



**Mississippi  
Department of Corrections**

**2002  
Strategic Plan**



**Integrity    Fairness    Dependability    Respect    Competence    Openness**





Ronnie Musgrove  
Governor



**STATE OF MISSISSIPPI**  
**DEPARTMENT OF CORRECTIONS**



Robert L. Johnson  
Commissioner

***Commissioner's Message to the People of Mississippi***

The Mississippi Department of Corrections (MDOC) fundamental mission is to provide for public safety. We are charged with the care, custody, control and treatment of more than 18,000 prisoners who are under our daily supervision in our state prisons, county jails, regional facilities and private prisons, as well as an additional 18,000 offenders who are serving sentences out in the community.

In many instances the Mississippi Department of Corrections has made a concerted effort to go back to the basics to strengthen our public safety responsibilities. At the same time we have committed ourselves to remaining fiscally responsible while not adversely affecting security staff, offender care and public safety.

The Mississippi Department of Corrections 2002 Strategic Plan provides the agency with a course of action through the next 24 months that will enhance our public safety mission. Interwoven throughout all of the goals, strategies and action plans are three main themes: (1) commitment to professionalism, (2) openness in our communication, and (3) accountability in all of our fiscal affairs.

The Mississippi Department of Corrections remains committed in its vision of providing excellence in both correctional policy and public service. We value integrity, honesty and openness in all of our practices and believe the safety of the public is of paramount importance.

A handwritten signature in blue ink that reads "Robert L. Johnson". The signature is written in a cursive style and is positioned above a horizontal line.

Robert L. Johnson  
Commissioner



## Mississippi Department of Corrections

### **Mission**

To provide and promote public safety through efficient and effective offender custody, care, control and treatment consistent with sound correctional principles and constitutional practices.

### **Vision**

The Mississippi Department of Corrections is a model professional agency that adheres to the values of integrity, honesty and openness in all its practices.

As correctional leaders, we believe the safety of the public is of paramount importance and fundamental to our mission.

Recognizing that people make up organizations, we value all our employees and are committed to their professional development and well being.

We are committed to assisting offenders in becoming productive, law-abiding citizens.

As an agency, we provide excellence in public service and strive to continually improve.



## Core Values

### **Integrity**

In the behavior, actions and decisions of our employees.

### **Fairness**

In the consistent treatment of employees, offenders and our dealings with the public.

### **Dependability**

In doing those things that are necessary to fulfill our mission.

### **Respect**

In our relationships with each other and those we serve.

### **Competence**

In the performance of our duties and responsibilities.

### **Openness**

In all of our communications.

## Effective Management and Leadership

The Mississippi Department of Corrections (MDOC) has professional management and effective leadership that support the attainment of the agency's mission.

### Strategies

1. Educate all staff on MDOC's mission, vision, core values and strategic plan.
2. Educate all staff on the organizational and functional responsibilities of the agency.
3. Develop a system that provides continuous monitoring of the agency's organizational structure to identify changes and needs.
4. Develop and maintain a proactive line of communication between MDOC, the Legislature and major stakeholders.
5. Develop Performance Appraisal duties and standards that are specific to employees' daily job responsibilities and areas of performance.
6. Develop a uniform promotional and new hire process that is fair and equitable for all employees.

### Action Plans

- Publish an MDOC Strategic Plan handout.
- Present an overview of the MDOC organizational chart to all employees; provide all employees access to the MDOC organizational chart.
- Develop an Organizational Chart Request/Amendment Form to request personnel changes.
- Hold informational planning meetings with Legislators and key stakeholders to discuss issues of interest with the Mississippi Department of Corrections that lead to sound, effective, fiscally responsible correctional policy.
- Develop, revise, or rewrite Performance Appraisal Review (PAR) duties and standards for all job classifications.
- Develop Focus Groups made up of Subject Matter Experts who will identify the characteristics and qualities needed to fulfill job requirements; publish new hire and promotional procedures.

## Effective and Accurate Communications

The Mississippi Department of Corrections will provide employees, the public, executive and legislative bodies with accurate information relevant to the agency's mission of providing for public safety and their role in fulfilling the agency's mission.

### Strategies

1. Provide employees multiple opportunities to receive agency information and provide employees feedback opportunities.
2. Publish a user-friendly guide for MDOC employees to quickly respond to public inquiries.
3. Develop a comprehensive MDOC Website, to include inmate search capabilities.
4. Promote mission, vision and core values with employees and stakeholders.
5. Establish an employee and offender climate survey.
6. Enhance the MDOC employee newsletter *The Resource* by establishing an editorial board.
7. Utilize muster and training courses to reinforce MDOC policy and procedure.
8. Identify and establish standard reports for dissemination.
9. Identify a core legislative team to focus on proposed and pending legislation.
10. Identify MDOC spokespersons, photographers and information specialists and provide for their training.

### Action Plans

- Develop an employee communication survey to identify how employees best receive information and can respond back with questions or comments.
- Develop MDOC directory of frequently asked questions and contacts.
- Expand content on MDOC Website and develop inmate search capabilities.
- Develop impact statements/letters for proposed legislation affecting corrections.
- Develop a series of questions that will assess employees' attitudes related to their work climate and offenders' attitudes related to their daily living activities.
- Develop and publish a small, pocketsize handbook on policies and procedures to be distributed to all employees.
- Provide training to Deputy Commissioners, Superintendents, Community Services Directors and their designees as to the policies and procedures related to the Communications Division and open information.

## Professional Staff

The Mississippi Department of Corrections develops and empowers its employees to accomplish the agency's mission.

### Strategies

1. Encourage staff development by developing a tool that will assist the supervisor in determining the needs of staff for their career development.
2. Take a proactive approach in identifying employee concerns by providing a process which addresses these concerns.
3. Develop a Management Leadership Program that will foster growth and understanding of state and agency procedures, provide multi-level training opportunities for career growth and development, and ultimately provide succession planning for the agency's leadership positions.

### Action Plans

- Create a Task Force to identify existing Individual Development Plan (IDP) instruments.
- Develop staff focus groups to identify employee concerns and make recommendations on ways to address employees concerns.
- Develop leadership skills curriculum for existing and newly promoted managers.
- Develop a program to prepare for and promote succession planning.



## Quality Assurance in Public Safety

The Mississippi Department of Corrections sets and achieves the highest quality in all of its programs, practices and operations to ensure a safe and healthy environment and to provide for public safety.

### Strategies

1. The Institutions and Community Services Divisions will take a proactive approach in developing and conducting internal audits. These audits will ensure compliance with American Correctional Association (ACA) Standards and MDOC Policy, Procedures and Practices.
2. Create a Service Awards program and establish specific criteria for each award.
3. Commissioner, Deputy Commissioners and Senior leadership will promote the benefits of ACA accreditation to all staff and encourage designation achievement by October 2002.
4. Internal Audit Division (IAD) will develop a program that enhances the agency's effort in the recapture of escaped offenders.
5. Internal Audit Division (IAD) will develop a security threat group management plan in the effort to reduce assaults and criminal activity within the agency.
6. Policy, Planning, Research and Evaluation (PPRE) will continually review and report on existing security technologies and recommend changes, upgrades or replacements.
7. PPRE will actively identify, pursue, and assist with grant applications and funding opportunities.
8. MDOC staff will be knowledgeable and be able to demonstrate emergency preparedness at institutions and in community services.
9. Identify and establish uniform procedures to track program performance and student progress for all offender educational, vocational and rehabilitative programs.

### Action Plans

- Develop policies and procedures auditing tool for all MDOC facilities.
- Develop policies and procedures to recognize MDOC staff for outstanding work.
- Provide MDOC staff information on ACA accreditation and the agency's goal of achieving accreditation by the winter of 2002.
- Create the Fugitive Apprehension Strike (FAST) Team.
- Revise existing Security Threat Group Management Policy and Procedures.
- Develop feasibility studies to evaluate proposed technology for the agency.
- Develop a list of funding sources to be utilized in obtaining low or no-cost technical assistance.
- Conduct mock exercises at facilities that simulate natural and manmade disasters to check MDOC preparedness.
- Establish a Program Evaluation Task Force to review educational, vocational and rehabilitative programs and provide for offender tracking and recidivism rates of programs.

## Offender Management

The Mississippi Department of Corrections manages the offender population to ensure that resources and programs are utilized in the most effective and efficient manner possible.

### Strategies

1. Identify types of community supervision cases towards the development of specialized caseloads.
2. Develop an objective classification system to effectively match inmate risk-needs with appropriate security level and program assignment.
3. Create a task force to study and revise the current medical and mental classification of inmates.

### Action Plans

- Identify and group community supervision cases based on Court or releasing authority mandates to include all conditions of supervision agreement (statutory and special conditions).
- Identify and group community supervision cases by types of crimes.
- Identify and group community supervision cases according to offenders' special needs.
- Identify strengths and weaknesses of field staff and assign community supervision cases accordingly.
- Key stakeholders and National Institute of Corrections (NIC) representative meet to determine risk and needs factors to be used in the initial classification and reclassification process.
- Prepare a finalized objective scoring instrument for Commissioners approval.
- Modify MDOC policies and procedures related to inmate classification/ reclassification scoring instrument and train staff on its use.
- Review all contracts to ascertain the medical requirements for offenders assigned to state, regional and private facilities.
- Define medical and mental health needs for offenders.
- Revise medical and mental health classification system for offenders and train all MDOC staff and offenders.

## Risk Management

The Mississippi Department of Corrections identifies those activities that pose the greatest risk to staff, offenders and the public and develops and implements strategies for managing and reducing the risk.

### Strategies

1. Study and develop the methodology of risk analysis and risk assessment and develop risk management applications for various subject matter areas.
2. Identify most effective means of providing self-operation and outsource services at a minimal cost to the agency, excluding those major expenditures required by law to be handled through competitive bidding.

### Action Plans

- Establish a Health and Safety Committee.
- Write policies and procedures related to reporting and monitoring occupational injuries and illnesses.
- Develop a Health and Safety Manual.
- Establish Health and Safety Training for all MDOC personnel.
- Identify vendors for whom MDOC purchases inventory more than \$10,000.
- Conduct feasibility study to outsource vehicle repair and transportation.
- Conduct feasibility study to privatize restaurant at the Mississippi State Penitentiary.
- Conduct feasibility study on contracting with private operator to rent MDOC uniforms.
- Conduct feasibility study on privatizing food management.
- Obtain independent contractor to administer General Education Degree (GED).

## Financial/Fiscal Responsibility

The Mississippi Department of Corrections has financial controls in place that ensures accountability. Financial data is used to measure performance and project costs associated with current and future needs.

### Strategies

1. Develop expenditure report reflective of cost at unit level.
2. Develop long-range budget planning documents that reflect the goals and objectives of the agency and actively identify, pursue and assist with grant applications and funding opportunities.
3. Proactively identify all resources necessary to procure, coordinate and implement an automated time and attendance and scheduling system which will interface with SPAHRS, benefiting all users and satisfying the overall objectivity of increasing efficiency.
4. Develop a means of collecting supervision fees that would remove the Field Officer from the collection process and promote greater accountability for fees collected.
5. Develop procedures for annual review of private vendor contracts to ensure quality and performance standards.

### Action Plans

- Computerize maintenance warehouses at CMCF and SMCI.
- Assign inventory numbers to direct charge items in the maintenance warehouse.
- Establish liaison with Legislative Budget Office (LBO) and Bureau of Buildings.
- Obtain historical costs by unit and prepare population projects in advance of formulating MDOC fiscal year budget proposals.
- Utilize goals and objectives of strategic plan, population projections and capital improvement needs to prepare 5-year budget plan.
- Centralize collection of supervision, Drug ID and ISP fees.
- Review contracts to establish purpose of contract and establish performance standards, including monetary penalties, to ensure contract standards are being met.

## Information Management

Data, information and knowledge are collected, managed, analyzed and disseminated effectively and efficiently to support well informed, timely and cost-effective correctional decision making.

### Strategies

1. Review and update existing Offender Management System Request for Proposals (RFP) to be used to procure a Comprehensive Offender Management System.
2. Create a timetable to be used to have Offender Management System completely operational within 18 months after contract signing.
3. Purchase and install a “digital dashboard” to be placed on selected desktops so that the users can manage and assimilate large volumes of information.

### Action Plans

- Complete revised Request for Proposal (RFP) specifications and advertise.
- Respond to written questions from vendors bidding on the Comprehensive Offender Management System RFP.
- Information Technology Services (ITS), Mississippi Department of Corrections Management Information Systems (MIS) and team members will evaluate vendor proposals.
- ITS and MIS will present the Comprehensive Offender Management System selected vendor proposal to the ITS Board for approval.
- Create a Task Force of MDOC employees to be responsible for ensuring business practices of the agency are met by the Offender Management System.
- MIS will develop a “digital dashboard” that will display current information and trend analysis concurrent with the installation of the Comprehensive Offender Management System.

## Innovation and Planning

The Mississippi Department of Corrections is an innovator of correctional best practices and relies on proactive planning to accomplish the agency's mission.

### Strategies

1. Policy, Planning, Research and Evaluation will network with peers from all correctional venues, conduct feasibility studies and prepare an implementation plan.
2. An established evaluation task force will proactively identify, prioritize, and evaluate the operational processes within agency departments in order to incorporate best practices.
3. Identify and resolve root causes of discrepancies found when comparing physical counts to automated counts for admissions, releases, and snapshot population on a weekly basis until the two data sources are aligned within an acceptable margin of error.
4. Policy, Planning, Research and Evaluation will provide population projections by July 15th of each year utilizing accurate data related to inmate admissions, releases, custody population, program participation and Parole Board hearings; an outside vendor will certify the accuracy of the population projections.
5. Develop and implement a program to reward/recognize employees (individually or collectively) for innovation within the field of corrections.

### Action Plans

- Create a resource directory to include contact names and numbers with individuals from local, state, federal and private organizations that are willing to assist and share knowledge and experiences related to best correctional practices and technologies.
- Create a Best Practices Evaluation Task Force to work with division managers to identify best practices that will enhance the divisions role and responsibility to the overall mission of the agency.
- Identify and resolve discrepancies between physical and automated inmate counts; create policies, procedures and a program to capture accurate admissions data.
- Population projections will be compiled biannually by Policy, Planning, Research and Evaluation.
- An annual statistical report relating projections and housing needs will be prepared by July of each year to assist in preparing the agency's annual budget request.
- Create a consensus group to review, question, challenge and verify model results before releasing population projections.
- Create an Innovation Award for MDOC staff who develop programs or practices that enhance the daily operation of the agency in fulfilling its mission.



**Mississippi Department of Corrections**  
**723 N. President Street**  
**Jackson, MS 39202**  
**(601) 359-5600**

**[www.mdoc.state.ms.us](http://www.mdoc.state.ms.us)**