the Department of Correction for many years.

The five major tenets of the plan – Communication, Resource Management, Reentry, Organizational Culture, and Safety & Security – form an umbrella under which all of the Agency's overarching goals can be embraced. Each tenet may realize changes over the course of the plan – changes by necessity, changes by design, and, most paramount, changes resulting from the suggestions and experience of all stakeholders.

While the future cannot be predicted, it can be planned for. It is my hope that, from this day forward, all actions taken toward future accomplishments of the Indiana Department of Correction are aligned with and serve to promote these goals.

Sincerely,

A handwritten signature in black ink that reads "Edwin G. Buss". The signature is written in a cursive, flowing style.

Edwin G. Buss
Commissioner

Preamble



Strategic Planning is a critical, evolving, and ongoing process for setting the future direction of the Agency. In addition to shaping its future, it directly supports the effectiveness of the Department in accomplishing its mission of maintaining and advancing the most effective public safety while simultaneously providing successful re-entry for offenders.

A strategic plan provides direction and focus. It points to specific results that are to be achieved and establishes a course of action for achieving them. A strategic plan helps departments, divisions, and facilities work together toward common goals. Most important, the plan identifies and defines what is and what is not important to the Agency.

Strategic Management is the effort to transform the high level directions of Strategic Planning into well aligned actions of the Divisions and Facilities of the Department, using performance measurements and performance based management as a business process. Performance measurement supports the decision making process to continually improve correctional services for the taxpayers of Indiana.

The Agency Strategic Plan will be coordinated and spearheaded by a Strategic Management Group commissioned by Executive Directive. This group is responsible for the development and implementation of the Agency's department-wide strategic planning and management program. The Strategic Management Group's purpose is to develop, facilitate, and support the implementation of strategic planning, management, and measurement throughout the Indiana Department of Correction.

The Vision & Mission of the Department of Correction

Vision

As the model of public safety, the Indiana Department of Correction returns productive citizens to our communities and supports a culture of inspiration, collaboration, and achievement.

Mission

The Indiana Department of Correction advances public safety and successful re-entry through dynamic supervision, programming, and partnerships.





Communication



We value:

- Advancing community awareness in order to achieve understanding of our vision, mission, and values.
- Communication that flows freely, resulting in informed individuals.
- The application of advanced technology, resulting in increased efficiency, accountability, reliability, and security.
- A collaborative effort in the development and implementation of policy and programs, which results in purposeful, consistent, and clear direction.
- Collaborative decision making that leads to the achievement of shared goals.



Resource Management



We value:

- All resources available to the Department, managing each responsibly and strategically.
- Positive relationships with our communities to foster mutually beneficial outcomes.
- Creativity and productivity to facilitate positive change.
- Staff development to promote professionalism, career growth, and staff retention.
- The Indiana Department of Correction as an environmentally responsible Agency, fulfilling our obligations to the future.
- Ongoing monitoring and evaluation to ensure efficiency, effectiveness, and success.





Re-Entry



We value:

- Supervision, programming, and education in order to facilitate personal growth, well-being, and successful re-entry.

Organizational Culture



We value:

- Dedication to the Department, encouraging a sense of community and camaraderie.
- A diverse organization that capitalizes on the unique contributions of each individual.
- A dynamic organization that embraces change in order to remain viable and progressive.
- Recognizing and rewarding excellence with the same intensity that we discipline.
- Leaders with a vision who inspire, provide a clear sense of direction, and cultivate staff for future leadership roles.
- A commitment to personal accountability, self-control, and improvement to promote hope and change.
- Treating all individuals with dignity, recognizing that each person has worth.
- Personal accountability and integrity to promote trust.





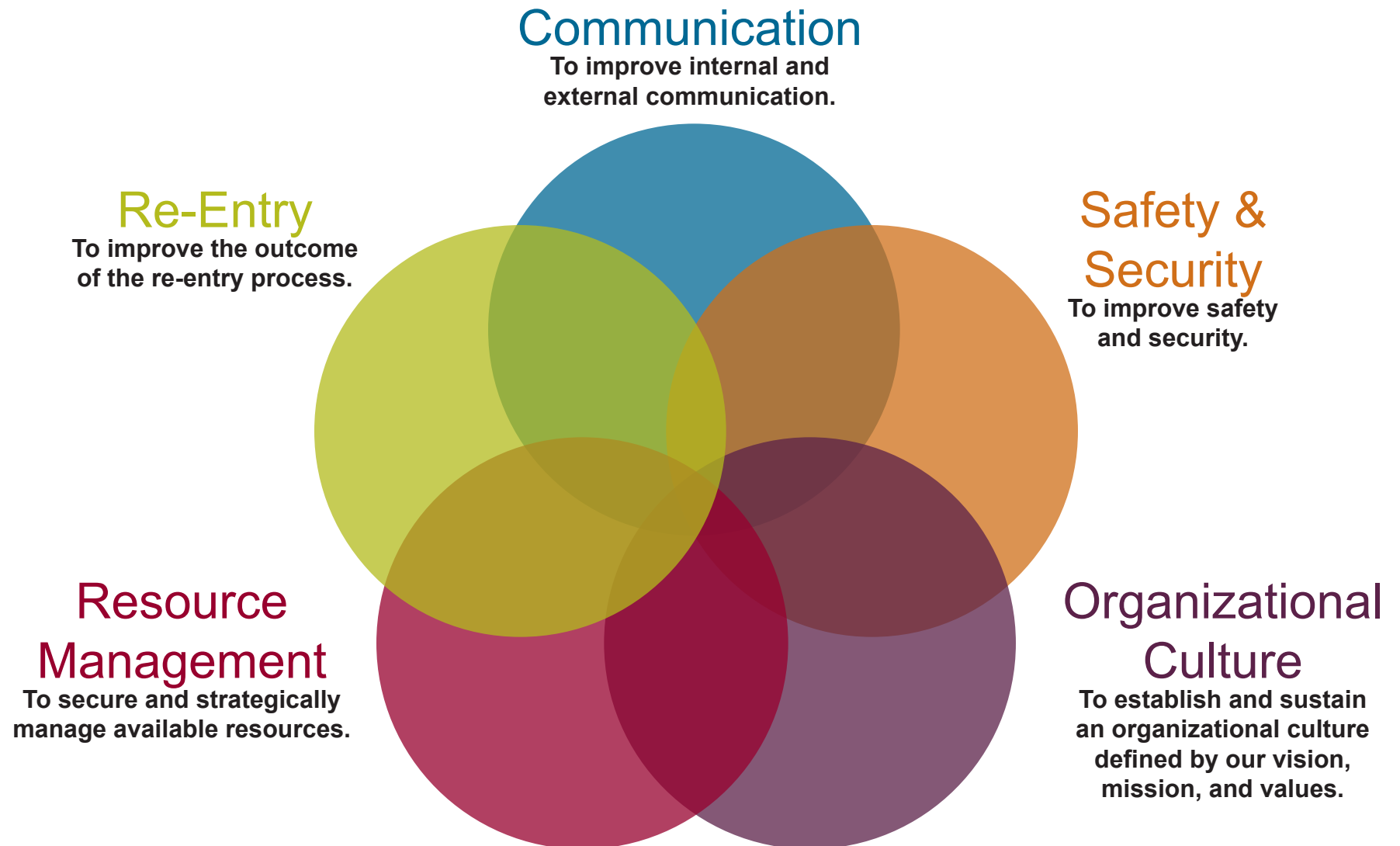
Safety & Security



We value:

- The Indiana Department of Correction's ongoing commitment to safe and secure facilities in order to advance public safety.
- Adherence to policy, procedure, and practice that provides for the safety of each individual.

Strategic Issues



■ Strategic Issue: Communication

Goal:

To improve internal and external communication.

Strategic Statement:

Effective communication leads to informed individuals, shared understanding, and collaborative effort.

Objectives:

- To develop and improve knowledge management through Indiana Department of Correction websites for the staff and the public.
- To standardize data reporting and centralize analysis.
- To increase public awareness and positive perception of the Indiana Department of Correction.
- To increase public awareness and support of the Indiana Department of Correction's philosophy, practices, and initiatives.
- To standardize policy development, implementation, and review.

Strategic Issue: Resource Management

Goal:

To secure and strategically manage available resources.

Strategic Statement:

Strategic management of available and potential resources leads to responsible stewardship.

Objectives:

- To decrease dependency on state general fund appropriation by means of alternative funding sources.
- To develop and implement strategies to improve recruiting and increase retention.
- To establish a mentoring program for staff who are eligible for promotion to supervisory levels.
- To develop, implement, and evaluate internal cross-training sessions/programs.
- To develop, implement, and evaluate information sharing opportunities between the Indiana Department of Correction and external stakeholders.
- To develop, implement, and evaluate strategies to decrease offender idleness.
- To acquire additional human resources who assist staff without increasing payroll costs.
- To better train and prepare all employees for their job assignments.

Strategic Issue: Resource Management



- To decrease annual usage levels of utilities (i.e. natural gas, water, electricity) at each Indiana Department of Correction site.
- To develop and implement strategies that better utilize bed space.
- To increase collaboration between the Indiana Department of Correction and Community Corrections.
- To increase the use of volunteers.
- To use Community Advisory Boards more effectively.

Strategic Issue: Re-Entry

Goal:

To improve the outcome of the re-entry process.

Strategic Statement:

An effective re-entry process leads to productive citizens, reduces recidivism, and enhances public safety.

Objectives:

- To modify the re-entry process, in order to better prepare adults and juveniles for release.
- To modify the intake process to better reflect offenders' security level and programmatic needs.
- To reduce the average parole caseload.
- To seek additional/alternative funding for parole program mandates and needs.
- To educate 100% of identified sex offender releases of their registration requirements.
- To expand and improve the effectiveness of the Community Transition Program.
- To promote positive changes in sentencing to the General Assembly.

■ Strategic Issue: Organizational Culture

Goal:

To establish and sustain an organizational culture defined by our vision, mission, and values.

Strategic Statement:

A positive culture leads to a dynamic, productive, and collaborative organization.

Objectives:

- To integrate the Indiana Department of Correction's vision, mission, and values into daily practice.
- To promote a green culture throughout the Indiana Department of Correction.
- To create a forum for open discussion that contributes to a positive culture within our facilities.
- To increase the awareness of the value of a diverse culture, in which every individual is respected.
- To develop and implement comprehensive methodologies to improve the level of mutual respect between staff and the offender population.

Strategic Issue: Safety & Security

Goal:

To improve safety and security.

Strategic Statement:

Heightened security leads to safer communities.

Objective:

- To implement, evaluate, and advance site-specific safety and security programs.



Action Plan





Objective:

To develop and improve knowledge management¹ through Indiana Department of Correction websites for the staff and the public.

Action Plan:

- Chief Communication Officer and Executive Director of Research & Technology will improve and expand the existing IDOC public website.
 - Facility and parole Public Information Officers will maintain a quarterly review of existing information on the IDOC public website and submit updated and individualized public information.
 - Media Liaison will develop website guidelines.
 - Research & Technology will measure the number of visits to the website, survey staff, and conduct an evaluation of content accuracy on a quarterly basis.
- Executive Director of Research & Technology will create an IDOC staff website.
 - Chief Communications Officer and Media Liaison will create a workgroup that will establish staff website content.
 - Workgroup will include Research & Technology, facility, and Central Office representation.
 - Facility and parole Public Information Officers will establish and maintain a quarterly review of existing information on the IDOC staff website.

1. Knowledge Management – communication strategy that creates a shared understanding of our working environment, policies, and practices.

■ Communication

Objective:

To standardize data reporting and centralize analysis.

Action Plan:

- Executive Director of Research & Technology will streamline duplicative Agency-wide reports.
 - Research & Technology will collect all required, requested, and facility-specific reports.
- Executive Director of Research & Technology will investigate in-house technological improvements to offender tracking databases.

Objective:

To increase public awareness and positive perception of the Indiana Department of Correction.

Action Plan:

- Chief Communications Officer will develop and maintain consistent communication with the public.
 - Chief Communications Officer will establish a state-wide Speakers' Bureau² comprised of at least one staff member from each IDOC site.
 - Chief Communications Officer and Staff Development Emergency Operations will develop and implement a training format and sample programs to be used by the Speakers' Bureau.
 - Speakers' Bureau will begin customized, site-specific programs upon approval of the Chief Communications Officer.
- Chief Communications Officer will develop a standardized outcome measure.

2. Speakers' Bureau – staff trained and designated as experts in their areas to respond to requests for public speaking engagements as directed by the Department's Chief Communications Officer.



Objective:

To increase public awareness and support of the Indiana Department of Correction's philosophy, practices, and initiatives.

Action Plan:

- Chief Communications Officer will establish a workgroup to develop a plan to increase public awareness and support of IDOC philosophy, practice, and initiatives.
 - The workgroup will include correctional employees and external agencies (e.g. community corrections, colleges, universities, etc).
- Chief Communications Officer will implement the plan and evaluate the frequency of positive IDOC publicity.

Objective:

To standardize policy development, implementation, and review.

Action Plan:

- Policy Manager will update the procedure by which IDOC policies are created and implemented, to include the consistent and recorded utilization of subject matter experts.
- Policy Manager and Executive Director of Staff Development Emergency Operations will work in tandem to ensure that training requirements are met for all new policies.

■ Resource Management

Objective:

To decrease dependency on state general fund appropriation by means of alternative funding sources.

Action Plan:

- Chief Financial Officer will eliminate duplication of services, where applicable.
 - Finance & Performance will work with contractors to identify the most fiscally responsible options for the Department.
 - Finance & Performance will explore the sharing of contract resources among other state agencies.
 - Finance & Performance will identify areas where Agency needs are not being met and will actively pursue appropriate and efficient contractors in these areas, when applicable.
- Grants Coordinator will increase grant application monetary totals annually, as available.

Objective:

To develop and implement strategies to improve recruiting and increase staff retention.

Action Plan:

- Director of Human Resources and Executive Director of Staff Development Emergency Operations will implement career-development into new employee orientation and yearly profiles.
 - Facility Human Resources staff will assist in developing site-specific Individual Career Growth Plans.
 - Human Resources will research the use of employee career self-assessment tools.
 - Staff Development Emergency Operations and Human Resources create and implement a training plan for supervisors regarding career-development for subordinate staff, to be incorporated into the three-tiered supervisory program.
- Director of Human Resources will evaluate the rate of employees that reach permanent status.
 - Human Resources will review and reevaluate the process of assessing/screening applicants.
 - Human Resources will enforce an Agency-wide plan to integrate individual performance expectations with the IDOC's vision, mission, and values.
 - Human Resources will track the consistency of newly-developed and enforced individual performance expectations.

Continued...

Resource Management

- Executive Director of Staff Development Emergency Operations will develop a guideline for establishing training reference libraries³ and field training guides⁴, at each facility to promote consistency and increase field training opportunities between management and line staff.
- Director of Human Resources will explore additional options for implementing increased employee incentives for attendance and exceptional work performance.
- Director of Construction Services will evaluate the possibilities of increasing state housing units.
- Director of Human Resources will reevaluate minimum qualifications for applicable positions and amend, as appropriate.
 - Human Resources will review all IDOC job qualifications against current policy to ensure compliance.
 - Human Resources will work with State Personnel to compose and submit updated qualifications to reflect substitution of professional experience for degree requirements for appropriate IDOC-unique positions.
- Director of Human Resources will investigate the practice of voluntary demotion and promotional pay increases as they impact salary consistency.
- Director of Human Resources will measure the IDOC staff retention rate by site, on a monthly basis, as the action plans are implemented.

3. Reference Libraries
– library of IDOC training manuals/ procedures readily available to staff for reference.

4. Field Training Guides – guides available to trainers and field staff to assist in the training of new material while in the field.

Objective:

To establish a mentoring program for staff who are eligible for promotion to supervisory levels.

Action Plan:

- Director of Human Resources and Executive Director of Staff Development Emergency Operations will develop the guidelines and implement the program.
- Director of Human Resources and Executive Director of Staff Development Emergency Operations will survey program participants to measure program usefulness and effectiveness.

Objective:

To develop, implement, and evaluate internal cross-training sessions/programs.

Action Plan:

- Executive Director of Staff Development Emergency Operations and Director of Human Resources will establish a job shadowing program for employees who want to learn about other positions in IDOC.
 - Establishment of the program will include an application process, tracking, and completion requirements.
- Director of Human Resources will survey program participants to measure usefulness and effectiveness.

Resource Management

Objective:

To develop, implement, and evaluate information sharing opportunities between the Indiana Department of Correction and external stakeholders.

Action Plan:

- Deputy Commissioner of Re-entry will identify stakeholders⁵ willing to collaborate and share resources with IDOC.
- Deputy Commissioner of Re-entry and Executive Director of Staff Development Emergency Operations will oversee partnerships with community stakeholders to apply for, implement, and evaluate information sharing sessions, programs, training, and opportunities from the National Institute of Corrections, state agencies, federal agencies, local government agencies, and private organizations.
- Grant Manager will investigate grant funding for partnership sessions, programs, and opportunities.
- Executive Director of Staff Development Emergency Operations will implement other information sharing curricula as well as feedback and evaluation measures.

5. Stakeholders—any person or group that has an investment, share, or interest in something.

Objective:

To develop, implement, and evaluate strategies to decrease offender idleness.

Action Plan:

- Deputy Commissioner of Operations and Director of Prison Enterprises Network will establish a workgroup that will create a standard definition of idleness for both adult and juvenile facilities, as well as adopt a standard level of idleness for facilities.
 - Workgroup will have representatives from multiple facilities.
- Each Facility Head will calculate level of idleness on a monthly basis and report this to the Deputy Commissioner of Operations.
- Deputy Commissioner of Operations will create a workgroup that will research and implement strategies to decrease offender idleness.
- Deputy Commissioner of Operations will share successful outcomes semi-annually.
- Executive Director of the Division of Youth Services will implement specific Facility Improvement Plans⁶ that target the reduction of student idleness.
 - Division of Youth Services will review and track Facility Improvement Plans as needed to ensure target goals are met.
 - Division of Youth Services will monitor and track student idleness through Performance-based Standards data collection.

6. Facility Improvement Plan – the tools used to bridge the gap between understanding and improving the conditions of confinement at a facility.

■ Resource Management

Objective:

To acquire additional human resources who assist staff without increasing payroll costs.

Action Plan:

- Director of Human Resources will work with appointing authorities to begin hiring part-time employees.
- Director of Human Resources will identify IDOC Position Control Numbers eligible to be filled by ex-offenders.
- Facility Community Involvement Coordinators will research resources in the community to assist with non-custody positions.
- Director of Human Resources and the appointing authorities will coordinate a consistent increase in the use of interns and/or create new internship opportunities.
- Director of Human Resources will measure the number and retention of additional human resources.

Objective:

To better train and prepare all employees for their job assignments.

Action Plan:

- Executive Director of Staff Development Emergency Operations will design, develop, and implement training that targets effective management of special needs offenders.
- Executive Director of Staff Development Emergency Operations will institute a Back to Basics⁷ continual improvement process through training.
 - Staff Development Emergency Operations will select a workgroup to review and revise the Back to Basics sample curriculum and the implementation process for IDOC annual in-service training.
 - Workgroup will consist of Correctional Training Institute training staff and multidisciplinary staff from various facilities.
 - Consideration will be given to use a pilot facility prior to implementing Department-wide by regional or centralized trainings.
 - Staff Development Emergency Operations will conduct training for selected facilitators and then will implement program Department-wide.
- Executive Director of Staff Development Emergency Operations will measure program effectiveness based on program participant evaluations.

7. Back to Basics – a continuous improvement process that is utilized through annual in-service or special training sessions to improve the knowledge base of employees and enhance the current state of a post order, policy, procedure, area, security concern, or systematic process.

■ Resource Management

Objective:

To decrease usage levels for utilities (i.e. natural gas, water, electricity) annually by site.

Action Plan:

- Chief Financial Officer will report annual usage levels to Facility Heads at each site.
- Director of Construction Services will ensure that Facility Heads and Parole Supervisors develop and implement specific action plans to reduce usage levels.

Objective:

To increase collaboration between the Indiana Department of Correction and Community Corrections.

Action Plan:

- Deputy Commissioner of Re-entry will create and oversee networking opportunities for Superintendents, Community Corrections Directors, and Parole Supervisors.
- Deputy Commissioner of Re-entry will annually evaluate the frequency of and participation in networking opportunities.
- Executive Director of the Division of Youth Services will create and oversee networking and collaborative opportunities between IDOC and the Department of Child Services and all other Juvenile Justice stakeholders.

Objective:

To develop and implement strategies that better utilize bed space.

Action Plan:

- Deputy Commissioner of Re-Entry will establish a process to replicate grass-root, purposeful sentencing⁸ efforts in conjunction with local courts.
- Deputy Commissioner of Re-entry will assess usage and efficiency of the medical clemency process.
- Director of Transition Facilities and Community-based Programs and Director of Parole Services will establish a plan to increase use of community corrections programs as intermediate sanctions for technical parole violations.
- Deputy Commissioner of Re-Entry will establish methodologies/processes for the release of offenders directly from county jails.
- Deputy Commissioner of Re-Entry will work with the General Assembly and judiciary to overhaul sentencing policies that currently permit the sentencing of convicted persons to IDOC who would be better suited for alternative local sanctions.
- Executive Director of Research & Technology will prepare a study evaluating the utilization of bed space.
- Executive Director of the Division of Youth Services will implement strategies to reduce the length of stay of youths in secure correctional facilities and return youths to the least restrictive setting at the earliest opportunity.

8. Purposeful Sentencing – a collaboration agreement between a facility and a sentencing judge in which IDOC agrees to assign an offender to complete a specific program.

■ Resource Management

Objective:

To increase the use of volunteers.

Action Plan:

- Director of Religious Services and Community Involvement will develop and implement a targeted volunteer recruitment & marketing plan in order to achieve an increase in use of volunteers.
 - Religious Services and Community Involvement will annually survey existing volunteer programs to target under-utilized volunteer opportunities.
 - Religious Services and Community Involvement will expand volunteer orientation and evaluation to include IDOCs' vision, mission, and values as the stated goals of the volunteer's duties.
 - Religious Services and Community Involvement will oversee the assessment of each facility's volunteer needs and qualifications.
 - Religious Services and Community Involvement and the Chief Communications Officer will identify community organizations and individual volunteer recruitment needs.
 - Religious Services & Community Involvement will ensure that each Facility Community Involvement Coordinator designates a workgroup that will annually assess the effectiveness of the volunteers and their programs.

Continued...

Resource Management

- The workgroup will include, but is not limited to, facility staff, community corrections, university staff, Community Advisory Board members, etc.
- The workgroup will contact area organizations to begin soliciting for specific volunteers.
- Executive Director of Staff Development Emergency Operations will train volunteers using the newly expanded process created by Director of Religious Services.
- Director of Religious Services and Community Involvement will track the number of volunteers.

Objective:

To use Community Advisory Boards more effectively.

Action Plan:

- Chief of Staff, with input from the Community Advisory Boards, will create a uniform purpose of facility Community Advisory Boards that fits IDOC's vision, mission, and values.
 - Chief of Staff will inform each Facility Head of the newly designed Community Advisory Boards' purpose.
 - Facility Heads will submit each meeting agenda and minutes to the Chief of Staff.
- Chief of Staff will conduct an annual evaluation of Community Advisory Boards' utilization.

Re-Entry

Objective:

To modify the re-entry process, in order to better prepare adults and juveniles for release.

Action Plan:

- Deputy Commissioner of Re-entry will review and revise all programmatic curricula to ensure support of best practices⁹ in re-entry.
- Executive Director of the Division of Youth Services will develop, implement, and evaluate a transition curriculum¹⁰ for juveniles to access during their re-entry phase.
- Director of Programs will develop, implement, and evaluate a cognitive decision-making element in adult transition curriculum.
- Director of Programs and Executive Director of the Division of Youth Services will complete a comprehensive program evaluation to improve program ability to teach basic life skills and to target re-entry needs.
- Deputy Commissioner of Re-entry, Director of Parole Services, and Executive Director of Research & Technology will track external stakeholders' use of IDOC treatment/programming recommendations, re-entry plans, and release paperwork by aftercare providers.
- Deputy Commissioner of Re-entry will establish an in-house, easy-to-access communication portal for released adult and juvenile offenders.
 - Deputy Commissioner of Re-entry will identify a workgroup of experts to identify community partners to support such topics as transportation, housing, employment, etc and draft the policy.

Continued...

9. Best Practices – Methods and techniques that have consistently shown results superior than those achieved with other means, and which are used as benchmarks to strive for.

10. Transition Curriculum – the standardized curriculum utilized to help prepare offenders for release into the community.



- Workgroup will assemble materials to be utilized by the communication portal.
- Deputy Commissioner of Re-entry and Research & Technology will implement and measure the use of the communication portal.
- Director of Education will provide programs that have a promise of a high degree of probability for employment and sustainable wages post-release.
 - Education and Research & Technology will evaluate the impact of the programs on recidivism.
- Director of Programs will maintain the partnership with the Department of Workforce Development for programming assistance and accountability mechanisms.
- Director of Education will maintain partnerships with the Indiana Department of Education and AdvancEd for support in the provision of education programs that meet the needs of juvenile offenders.
- Director of Education will transition Master Student Master Employee to meet the requirements of Section XIII Title 29 CFR 29.5(b)(4) of the United States Department of Labor Apprenticeship Program.
- Director of Education will seek national accreditation for in-house vocational programs.
- Deputy Commissioner of Re-entry will find additional resources for job placement, career planning, housing, and transportation.
- Deputy Commissioner of Re-entry will continually monitor re-entry practices and make changes as necessary.

Re-Entry

Objective:

To modify the intake process to better reflect offenders' security level and their programmatic needs.

Action Plan:

- Deputy Commissioner of Re-entry and Deputy Commissioner of Operations will reevaluate the risk and needs assessment/reassessment tools¹¹ to better address dynamic factors¹².
- Deputy Commissioner of Re-entry and Deputy Commissioner of Operations will implement new assessment/reassessment tools.
- Executive Director of the Division of Youth Services will implement the use of the Projected Program Completion Date program at all juvenile facilities.
 - Projected Program Completion Date will be established during intake and is based on security level, programmatic needs, and returning students to the least restrictive setting at the earliest opportunity.

11. Risk and Needs Assessment/ Reassessment Tool – instrument used to identify and prioritize individual and family needs to be addressed during the offender/youth's commitment to IDOC.

12. Dynamic Factors – risk factors capable of change through intervention.



Objective:

To reduce the average parole caseload.

Action Plan:

- Deputy Commissioner of Re-entry will create a workgroup to explore best practices related to reducing parole caseloads.
- Deputy Commissioner of Re-entry will implement the approved plan and measure parole caseloads by district.

Objective:

To seek additional/alternative funding for parole program mandates and needs.

Action Plan:

- Deputy Commissioner of Re-entry will form a workgroup to assess parole program mandates, needs, and necessary funding.
 - Workgroup will actively research and pursue sources of funding.
 - Workgroup will consider recommending user fees to offset the cost of required programs.
- Executive Director of the Division of Youth Services will seek alternative funding sources through grant applications and collaborative efforts with the Department of Child Services by utilizing the Transition from Restrictive Placements program.

■ Re-Entry

Objective:

To educate 100% of identified sex offender releases of their registration requirements.

Action Plan:

- Director of Registration & Victim Services will ensure that all identified sex offenders complete the required sex offender registration education course.
- Director of Registration & Victim Services will train an adequate number of staff on the required sex-offender registration education course.
- Director of Registration & Victim Services will measure the number of informed identified sex-offender releases.



Objective:

To expand and improve the effectiveness of community transition programs.

Action Plan:

- Chief Financial Officer, Deputy Commissioner of Re-entry, and Community Corrections representatives will research additional fiscal incentives for county participation in community transition programs.
 - Deputy Commissioner of Re-entry, Chief Financial Officer, and Community Corrections representatives will examine and promote the benefits to Indiana counties by utilizing a community transition program.
- Director of Transition and Community-based Programs will educate the courts on incomplete and currently active program participation for community transition program eligible participants.
- Director of Transition and Community-based Programs will track the number of initiated community transition programs annually.
- Executive Director of the Division of Youth Services will collaborate with the Department of Child Services and local courts to broaden the use of the Transition from Restrictive Placements program.

Re-Entry

Objective:

To promote positive changes in sentencing to the General Assembly.

Action Plan:

- Deputy Commissioner of Re-Entry will advocate for alternative sentencing¹³ for non-violent offenders¹⁴ and increases in authority discretion.
 - Research & Technology will research needed changes in the law and support for movement to alternative sentencing and discretionary modifications by judges and superintendents.
 - Legislative Services and Research & Technology will make recommendations to and solicit support from the appropriate legislative committee.
 - Legislative Services will monitor the progress and support of sentencing change recommendations.
 - Programs will develop treatment programming, progress evaluation standards/processes, and release standards/processes to accommodate alternative sentencing as recommendations are adopted.
- Deputy Commissioner of Re-Entry will advocate for statutory reform and parole services oversight.
 - Legislative Services and Research & Technology will research needed changes in the law and support for the advent of these increases, and make subsequent recommendations.

Continued...

13. Alternative Sentencing – the imposition of a sentence with no specified amount of time; sentence length, rather, is determined during imprisonment based on the offender’s reformation.

14. Non-violent Offenders – any person not committed for a crime against a person or a sex offense as defined by the Indiana Code.



- Deputy Commissioner of Re-entry will advocate for the creation of a statutory team for reviewing release procedures of non-violent offenders.
 - Legislative Services and Research & Technology will research needed changes in the law and support for the creation of the team, and make subsequent recommendations.
- Deputy Commissioner of Re-entry will advocate for the creation of a time credit system that both provides an incentive for good behavior and allows IDOC and the court system to control release dates.
 - Legislative Services and Research & Technology will research needed changes in the law and support for the creation of the new time credit system, and make subsequent recommendations.

■ Organizational Culture

Objective:

To integrate the Indiana Department of Correction's vision, mission, and values into daily practice.

Action Plan:

- Chief of Staff will disseminate and promote IDOC's vision, mission, and values.
- Executive Director of Staff Development Emergency Operations will develop and implement the Promoting Positive Correctional Culture course throughout the Department.
 - Staff Development Emergency Operations will ensure that each facility develops a Promoting Positive Correctional Culture Committee, that will monitor and evaluate the responsibilities, accountability and resources of the Promoting Positive Correctional Culture from each facility.
- Executive Director of Staff Development Emergency Operations will create and implement an annual measurement of the Promoting Positive Correctional Culture program.

Organizational Culture ■

Objective:

To promote a green culture throughout the Indiana Department of Correction.

Action Plan:

- Director of Construction Services will establish a workgroup to develop green initiatives.
 - Workgroup will consist of Central Office, facility, and parole staff.
- Director of Construction Services will designate staff at each site to ensure the creation and usage of green initiatives.
 - Construction Services will educate designees about current and potential green practices and processes on a quarterly basis.
- Designees will disseminate green information to staff and offenders.



■ Organizational Culture

Objective:

To create a forum for open discussion that contributes to a positive culture within our facilities.

Action Plan:

- Deputy Commissioner of Operations and Executive Director of the Division of Youth Services will ensure that Facility Heads implement regularly scheduled facility town-hall meetings, in order to improve staff and offender relations.
 - Facility Heads will gather feedback from facility town-hall meetings.
- Deputy Commissioner of Operations and Executive Director of the Division of Youth Services will receive a semi-annual report from each facility's Grievance Specialist, tracking the number of offender grievances filed.

Objective:

To increase the awareness of the value of a diverse culture, in which every individual is respected.

Action Plan:

- Deputy Commissioner of Re-entry and Deputy Commissioner of Operations will highlight the diversity of their staff through various mediums of communication throughout IDOC.
- Executive Director of Research & Technology will measure outcomes through the Cultural Assessment tool.

Objective:

To develop and implement comprehensive training to improve the level of mutual respect between staff and the offender population.

Action Plan:

- Executive Director of Staff Development Emergency Operations will establish a workgroup to develop program curriculum and identify facilitators.
 - Workgroup will determine roll out time frames, in a small, minimum security facility as a pilot to gauge effectiveness.
- Executive Director of Staff Development Emergency Operations will conduct training for pilot facility staff.
- Facility Head of the chosen facility will implement the pilot program.
- Executive Director of Staff Development Emergency Operations will evaluate the pilot program and make recommendations.

Safety & Security

Objective:

To implement, evaluate, and advance site-specific safety and security programs.

Action Plan:

- Deputy Commissioner of Operations and Executive Director of the Division of Youth Services will develop a process to utilize offenders/juveniles, staff, and external agents to assess and resolve safety and security issues.
- Deputy Commissioner of Operations and Executive Director of the Division of Youth Services will develop and implement a plan of audits, inspections, reviews, and vulnerability assessments for all facilities.
 - Operations and Parole Services will use the findings to develop a process to gather and share additional information, resulting in continual safety and security improvements.
- Director of Construction Services will annually maintain, review, and validate a site master plan¹⁵ for each facility, with input from a cross-section of staff.
 - Facility Heads will designate a relevant cross-section of staff to review and update their site master plan annually.
 - Facility Heads will forward all master plans to the Director of Construction Services for review and feedback within 30 days of completion.
 - Director of Construction Services will select a relevant cross-section of IDOC staff who will review the master plans to develop capital project proposals¹⁶ for submission to the Department of Administration.

15. Site Master Plan – a physical construction plan that takes into account both physical and operational needs as well as identifying construction and maintenance refurbishment needs.

16. Capital Project Proposal – a construction or renovation project that exceeds \$100,000.



Indiana Department of Correction leadership gather at the Governor's Mansion.

INDIANA DEPARTMENT OF CORRECTION

302 W. Washington Street, Room E334
Indianapolis, Indiana 46204

Website:

Indiana Department of Correction

www.in.gov/idoc

Offender Locator

www.in.gov/serv/indcorrection_ofs

Fugitive Apprehension Unit

www.in.gov/indcorrection/wanted

Indiana Sheriffs' Sex Offender Registry

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