



SUPERVISION

SAFETY

SUCCESS

Shaping behavior for a better tomorrow



Johnson County Department of Corrections **Strategic Plan - July 2008**

Facilitated by Kathleen Harnish-Doucet and Joel Wright of TeamTech, Inc.

JOHNSON COUNTY GOVERNMENT



Introduction

Every organization needs to have a clear sense of purpose and direction. In January, 2008, the Johnson County Department of Corrections embarked on its first Strategic Planning Process. Our purpose was to establish a vision, mission, and departmental goals and initiatives for the next three years. To assist us with this process, the Department engaged the assistance of TeamTech, Inc. (Kathleen Harnish-Doucet and Joel Wright). TeamTech was selected to facilitate this work because this organization has successfully guided several other private and governmental organizations through strategic planning processes and because it is based in Johnson County in Olathe, Kansas. TeamTech began its work with our department in earnest in January 2008 with a day long meeting with the division's directors and me.

In order to obtain the input of all staff, we decided to ask the department's approximate 340 employees to volunteer to participate in different input groups. The department's supervisors participated in the first group session at the beginning of March. Five more sessions with other staff, with an average of 12 staff per session, were conducted throughout March. Additionally, all departmental employees were given opportunities to provide written input to TeamTech since not all employees were able to attend one of the five sessions.

During the month of April, TeamTech facilitated input from members of the department's two advisory boards: the Juvenile Corrections Advisory Board and the Community Corrections Advisory Board. They also conducted individual sessions with Chief District Court Judge Stephen Tatum, Juvenile District Court Judge Brenda Cameron, County Commissioner Doug Wood, County Manager Michael B. Press, Deputy County Manager Hannes Zacharias, Assistant County Manager Bernice Duletski, and Court Services Administrative Officer Risë Haneberg. Very valuable input was received from board members and from each of the County/State officials.

Once the input from the staff focus groups and from written survey results were compiled by TeamTech, we selected 15 departmental employees from each of the major divisions within the department to serve as a development team. We asked these employees to utilize the information obtained in group meetings and through the written surveys and to develop a proposed Vision Statement, Mission Statement, and the Values that will guide our work in the future. The team took their work very seriously and carefully selected their words. The final recommendations were presented to the division directors and me on April 25, 2008. We were all so pleased with the results that we accepted the recommendations without any changes. The members of the team also told us that they wanted to be the ones that met with the department's staff to relay the results, demonstrating their strong support for the process.

The Team, the Division Directors, other management staff, and I met with all staff during a series of meetings at all facilities during the last part of May and first part of June. Vision/Mission cards were distributed to all staff during these meetings following the unveiling of the results as printed on posters. We all wanted the vision, mission, and values to be remembered and utilized in our daily work.

Following communication with all staff regarding the vision, mission, and values, the division's directors and I continued to work with TeamTech to develop the department's strategic initiatives and goals for the next three years. We based our work on the input received from the staff and stakeholders. The final document was completed in July 2008.

We are very proud to distribute our plan in whole in this publication and are excited about our work yet to come. As you will see, we are committed to making this the best organization it can possibly be. We also recognize our role as a leader in the state and the nation. We look forward to working with our stakeholders and the public to realize our goals.

Elizabeth Gillespie, Director

JOHNSON COUNTY DEPARTMENT OF CORRECTIONS

Strategic Plan 2008

MISSION

Supervision, Safety, Success...

Shaping behavior for a better tomorrow

VISION

Partnering to bridge the gap between offenders and the community by encouraging client responsibility and behavioral change

VALUES

INTEGRITY: We shall ensure that our actions reflect our codes of conduct, our high standards of professionalism, and our loyalty to each other, the agency, and the community.

RESPECT: We shall value others' differences, opinions, and diversity with dignity.

PROFESSIONALISM: We will hold ourselves and others accountable to the highest standards as set forth by the agency, the county government, and the citizens of Johnson County.

TEAMWORK: We will consistently strive to work together to foster agency cohesiveness and accomplish one common goal, our mission.

COMMUNICATION: We will be effective in providing knowledge and information to the agency and the community.

POSITIVE ENVIRONMENT: We shall make time available, be attentive to ideas, practice the art of humility, and provide supportive feedback.



STRATEGIC INITIATIVES

Reduce Recidivism and Prevent Criminal Activity in Our Community

Measure Our Impact

Expand Community Outreach and Communication

Intensify Teamwork and Accountability

Improve the Quality and Relevancy of Staff Training

Strengthen Internal Systems

STRATEGIC INITIATIVES, GOALS, AND ACTIONS

Strategy: Reduce Recidivism and Prevent Criminal Activity in our Community

The key outcome is to serve as a benchmark in Kansas and the nation for crime prevention and offender success.

GOAL: TO IMPLEMENT A CULTURE OF INNOVATION

July – December 2008

1. Explore how to create a research function or partner to gain a research function that would help direct our efforts in offender success
2. Introduce our desire for innovation to the Criminal Justice Advisory Council
3. Inventory the innovation that is currently occurring

January – June 2009

4. Initiate and maintain an innovation process that encourages employee ideas and tests their effectiveness and allows for broader implementation if they are successful

After July 1, 2009

5. Develop a process to recognize innovation
6. Integrate excitement for innovation in our staff

GOAL: INTENSIFY SUPPORT FOR AND USE OF EVIDENCE-BASED OFFENDER MANAGEMENT PRACTICES

July – December 2008

1. Adult staff will employ the evidence-based practices in their daily activities (i.e. motivational interviewing, cognitive reflective communication, and appropriate case planning)
 - The Skills Developer will monitor deployment of these strategies
 - Complete the plan for training of all adult staff including correctional advisors at the Adult Residential Center
2. Juvenile staff will employ the evidence-based practices in their daily activities
 - Juvenile staff will continue to participate in the STAR (Success Through Achieving Reentry) pilot project to improve the reintegration of juveniles to the community
 - Juvenile staff will continue the use of the YLS-CMI (Youth Level of Service – Case Management Inventory) to determine the appropriate level of supervision and services
3. Provide evidence-based practice and risk reduction training to the County Commissioners, District Court Judges, District Attorney's Office, Advisory Boards, and other community stakeholders

January – June 2009

4. Focus future training for juvenile staff in the areas of evidence-based practices

GOAL: STRENGTHEN OUR WORK WITH THE FAMILY SYSTEM

July – December 2008

1. Continue Success Through Achieving Reentry (STAR) project: Reentry officers working with families to improve the transition of juvenile offenders from state correctional facilities to the community
2. Continue Financial Peace University, a money management training program offered to adult offenders and their families
3. Make it easier for families to visit their relatives who are residing in the Juvenile Detention Center and the Adult Residential Center
 - Provide more family visiting opportunities
4. Hire a Family Therapist (current vacant position) for the Therapeutic Community at the Adult Residential Center
5. Provide orientation to the entire supervision process to family members of offenders in Adult Field similarly to the process in Juvenile Field

January – June 2009

6. Initiate improved methods of providing information to family members about services available in the community

After July 1, 2009

7. Complete the Juvenile Services Complex which includes a Family Resource Center that will address the needs of the juveniles and their families
8. Expand the Crossroads Treatment program (therapy for juveniles and their families) and plan for future management of this type of program
9. Initiate a family orientation at the Adult Residential Center
10. Extend the Financial Peace University program to juvenile offenders and their families

GOAL: PARTNER TO SECURE ACCESS TO A CONTINUUM OF SERVICES BUILT ON EVIDENCE-BASED PRACTICES TO IMPROVE OUTCOMES FOR THE CLIENTS WE SERVE

July – December 2008

1. In partnership with the County, work with the newly established Criminal Justice Advisory Council to help identify gaps in services and assist in securing resources
2. Survey staff to identify gaps in the services for the top risk factors
3. Through the Human Services Coalition, provide training to staff so they will have better access to information about community resources for their clients through the AIMS (Automated Information Mapping System)/ GIS (Geographic Information System) and the Client Coordination Project
4. Work with other community resources such as the County's Department of Human Services, the Johnson County Workforce Center, the national Homebuilders' Institute, and Johnson County Community College, etc. to obtain needed services

Strategy: Measure Our Impact

The key outcomes are to determine what is working and what is not, continue and/or expand the programs that are working, and stop the programs that are not working.

GOAL: REPORT AND TRACK CLIENT OUTCOMES AND INTERNAL MEASURES OF EFFECTIVENESS AND EFFICIENCY

July – December 2008

1. Finalize and implement the new performance management system

January – June 2009

2. Utilize the performance management data for justification of needed resources and decisions
3. Report the results to the Board of County Commissioners, County administration, advisory boards, employees, and the public through frequent reports and the annual departmental report

After July 1, 2009

4. Seek a university to conduct a longitudinal study to track a sampling of clients from specific programs

Strategy: Expand Community Outreach and Communication

The key outcome is to increase public awareness and understanding through intensified effective public relations and educational efforts.

GOAL: EFFECTIVELY COMMUNICATE WITH THE PUBLIC TO TELL OUR STORY

July – December 2008

1. Educate the community about our vision, mission, and values and how we work with offenders through our Advisory Boards, Criminal Justice Advisory Council, and by providing copies of our strategic plans to our stakeholders, etc.
2. Hire the Communication/Data Manager (current vacant position) who will develop frequent data reports, publish departmental employee newsletters, and work in liaison with the County's Public Information and Communications Manager to improve community awareness and understanding of corrections

January – June 2009

3. Explore different methods of communication to see what works best – internet, public speaking opportunities, media, publications, volunteer participation, etc.
4. Utilize the information gained from the “Measuring Our Impact” strategy to tell the story of community corrections
5. Reach out to staff to find offender success stories
6. Initiate press releases and news stories that tell our story

After July 1, 2009

7. Survey Johnson County citizens to determine the effectiveness of the communication strategies and to determine the attitudes of employers and the public towards offenders

Strategy: Intensify Teamwork and Accountability

The key outcomes are to improve employee engagement and reduce turnover.

GOAL: IMPROVE THE SUPERVISORY SKILLS AND ACTIONS OF MANAGEMENT STAFF

July – December 2008

1. Improve supervisory skills and actions
 - Continue and monitor the use of the new one-on-one time that supervisors are conducting monthly with each employee
 - Develop and implement a supervisory training skills session to address issues raised in the 2007 Employee Engagement Survey
2. Develop formal methods for seeking employee feedback
 - Implement the new Proposal for Change policy and process
 - Continue to develop collaborative committees and teams that span the entire organization
 - Develop a formal committee charter process to ensure everyone knows the expectations of the committee and to whom they are accountable

January – June 2009

3. Conduct survey of staff to see how well the one-on-one time is working
4. Monitor the application of the first six months' changes and adapt as needed based on the feedback
5. Review the 2008 committee memberships to ensure inclusion of appropriate staff throughout the department

After July 1, 2009

6. The Annual Report will reflect the activities of the previous year and reflect the progress toward meeting our goals as set forth in Strategic Planning and Employee Engagement documents
7. Celebrate successes of the previous years

GOAL: UNIFY THE DEPARTMENT AND SHARE RESOURCES

July – December 2008

1. Hold annual all staff meetings in the fall (next one is November 5, 2008)
2. Unify policies that apply to all areas of the department

January – June 2009

3. Hold annual division meetings in the spring

GOAL: GET AND KEEP THE RIGHT PEOPLE

July – December 2008

1. Hold staff responsible for creating and participating in positive team environments – praise staff through appropriate commendations when they help the organization and discipline those that do not
2. Open vacant positions both internally and externally
3. Notify staff of all job openings including promotional opportunities
4. Notify staff of other correctional promotional opportunities
5. Continue Employees of the Quarter, Employee of the Year with incentives
6. Develop a policy that will guide employees when a conflict arises
7. Ensure all employees receive conflict resolution training
8. Revitalize the Employee Recruitment Committee to include addressing our recruitment and to strengthen the internship program
9. Review and implement recommendations of the Uniform Recognition Committee
10. Continue to conduct exit interviews and utilize information for improvement

Strategy: Improve the Quality and Relevancy of Staff Training

The key outcomes are staff preparedness and competency to perform their roles.

GOAL: DEVELOP AND IMPLEMENT THE OVERALL STAFF TRAINING STRUCTURE FOR THE DEPARTMENT

July – December 2008

1. Finalize the hiring of appropriate training staff (training coordinators and training officers)
2. Establish the department's training committee
3. Examine and maximize space at the Adult Residential Center for staff training
4. Actively participate in the Collective Learning Committee and utilize its resources
5. Ensure appropriate staff training space in the design of the new Juvenile Services Complex

GOAL: DEVELOP A DEPARTMENTAL TRAINING PLAN

July – December 2008

1. Audit the current training offerings and eliminate training that is either not relevant to staff jobs or is not of the quality level desired
2. Identify the gaps in training and determine if those gaps can be filled either by pursuing outside training or through current staff expertise with appropriate incentives
3. Audit the need for appropriate equipment and materials for training as part of the plan

January – June 2009

4. Implement the new training plan
5. Establish cross-training or mentoring efforts within the Department as needed
6. Provide cross-division training

GOAL: NETWORK AND MAINTAIN AWARENESS OF WHAT WORKS IN THE FIELD

July – December 2008

1. Implement the plan for employee attendance at national, state, and local conferences and other external training

Strategy: Strengthen Internal Systems

The key outcome is staff efficiency in performing their roles.

GOAL: STREAMLINE INTERNAL WORK PROCESSES

July – December 2008

1. Change our approach to management of work processes through examination of current work processes and elimination of unnecessary steps and duplication
2. Finalize Docking Institute study (paperwork, document flow, etc.) with adult services
3. Review and begin implementation of the recommendations from the Docking Institute study
4. Seek resources for an efficiency study for juvenile services
5. Analyze the cost/benefit of the ACA accreditation process and determine future direction
6. Finalize changes to processes identified in the County's internal audit, the ACA audit, and grant audits
7. Analyze and improve available technology and future needs and seek resources:
 - Complete automated Accounts Receivable system implementation

- Work with the Office of Financial Management to evaluate the Request For Proposal for automatic timekeeping system and initiate system
 - Complete the Performance Management System study to make the most efficient use of our information management systems
 - Rebuild the current web site to assist with recruitment and information management
 - Complete the installation of officer work stations in the Juvenile Detention Center to provide better access to computers
8. Work with state officials to integrate state and local systems wherever possible
 - Continue to work on the Client Coordination project through the Human Services Coalition
 - Work to integrate the local justice information management system (JIMS) with the Kansas Department of Corrections' information management system (TOADS – Total Offender Activity Documentation System)
 9. Participate in the county's Paper Reduction Campaign to reduce the use of paper whenever possible (i.e. reduced paper copies of policy manuals)
 10. Review and revise current departmental policies to make them more user-friendly
 - Post order committee will design and implement a new post order format and revise post orders
 - Develop centralized accounting and human resource policies and procedures

January – June 2009

11. Change our approach to management of work processes through examination of current work processes and elimination of unnecessary steps and duplication:
 - Initiate efficiency study for juvenile services
 - Complete implementation of the Docking Institute recommendations
12. Analyze and improve available technology and future needs and seek resources

After July 1, 2009

13. Change our approach to management of work processes through examination of current work processes and elimination of unnecessary steps and duplication:
 - Complete efficiency study and begin implementation for juvenile services
14. Analyze and improve available technology and future needs and seek resources
 - Work with the County's Human Resources Department to implement electronic storage and management of the department's personnel records
15. Work with state officials to integrate state and local systems wherever possible
 - Explore integration of JIMS and the Juvenile Justice Authority's information management system (CASIMS – Community Agency Supervision Information Management System)
16. Participate in the County's Paper Reduction Campaign to reduce the use of paper whenever possible (i.e. reduced copies of paper policy manuals)
 - Complete the conversion of closed offender paper records to electronic records

DEPARTMENT OF CORRECTIONS EXECUTIVE TEAM

Elizabeth Gillespie, Director

Susan Dougan, Assistant Director

Antonio Booker, Director of the Adult Residential Center

Bruce Rider, Director of the Juvenile Detention Center

Sharon Brown, Director of Field Services

DEPARTMENT OF CORRECTIONS LOCATIONS & CONTACT INFORMATION

WEBSITE

<http://www.jocogov.org>

Select the Agencies/Departments Tab, Click on Corrections

ADMINISTRATIVE OFFICE

Johnson County Department of Corrections
206 W. Loula
Olathe, KS 66061
913-829-0107
Fax: 913-829-0107

ADULT RESIDENTIAL CENTER

141 Mission Parkway
New Century, KS 66031
913-829-0800
Fax: 913-397-6049

JUVENILE DETENTION CENTER

915 W. Spruce
Olathe, KS 66061
913-764-7411
Fax: 913-764-7110

ADULT HOUSE ARREST

913-829-2227

JUVENILE HOUSE ARREST

913-780-1983

ADULT INTENSIVE SUPERVISION

North Central Multi-Service Center
12425 W. 87th Street Parkway
Lenexa, KS 66215
913-715-6700
Fax: 913-715-6703

JUVENILE FIELD SERVICES

135 S. Kansas Ave.
Olathe, KS 66061
913-715-4555
Fax (CMU): 913-715-4551
Fax (ISP): 913-715-4552

