



Goals & Objectives - 2025 Biennium

Objective: **Improve physical and IT infrastructure to enhance the ability of staff to perform their jobs safely and efficiently.**

Goal: **Improve physical infrastructure to ensure continuity and improve safety and security of staff, offenders, and the public.**

Strategy	Initiative	Who?	Measure
Implement physical infrastructure improvements contingent upon legislative approval	<ol style="list-style-type: none"> 1. Work with A&E to gather requirements, assist in bid process, and develop timeline for physical infrastructure projects. 2. Develop/Implement plans to ensure that facilities remain secure during any construction. 	<ol style="list-style-type: none"> 1. Facilities Manager (Program 01) 2. Public Safety Chief, Wardens (Program 02) 	<ol style="list-style-type: none"> 1. Project timelines developed for 75% of all projects approved by the Legislature, in coordination with A&E, no later than 12/31/23. 2. Develop 19 security plans to align with each construction project to take place at DOC Secure Facilities.
Ensure security of Probation & Parole Offices	<ol style="list-style-type: none"> 1. Ensure that each P&P lease that comes up for renewal is reviewed for space/hardening needs. 	<ol style="list-style-type: none"> 1. Facilities Manager (Program 01) and P&P Bureau Chief (Program 02) 	<ol style="list-style-type: none"> 1. Any leases signed for P&P offices in FY 24/FY 25 include required upgrades for space/hardening needs. 70% of P&P offices will have received hardening upgrades by 6/30/24. 2. Completed enhanced background checks on 100% of incoming correctional officers and probation and parole officers 3. Ensure that 100% of cameras in P&P offices are added to the state network.

Goal: **Improved efficiency and data collection through modernization of Offender Management System.**

Strategy	Initiative	Who	Measure
Gather system requirements and prepare for an RFP	<ol style="list-style-type: none"> 1. Engage a vendor to assist with requirements gathering. 2. Identify Subject Matter Experts 3. Compile a Needs Assessment 4. Develop business process requirements. 5. Identify efficiencies to be gained with modernization. 	<ol style="list-style-type: none"> 1. CSD Administrator & CFO (Program 01) 2. Executive Team 3. Vendor, with oversight by CSD Administrator & CFO (Program 01) 4. CSD Administrator & CFO (Program 01) 5. Executive Team (ALL) 	<ol style="list-style-type: none"> 1. Have contract in place and work started by 11/1/22. 2. SME List complete and submitted to vendor no later than 11/15/22. 3. Survey employees on system needs - obtain a 15% response rate. 3a. Meet with stakeholders from 30 business areas to determine shortcomings in OMS processes, functionality, and capability. 4. Meet with stakeholders from 30 business areas to document existing workflows and OMS improvements necessary for efficiency gains. 5. Identify at least 30 efficiencies to be achieved with a new system. 5a. Identify at least 8 new data collection capabilities to be achieved.

Upon successful completion of an RFP, develop and begin a project implementation plan for a new Offender Management System	<ol style="list-style-type: none"> 1. Develop a project charter. 2. Identify stakeholders 3. Prioritize the order in which modules are implemented. 	<ol style="list-style-type: none"> 1. Selected Vendor and Executive Team. (ALL) 2. Executive Team (ALL) 3. Steering Committee (ALL) 	<ol style="list-style-type: none"> 1. Project Charter complete no later than 12/31/23. 2. Stakeholder List complete no later than 12/31/23. 3. Prioritization defined no later than 12/31/23.
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Objective: **Enhance the culture at the Department of Corrections to recruit and retain qualified staff.**

Goal: **Ensure adequate employee training**

Strategy	Initiative	Who?	Measure
Develop a formal training plan to ensure that department employees are receiving adequate training in a timely fashion	<ol style="list-style-type: none"> 1. Complete an agency-wide assessment, to include an employee survey, review of historical practices, and inquiry of other states to determine training needs throughout the agency. 2. Utilize in-house instructors to increase access to and continuity of training. 3. Implement recertification training for staff who conduct MORRA and WRNA Risk Assessments. 4. Identify a Learning Management System to be used to monitor and track employee training needs. 5. Formalize training goals for the agency. 	Agency Training Manager (Program 02)	<ol style="list-style-type: none"> 1. 100% of employees will be surveyed in instruction, training categories, and deficiencies in training. 2. 80% of POST-certified training will have in-house instructors. 3. 90% of applicable staff recertified in MORRA/WRNA assessments by 12/31/24. 4. Learning Management Solution identified by 12/31/23. 5. Submit a training plan for review by the Executive Team by 12/31/23.

Goal: **Emphasize strategic communication and promote goal-setting and outcome measurement**

Strategy	Initiative	Who?	Measure
Dedicate time to goal-setting and outcome measurement by department leadership	<ol style="list-style-type: none"> 1. Hold quarterly steering committee meetings to evaluate progress towards the department's goals and objectives. 2. Hold annual leadership meetings to promote cross-division collaboration and professional development of management-level staff. 	Deputy Director (ALL)	<ol style="list-style-type: none"> 1. Hold 6 Steering Committee meetings prior to 6/30/24. 2. Conduct 2 Leadership meetings to include a broader group of DOC supervisors.

Goal: **Establish a culture rooted in safety science and systems improvement training**

Strategy	Initiative	Who?	Measure
Ensure all staff receive appropriate training in safety science and systems improvement	<ol style="list-style-type: none"> 1. Provide appropriate training to staff, depending on their job duties. 2. Ensure that identified leadership staff participate in Leadership Lab cohorts. 3. Provide Advanced Practice Training to HR Generalists and appropriate Investigations Unit Staff. 	Deputy Director (ALL)	<ol style="list-style-type: none"> 1. 95% of DOC staff will have received training in safety science and systems improvement prior to 8/1/24. 2. Hold a total of 52 labs across all cohorts, including 12 on-site trainings across all DOC facilities. 3. 21 employees will receive Advanced Practice Training.

Transition to a Systemic Critical Incident Review process that is based on safety science and human factors analysis	<ol style="list-style-type: none"> 1. Establish a Systemic Critical Incident Review Team 2. Provide training to team members on systemic critical incident review, with a focus on human factors analysis. 3. Design and implement a process for critical incident review that includes systemic review and human factors analysis, and is consistent across the department. 	Public Safety Chief (Program 02)	<ol style="list-style-type: none"> 1. 10 team members are selected and notified. 2. All 10 team members will be trained no later than 1/1/23. 3. Policy will be written and new process will be implemented for priority 1 incidents no later than 12/31/23, and for priority 2 incidents no later than 12/31/24.
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Goal: **Increase security staffing at Montana State Prison.**

Strategy	Initiative	Who?	Measure
Increase pay contingent upon legislative approval	<ol style="list-style-type: none"> 1. Support Governor's Budget requests related to employee wages. 	Executive Team (Program 02)	<ol style="list-style-type: none"> 1. By July 1, 2023, the starting wage for Correctional Officers will increase to \$22.51. 2. Reduce vacancy rate for MSP Correctional Officers to 35% or less.
Communicate with staff about approved infrastructure and technology improvements	<ol style="list-style-type: none"> 1. Provide regular communication regarding upcoming infrastructure and technology updates, to ensure staff feel valued and included. 	Director and Communications Director (Program 03)	<ol style="list-style-type: none"> 1. Staff receive quarterly status updates on infrastructure projects.
Encourage increased participation in Employee Engagement Survey	<ol style="list-style-type: none"> 1. Emphasize communication from the Director and agency Leadership regarding the importance of the survey. 	Director and Communications Director (ALL)	<ol style="list-style-type: none"> 1. Participation in the 2024 Employee Engagement Survey increases by at least 10%.

Objective: **To reduce recidivism, improve and expand correctional programming.**

Goal: **Develop and implement a two-year general and vocational education plan that includes consideration for and application to all Montana prison facilities as a single enterprise.**

Strategy	Initiative	Who?	Measure
Create a task force to review educational needs and create a two-year educational plan	<ol style="list-style-type: none"> 1. Invite stakeholders to participate in the education task force. 2. Create a project charter for the task force, ensuring that all members understand the goals and desired outcomes. 3. Via scheduled task force meetings, develop two-year plan. 	Rehabilitation & Programs Chief (Program 03)	<ol style="list-style-type: none"> 1. Task force membership and project charter completed and signed by all parties no later than 10/31/22. 2. First draft of two-year education plan completed by 4/30/23. 3. Completed plan finalized, distributed, and ready for implementation no later than 10/31/23. 4. Add 4 new vocational programs per labor projections and industry partner engagement over biennium. 5. Increase by 50% the number of individuals achieving HISET credential over biennium.

Goal: **Implement the Integrated Corrections Program Model within Department of Corrections facilities.**

Strategy	Initiative	Who?	Measure
Implement an individual secondary assessment tools/processes with a single, comprehensive tool to ensure better consistency and application across the Montana correctional system	<ol style="list-style-type: none"> 1. Contract with Canada to get the comprehensive assessment tool, training, and artifacts. 2. Plan training and implementation with all Montana correctional system entities. 3. Implement new tool and processes at one facility to ensure solution and approach is fully understood. 4. Implement new tool at all remaining facilities. 	Rehabilitation & Programs Chief (Program 03)	<ol style="list-style-type: none"> 1. Canadian implementation team onsite to plan with and train 21 Montana implementation team members. 2. Increase the size of hiring pools for programming staff through the elimination of licensure barriers. 3. Implement programming in 5 correctional facilities, utilizing a single tool and eliminating 17 disparate assessments. 4. Train 25 staff members in deliver of secondary assessment and treatment programming tools (ICPM) 5. Train 6-12 staff in delivery of woman's risk and needs assessment tools training (WRNA) 6. Train 18 staff in delivery of men's risk and needs assessment tools training (MORRA)

Goal: **Review existing programs for efficacy.**

Strategy	Initiative	Who?	Measure
Perform evidence-based Correctional Program Checklist assessments for a sample of programs within the DOC system	<ol style="list-style-type: none"> 1. Staff will receive training updates to ensure that they retain the necessary qualifications to perform assessments. 2. Programs will be chosen for assessment, and evaluated using the Correctional Program Checklist developed by the University of Cincinnati. 	Rehabilitation & Programs Chief (Program 03)	<ol style="list-style-type: none"> 1. Assessments are performed for at least 6 correctional programs during the biennium. 2. 60% of all assessments conducted demonstrate at least a moderate adherence (ie. score of 46% or better) to evidence-based practices and program standards. The national average is less than 45%.
Increase measures of recidivism for community-based correctional programs	<ol style="list-style-type: none"> 1. Develop methods for measuring recidivism in community-based programs. 	Central Services Chief (Program 01)	<ol style="list-style-type: none"> 1. Implement 3 new measures of recidivism prior to 7/1/2023.
Establish outcome measurements for pre-release centers	<ol style="list-style-type: none"> 1. Work with community correction providers and department staff to determine the most effective outcome measurements. 	Rehabilitation & Programs Chief (Program 03)	<ol style="list-style-type: none"> 1. Implement 5 new outcome measurements.



Objective: The Board of Pardons & Parole will carry out statutory obligations in the best way possible.

Strategy	Initiative	Who?	Measure
Release of eligible offenders	<p>Goal: Administer the release of eligible offenders before the completion of their sentences based on parole decision-making guidelines and professional judgment. Revisit parole guidelines scores for sexual and violent crimes to ensure these types are accurately considered.</p> <p>1. Administer the release of eligible offenders before the completion of their sentences based on parole decision-making guidelines and professional judgment. Operations will continue to explore new way to ensure the Board has all relevant information. Continue to meet with Department of Corrections (DOC) on a monthly basis. Have collaborative working relationships with (DOC), including American Correctional Association (ACA), Association of Paroling Authorities International (APAI), Council of State Government (CSG), and Crime and Justice Institute (CJI)</p>	<p>1. Parole Board Members 2. Chief of Staff</p>	<p>1. Continue to utilize recommendations by Council of State Government (CSG). 2. Utilize Board's dashboard and review appearing types and outcomes. Investigate and understand current trends. 3. Continue to provide and track relevant education for professional Board members in carrying out statutory obligations. 4. Continue to work with CSG on understanding guideline scores for sexual and violent offenders.</p>

Objective: The Board of Pardons & Parole will carry out statutory obligations in the best way possible.

Strategy	Initiative	Who?	Measure
	Goal: Consider public safety when making parole or executive clemency decisions		
Public Safety	<p>1. Consider public safety when making parole or executive clemency decisions. Gathering of information is a key component of public safety and clemency matters. Ensure the Board has information in Offender Information Management System (OMIS), public has access to scheduled hearings and disposition information. Ensure victim services can communicate effectively and provide positive support pre and post hearings.</p>	<ol style="list-style-type: none"> 1. Parole Board Members 2. Operational Staff 3. Chief of Staff 	<ol style="list-style-type: none"> 1. Through strategic planning, the Board of Pardons and Parole will investigate the past and honestly assess what was achieved and identify what needs are priority in the future. The Board is focused on operations and customer service. The Board identified deficits with information on website, and not interfacing information with the Montana Department of Corrections to better service the public and prison population. Critical component for all the correctional professionals who are part of the parole and executive clemency process. Migrate all hearing information to Offender Management Information System (OMIS) in concert with implementing document imaging. Process is imperative so that all correctional stake holders can view Board hearing information and offender documents related to parole. 2. Ongoing review of public and victim comment of information through public website and/or direct contact in Deer Lodge.

Objective: The Board of Pardons & Parole will carry out statutory obligations in the best way possible.

Strategy	Initiative	Who?	Measure
	Goal: Ensure that offenders complete risk reducing treatment and programming that addresses their criminogenic risks and needs.		
Verify Risk Reduction treatment and programming offered by Department of Corrections	Verifying offenders completed risk reducing treatment and programming that addresses their criminogenic risks and needs. The Board will keep current on programming through reoccurring meeting with the Department of Corrections. This is important to articulate in dispositions, so offenders have clear understanding how needs are essential in determining risk reduction strategies with the parole officer who will be ultimately assigned to supervise.	1. Board Members 2. Chief of Staff	Schedule regular meetings with relevant stake holders (case managers, Intuitional Parole Officers, Treatment Services) within the corrections system, This is measured through public meeting notices.

Objective: The Board of Pardons & Parole will carry out statutory obligations in the best way possible.

Strategy	Initiative	Who?	Measure
	Goal: Provide the necessary resources and training for Board members to make appropriate release and revocation decisions based on evidence-based practices and sound professional judgment.		
Provide necessary resources and training	Necessary resources and training for Board members to make appropriate release and revocation decisions are essential in being committed to evidence-based principles. Seek out and identify training through, ACA, APAI, CJI, DOC that best captures the needs of needs of the Board.	<ol style="list-style-type: none"> 1. Board members 2. Chief of Staff 3. Victim/Witness Coordinator 	<p>Utilize the Board dashboard in reviewing past hearings as it relates to revocation. Identify current trends and understand the reported statistical information.</p> <p>Review training records and provided feedback. Having the Board collectively discuss if training is on target.</p>

Objective: The Board of Pardons & Parole will carry out statutory obligations in the best way possible.

Strategy	Initiative	Who?	Measure
	Goal: Maintain and strengthen relationships with the public, victims, criminal justice colleagues, family members, media, and other agencies.		
Public Trust	Through strategic planning, the Board of Pardons and Parole had to investigate the past and honestly assess what was achieved and identify what has needs to be done in the future. In FY 2022, the Board focused on operations and customer service. The Board identified deficits with information on website, and not interfacing information with the Montana Department of Corrections to better service the public and prison population. This was critical for all the correctional professionals who are part of the parole and executive clemency process. The Board migrated all hearing information in February 2022 to Offender Management Information System (OMIS) in concert with implementing document imaging. This was and is imperative so that all correctional stake holders can view Board hearing information and offender documents related to parole. With the assistance of Department of Corrections (DOC), the Board was able to go back the past 5 years and update appearances before the Board. Further, monthly meetings will occur with all DOC units to ensure that the Board can stay on task with the goals set forth. FY 2023 and beyond, the Board of Pardons and Parole will continue to improve, and with quality control mechanisms in place for decision making, training, monthly staffing, and public transparency.	<ol style="list-style-type: none"> 1. Board members 2. Chief of Staff 3. Operational Staff 4. Victim/Witness coordinator 	Hold meetings with all DOC units to ensure that the Board can stay on task with the goal set forth. In FY 2023 the Board of Pardons and Parole continues to improve, utilizing quality control mechanisms in place as it relates to decision making, training, monthly staffing, and public transparency.

Objective: The Board of Pardons & Parole will carry out statutory obligations in the best way possible.

Strategy	Initiative	Who?	Measure
	Goal: Review Administrative Rules for Executive Clemency.		
Update Executive Clemency Administrative Rule.	Board updated Administrative Rules July 8, 2022, Executive Clemency was not addressed.	1. Board Members 2. Chief of Staff	Board will address section. Measure will be filed with Secretary of State.