

STRATEGIC ISSUE, GOALS, OBJECTIVES AND STRATEGIES



The agency has identified three overarching goals which will be achieved through the implementation of the goals, objectives, strategies and strategic initiatives delineated herein.

The agency's three overarching goals are overlapping and interconnected. Success in one dimension, in many ways, is contingent upon success in the other dimensions. Additionally, success in one dimension will result in success in the other dimensions.

The agency's overarching goals are as follows:

AGENCY GOALS		
PUBLIC SAFETY	EFFICIENCY	WELLNESS
Reduce Recidivism and Prevent Criminal Activity in our Community and be an active partner in the state's criminal justice, public safety and emergency response/disaster relief systems.	Maximize the utility of limited resources, increase and enhance collaboration, productivity and efficiencies and achieve operational and procedural consistency between DOC facilities and between DOC and its partners.	Reduce Trauma and its effects throughout the system.

These three overarching goals form the paradigm in which all of the agency's actions, policies, efforts and initiatives exist and form the lens through which all will be measured and judged.

The following outlines the specific goals, objectives, strategies and strategic initiatives the department will pursue and undertake to achieve the agency's overarching goals. These are categorized around the strategic themes identified in the agency's strategic planning process.

Strategic Issue: Public Safety

A correctional system needs to do more than incapacitate offenders in order to protect the public. Rather, the focus needs to include reducing recidivism by acting to ameliorate the criminogenic needs of offenders.

DOC is part of the state's and the nation's public safety system. Working in concert the various parts of the public safety system can leverage each other's strengths and mitigate each other's weaknesses. Realizing such synergistic effects requires coordination of efforts, improved/enhanced communication, planning and active relationship management.

Goal: Reduce Recidivism and Prevent Criminal Activity in our Community and be an active partner in the state's criminal justice, public safety and emergency response/disaster relief systems.

Objective: Participate as a full partner in the criminal justice and emergency preparedness systems.

Strategy: Proactively seek opportunities to serve on regional or municipal multiagency enforcement oriented task force

- Strategy:** Increase data and intelligence sharing with law enforcement and social services agencies.
- Strategy:** Utilize specially trained corrections staff in civil defense emergencies and emergency drills.
- Objective:** Intensify support for and use of evidence-based offender management practices
 - Strategy:** Rebalance the focus of the agency to increase emphasis on those activities/functions that reduce recidivism.
 - Strategy:** Complete implementation of SCORES and develop system for tracking and measuring outcomes.
 - Strategy:** Complete implementation of Case Notes and develop system for tracking and measuring system performance.
 - Strategy:** Create a dedicated Re-integration Center to Prepare and Motivate Inmates for Successful Community Reentry.
 - Strategy:** Revise and streamline the current RREC process to increase its effectiveness and usability with the New Procedures Incentivize Program performance and to align with Risk Classification
 - Strategy:** Restructure Parole and Community Services to accommodate a shift towards a greater emphasis on community supervision from incarceration.
 - Strategy:** Centralize the Community Release process through the creation of a Centralized Community Release Unit.
- Objective:** Partner to secure access to a continuum of services built on evidence-based practices to improve outcomes for the clients we serve
 - Strategy:** Augment the capacity of the Best Practices and Programs and Treatment staff to ensure program fidelity system-wide.
 - Strategy:** Emulating the model employed by Adult probation, create the structure and analytic capability for program throughput and outcome data for facility and community based programs.
 - Strategy:** Leverage scarce resources by partnering with sister agencies in the securing of community-based services which serve common populations.

Strategic Issue: Communication

Effective internal and external communication is essential to the efficient and effective operation of an organization and the allocation and utilization of its resources.

Goal: Improve communication both vertically and horizontally within the agency and between DOC and the legislature, the public, our law enforcement partners, other state agencies and our national colleagues.

Objective: Increase and facilitate the sharing of information internally, to increase and enhance collaboration, productivity and efficiencies and to achieve operational and procedural consistency between DOC facilities and between DOC and its partners.

Strategy: Improve the agency's technological base and its use of technology to improve and enhance communication.

Strategy: Incorporate paperless reporting at all levels of the Department.

Strategy: Implement automated scheduling for the custodial staff.

Objective: Increase and facilitate the sharing of information externally, to effectively communicate with the legislature and the public to tell our story and with our law enforcement partners, other state agencies and our national colleagues to achieve operational and procedural consistency.

Strategy: Expand Results Based Accountability within the Programs and Treatment and Parole and Community Services Divisions

Strategy: Increase internal research capacity and partner with academic partners to study program outcomes.

Objective: Use data to drive decision making.

Strategy: Track, assess and report client outcomes.

Strategy: Track, assess and report internal measures of effectiveness and efficiency.

Strategy: Track, assess and report progress being made against established goals and objectives.

Objective: Coordinate data collection, analysis and dissemination.

Strategy: Reduce redundant/duplicative and/or unnecessary reporting.

Strategy: Improve the agency's technological base and its use of technology to improve and enhance communication.

- Strategy:** Create a centralized data analysis and reporting function.
- All data flow into one unit for analysis and reporting.

Strategic Issue: Structure

The reduction of the inmate population, fiscal constraints and staff attrition has resulted in a smaller department and an opportunity to restructure the agency to focus on core custodial, treatment, reentry and support functions.

Goal: Align functions and structures with the needs of the agency and the demands of the agency's mission and goals and objectives.

Objective: Achieve "real" integration between, and work alignment of, DOC divisions/units

Strategy: Conduct a comprehensive structural review and resource need and allocation assessment.

Strategy: Create the capacity and systems necessary for process improvement and performance measurement to occur and succeed:

- Institutionalize strategic planning and performance measurement process w/in the agency.
- Establish and staff an institutional streamlining/"lean" function/process, empowered to and with identifying and remedying inefficiencies throughout the agency.
- Conduct a comprehensive (and continuous) review and assessment of resource allocation and utilization.

Strategy: Streamline processes and procedures.

- Employ "lean" to identify value added activities and no value added activities.

Strategy: Measure the performance and ROI of the agency's programs, policies, initiatives and investments.

Strategy: Increase and facilitate the sharing of information internally.

Strategy: Rebalance the focus of the agency to increase emphasis on those activities/functions that reduce recidivism.

Strategic Issue: Tools

The Connecticut criminal justice system is in the midst of a multimillion dollar upgrade in technology. In response to aging facilities and information systems the Department must be a full partner in that effort at the same time it dramatically increases its internal decision support and overall technological capacity.

Goal: Upgrade and/or enhance DOC technologies and facilities to enhance safety and security, fulfill the agency’s evolving mission, increase efficiencies, lower operating costs, reduce manpower demands, and improve and enhance inmate outcomes.

Objective: Use technology more effectively to increase communication and productivity throughout the agency.

Strategy: Conduct a comprehensive technology needs assessment and technology plan – as well as a strategy to fund identified repairs and enhancements – that supports the agency’s strategic plan.

Strategy: Establish a process for the rapid identification, evaluation and deployment of automation solutions.

Strategy: Employ technology within our facilities to enhance/improve safety and security and to reduce demands on labor (through automation) so that facility staff can apply greater focus on their core functions.

Objective: Upgrade and/or enhance DOC facilities to support the agency’s strategic direction and to reduce the occurrences of emergency repairs.

Strategy: Conduct a comprehensive physical plant review based on strategic need as well as physical needs – as well as a strategy to fund identified repairs and enhancements.

Strategic Issue: Resources

The current fiscal environment requires all public agencies “to do more with less.”

Goal: Maximize the utility of limited resources

Objective: Efficiently and effectively allocate resources according to the needs of the agency and the demands of the agency’s mission and goals and objectives.

Strategy: Conduct a comprehensive (and continuous) review and assessment of resource need, allocation and utilization.

- Develop and implement structural changes identified in the assessment.

Strategy: Align the agency’s budget with the agency’s strategic plan.

Strategy: Complete and measure initiatives and projects before embarking on new ones.

- Communicate initiatives and projects.
- Coordinate efforts and be more inclusive.
- Increase and enhance collaboration.

Strategy: Empower staff (at every level) to make appropriate decisions.

- Conduct a comprehensive review of roles, responsibilities and duties to determine what decision making authority is appropriate and necessary at every level.
- Improve the supervisory skills and actions of management staff through training and mentoring - develop and provide decision making training based on roles and responsibilities.
- Succession Planning.