MISSOURI Department of Corrections

2019 Version 1.0 (July 1, 2019 through December 31, 2019)

ASPIRATION

We will improve lives for safer communities

THEMES

Safer work environment  Improving workforce  Reducing risk & recidivism

INITIATIVES

STAFF FOCUS

- Incorporate Incentives to Offender Tablets
- Complete “Missouri Corrections Integrated [data] System” transition
- Implement Automated Time Keeping in Division of Adult Institutions
- Launch Probation & Parole Officers Safety Packages
- Complete Hostage Negotiation Training Partnership with Missouri State Highway Patrol
- Expand Offender Offering Alternatives Program to promote safer work environment
- Conduct Staffing Pattern & Shift Analysis

STAFF FOCUS

- Improve Employee Wages & Incentives
- Begin Onboarding for Frontline Staff

CORRECTIONS BRAND FOCUS

- Complete analysis of Missouri Vocational Enterprises operations
- Repurpose the “Citizen’s Advisory Committee on Corrections” (CAC)
- Implement the inmate Construction Crews

PRISON RELEASE FOCUS

- Enhance Transitional Housing Units to advance career placement
- Create policy and procedure for Difficult Discharge
- Create policy and procedure for Veterans Dorm
- Opioid Initiative: Expand Healthy Pregnancy Workshop Curriculum to include Opioid Information
- Implement format to share CIT Intervention Reports with P&P and Law Enforcement upon release
- Redesign Reentry Unit – Data Sharing and Report Responsibilities

LRD 07-12-19
MISSOURI
Department of Corrections

2019 Version 1.0 (July 1, 2019 through December 31, 2019)

INITIATIVES

STAFF FOCUS
• Implement Pastoral Ministry Program to promote Safer Work Environment
• Create policy and procedure to prepare for Riots

WORKSITE FOCUS
• Develop Process for Identification & Tracking of Security Threat Groups
• Improve safety at Regional Offices/Training Centers and Central Office
• Create policy and procedure for Youthful Offender Unit

See the first page.

COMMUNITY SUPERVISION FOCUS
• Redesign the role of the Institutional Parole Officer

EVIDENCE BASED PRACTICE FOCUS
• Realign Case Management & Case Planning using an evidence based paradigm

PAROLE FOCUS
• Recreate parole release guidelines

LRD 07-12-19
## Outcomes — What we want to achieve — in bold

### Practices — How we will accomplish the outcome

<table>
<thead>
<tr>
<th>Direction</th>
<th>A clear path of where we are headed, how to get there and what it means to you.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Strategic Clarity – Our goals as a Department and how together we achieve them.</td>
</tr>
<tr>
<td></td>
<td>- Employee Involvement – Getting more employees involved by asking for input and feedback from all levels and at all stages of goal development and training.</td>
</tr>
</tbody>
</table>

### Leadership — Using the best skills to help shape a better workplace and better performance.

- Supportive Leadership – Supervisors who create a positive workplace and who support and care about their employees.

### Work Environment — A Department with clear values and beliefs that creates a safe and supportive place for everyone.

- Open and Trusting – A workplace that is honest, where employees know how things are supposed to run and are free to discuss issues with their supervisors.

<table>
<thead>
<tr>
<th>Accountability</th>
<th>Employees know their responsibilities and have the authority to perform their jobs.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Role Clarity – Employees know exactly what is expected of them on the job.</td>
</tr>
<tr>
<td></td>
<td>- Personal Ownership – Employees have personal pride and ownership in what they do at work each day and know the consequences of not meeting expectations; employees who care.</td>
</tr>
</tbody>
</table>

### Motivation — Supervisors should inspire employees to be the best they can be; create a workplace that encourages loyalty, a place where every employee wants to succeed and supports each other.

- Inspirational Leaders – Supervisors who encourage, support, guide and inspire employees.
- Rewards & Recognition – Supervisors recognize both publicly and privately an employee’s work.

<table>
<thead>
<tr>
<th>External Orientation</th>
<th>Educate and engage with external stakeholders (citizens, media, partners, and others).</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>- Citizen Focus – Focusing on safer communities and the impact for citizens; increasing Department awareness in our communities and partnering for success.</td>
</tr>
</tbody>
</table>
11.000

SAFE WORKSITES

11.100

STAFF

11.101

Staffing Pattern & Shift Analysis
To be completed 07/31/2019

11.102

Hostage Negotiation Partnership with Missouri State Highway Patrol
To be completed 06/30/2019

11.103

Pastoral Ministry Program to Promote Safer Work Environment
To be completed 12/31/2019

11.104

Expand Offenders Offering Alternatives Program to Promote Safer Work Environment
To be completed 08/31/2019

11.105

Administrative Segregation Programming Team
To be completed 10/31/2019

11.107

Incentive Based Offender Tablets to Promote Safer Work Environment
To be completed 12/01/2019

11.108

Riot Preparation
To be completed 06/30/2019

11.106

P&P Officer Safety Package
To be completed 12/31/2019

11.200

WORKSITES

11.202

Improve Safety at Regional Offices/Training Centers and Central Office
To be completed 07/31/2019

11.203

P&P Office & Facility Safety Improvements
To be completed 12/31/2019

11.204

Consistent Entry Practices to DAI Facilities
To be completed 12/31/2019

11.208

Improved External Classification System
To be completed 12/31/2021

11.209

Improved Internal Classification System
To be completed 12/31/2021

11.210

Specialty Youthful Offender Unit
To be completed 08/31/2019

Leadership Priorities = blue border/text
Progressing without Formal Team = blue fill
Recommendation teams = yellow fill
Implementation team = purple fill

LRD 07-12-19
Safer Work Environment

**EQUIP STAFF TO SUCCEED**

**12.000**

**12.100** IMPROVED AUTOMATION

- **12.101** MOCIS Phase 1
  - To be completed 06/30/2020

- **12.102** MOCIS Phase 2
  - To be completed 06/30/2021

- **12.103** Employee Based Tablets/Cell Check Monitoring System
  - To be completed 06/30/2019

- **12.104** Automated Time-Keeper System for DAI
  - To be completed 12/01/2019

**12.200** EQUIPMENT

- **12.201** Increase P&P Fleet
  - To be completed 06/30/2020

**12.300** ENHANCED TRAINING EFFORTS

- **12.301** Human Trafficking Program
  - To be completed 12/31/2020

- **12.304** Domestic Violence
  - To be completed 12/31/2020

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LRD 07-12-19
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Reducing Risk & Recidivism

**31.000**

**ENHANCED REENTRY EFFORTS**

**31.100**
**PREPARE FOR RELEASE TO COMMUNITY**

- **31.104**
  Opioid Initiative: Expand Healthy Pregnancy Workshop Curriculum to Include Opioid Information
  To be completed 12/31/2019

- **31.107**
  Inmate Construction Crews
  To be completed 08/31/2019

- **31.108**
  Veterans Dorm
  To be completed 08/31/2019

- **31.109**
  Reentry Unit - Data Sharing & Reporting Responsibilities
  To be completed 09/30/2019

- **31.110**
  Difficult Discharge
  To be completed 12/31/2019

- **31.111**
  CIT Intervention Reports Shared with P&P and Law Enforcement Upon Release
  To be completed 12/31/2019

- **31.112**
  Enhanced Transitional Housing Units & Career Placement Process
  To be completed 05/31/2019

- **31.113**
  Ashland University Expansion
  To be completed 12/31/2020

**31.200**
**COMMUNITY BASED REENTRY PROGRAM**

- **31.203**
  KCRC Transformation
  To be completed 12/31/2020

- **31.204**
  Establishment of an Offender Nursing Home with Outside Partner
  To be completed 01/01/2021

- **31.205**
  Analyze & Repurpose Residential Transition Locations
  To be completed 02/28/2021

- **31.207**
  Community Peer Specialist
  To be completed 12/31/2020

**31.300**
**EVIDENCE BASED DECISION MAKING**

- **31.303**
  Case Management/Case Planning
  To be completed 07/31/2019

**31.400**
**PAROLE BOARD**

- **31.401**
  Re-Create release Guidelines
  To be completed 07/31/2019

- **31.402**
  Incentive for Early Release
  To be completed 06/30/2020

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<table>
<thead>
<tr>
<th>Safer Work Environment</th>
<th>Improving Workforce</th>
<th>Risk &amp; Recidivism</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.109 Expansion of Crisis Intervention</td>
<td>21.101 Enhanced Recruitment Efforts</td>
<td>31.101 Culinary Arts Program at Cook Chill</td>
</tr>
<tr>
<td>11.201 Create a Work Environment Free from Harassment,</td>
<td>21.102 Expedited CO I Hiring Process</td>
<td>31.102 Expand Higher Education at CCC</td>
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<tr>
<td>Discrimination and/or Retaliation Through Education &amp;</td>
<td></td>
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<tr>
<td>Prevention</td>
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<tr>
<td>11.205 Opioid Initiative: Equip P&amp;P Officers with NARCAN</td>
<td>21.104 Identification of Core PO I Competencies</td>
<td>31.103 Offender Jobs Partnership with Agriculture Community</td>
</tr>
<tr>
<td>12.301 Opioid Initiative – Educate Staff on Opioids</td>
<td>21.205 Mediation Training</td>
<td>31.106 Wastewater Treatment Program/Partnership with DNR</td>
</tr>
<tr>
<td>12.302 Fetal Alcohol Syndrome</td>
<td>21.302 Sustain the Corrections Way Supervisory Training</td>
<td>31.201 SLCRC Transformation</td>
</tr>
<tr>
<td></td>
<td>21.403 Improved Employee Wellness Efforts</td>
<td>31.206 Opioid Initiative: Community-Based</td>
</tr>
<tr>
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<td>21.404 Transition to Tobacco Free</td>
<td>31.301 Identify &amp; Obtain One Validated Assessment Tool</td>
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<tr>
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<td>22.101 Messaging to Staff</td>
<td>31.302 Analyze Cognitive Based Programming to Determine Best Programming Available</td>
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<td>22.103 Employee Newsletter</td>
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<tr>
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<td>22.201 Media Education Positive Stories</td>
<td>31.403 Medical Parole</td>
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<tr>
<td></td>
<td>22.202 Social Media</td>
<td>31.201 SLCRC Transformation</td>
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<td>31.301 Identify &amp; Obtain one Validated Assessment Tool</td>
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<td>21.203 Develop On-Boarding for Frontline Staff</td>
<td>31.304 Risk Assessment &amp; Case Plan Automation</td>
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