

Rhode Island Department of Corrections

Strategic Plan

2025-2029

“Planning with Purpose, Leading with Vision”

Director's Message

I am pleased to present the Rhode Island Department of Corrections (RIDOC)'s Strategic Plan. This plan will guide our department's growth and advancement toward realizing our mission, values, and ambitions. As we strive to achieve these goals and priorities, I am reminded of the many challenges we faced, successes we shared, and opportunities we embraced together on this journey.

The course forward outlined in this plan represents a culmination of ideas sought from the dedicated and talented staff committed to achieving them and from our many passionate community partners, stakeholders, and advocates. This plan was founded on the value of engagement, perspective, and experience from all involved in its formulation. The practical application of this plan relies on your continued input; do not hesitate to share your thoughts during the upcoming operation plan development phase of this multi-faceted planning process.

You will notice that staff safety, wellness, analysis, recruitment, development, retention, and succession planning are paramount initial objectives. An organization's most important asset is its people. Staff training will expand unprecedentedly as we look to provide the skills, tools, and knowledge to move this organization forward.

Furthering our success means recognizing that each of our three divisions has a separate and distinct mission connected to the overarching mission of rehabilitation, as 97% of the people entrusted to our care will return to our communities. Along with many other agencies, much of our focus is to provide justice-involved individuals with the skills, tools, and resources needed to succeed upon release and return to the community. Reducing recidivism is a significant priority of this plan.

Implementing a strategic plan is an immense undertaking yet an opportunity to redefine our mission and purpose as an organization. I look forward to a challenging yet rewarding future as we navigate the anticipated hurdles. I know we can make a meaningful and lasting impact if we work as a team.

Sincerely,



Wayne T. Salisbury Jr.
Director

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Strategic Anchors

Strategic planning is not a static process. While it constantly evolves, our mission and values remain a testament to RIDOC's core purpose.

Mission Statement

The mission of RIDOC is to maintain a safe and secure correctional system that prioritizes the well-being of staff, incarcerated individuals, and the community. We strive to achieve this by promoting a respectful work environment, utilizing data-driven practices to guide decisions, and offering a wide range of programs to facilitate successful reintegration into the community and reduce recidivism.

Our Commitment

The RIDOC is committed to:

- Managing those entrusted to our care in a manner consistent with public safety.
- Upholding the highest ethical and professional standards is fundamental to the success of the Department.
- Being responsible and accountable to members of the community.
- Making available, to the greatest extent possible, programs and services that offer incarcerated individuals the opportunity to improve their education, health, interpersonal, and vocational skills and encourage acceptance of responsibility for their past behavior.

The job of a correctional professional is difficult and often, “thankless.” The RIDOC staff is committed to protecting and preparing as core principles of our mission. Their dedication, hard work, and perseverance of those incarcerated make our communities safer.

Core Values

Accountability

WE are responsible and transparent to the public, ourselves, and those in our care.

Integrity

WE are true to our ethical standards in all circumstances.

Respect

WE nurture an inclusive environment where the perspectives of employees, the public, and those in our care are considered and valued.

Compassion

WE strive to understand one another's circumstances and act accordingly.

Correctional Excellence

WE are leaders in corrections through employing best practices, ensuring optimal performance, and commitment to our values.

Communication

WE seek to foster a spirit of teamwork, unity, and dedication.

Collaboration

WE enhance public safety and rehabilitation through cooperation, open communication, and partnerships with law enforcement, governmental entities, human services agencies, community leaders, and members of faith-based organizations.

Growth

WE shall provide staff with opportunities for personal and professional growth through staff development, recognition of staff achievements, and encouragement.

Diversity

WE actively strive to maintain a diverse and culturally aware workforce.

Safety

WE honor those who advance safety for all. We shall maintain safe, secure, orderly, constitutional, and humane correctional environments.

Vision and Beliefs

To unite staff and the community in developing a premier correctional organization where safety is vital and pathways to successful community reintegration are common. All RIDOC values are shaped by the department's primary mission, as set forth in the mission statement. Rehabilitating and reintegrating justice-involved individuals as members of society is essential to reducing crime and ensuring safe communities. These principles form the foundation for policy, allocation of resources, establishment of priorities, case management decisions, organizational structure, and future initiatives.

Memorial

As we plan and implement our future, we recognize those who represent our past in the highest regard. We commemorate their legacy to inspire us moving forward. We honor the loss of RIDOC staff with humble reverence and heavy hearts.

Killed in the Line of Duty:

- Correctional Officer Donald Price, end of watch, June 22, 1973

Recent Line-of-Duty Deaths:

- Lieutenant Russell Freeman, end of watch, December 14, 2020
- Correctional Officer Richard Carchia, end of watch, December 29, 2021

Recent Active-Duty deaths:

- Inspector Robert (Bobby) Brown, end of watch. January 11, 2022
- Correctional Officer Carlo Vaccaro, end of watch, January 25, 2024

We are proud to work the “Toughest beat in the State.” Such commitment often goes unnoticed by the public we serve honorably. Each year, several corrections professionals across this nation are killed or seriously injured performing this challenging work. We honor those who gave the ultimate sacrifice as well as those who risk their lives each day to safeguard our population, each other, and broader the community public safety interest.

Our Past

The department’s long history of public service dates back to 1838. During this year, the state’s first prison began incarcerating persons previously held in town and county jails. Located where the Providence Place Mall now stands, the prison was closed after four decades of operation.

In 1878, Warden Nelson Viall marched incarcerated individuals in shackled lockstep from Providence to a new prison and jail facility in Cranston, erected on farmland purchased from farmer William A. Howard. Built to last with granite quarried from local towns and a foundation laid out by wards of the nearby state farm, the prison continues to function 146 years later as the RIDOC’s Maximum-Security facility. The design of the facility served the Auburn system of criminal justice: congregate work groups during the day, solitary confinement at night provided by 252 individual cells, and always enforced silence.

While Rhode Island (RI) is the smallest state in the United States, it grew into the Country's second most densely populated state. Incarceration of more individuals at the department mirrored the nonstop growth of the state's population. A two-cell block expansion of the State Prison and Jail in 1924 added another 198 cells to meet growing demands. Over the next century, six additional facilities were built throughout the grounds of Howard Farm, later named the Howard Complex: The Reformatory for Men (later known as the Donald Price Medium II Security Facility) in 1932, Minimum Security in 1978, High Security Center in 1981, Gloria McDonald Women's Facility in 1984, Intake Service Center in 1981. Due to overcrowding, 800 beds were added to the Intake Service Center in 1990 followed by major renovations to the original building. A new Medium Security facility (later named after former Director John Moran) was also constructed and opened in 1991. In 2017, a major remodel of the John J. Moran Medium Security Facility was undertaken.

The old Women's Facility was in desperate need of major repairs with modern amenities. The decision was made to refit an existing building that was originally part of the state hospital system and was previously reconstructed in the late 1990's to function as a men's reintegration unit. With the need for a women's facility, the reintegration unit was retrofitted for use as the Women's Facility and opened in 2010 as the Gloria McDonald Women's Facility.

Collectively referred to as the Adult Correctional Institutions (ACI), the facilities were organized under the newly formed Rhode Island Department of Corrections by state statute in 1972. While meeting the needs of a growing incarcerated population, the department strived for a higher purpose far beyond its original prisoner regimen of work, solitary confinement, and enforced silence.

As a microcosm of what was taking place in the US in the 1960s, meeting the department's other paramount goal of public safety proved elusive in an era of civil strife over racial tensions, political division, and the Vietnam War. This strife was keenly felt and persisted all the way into the 1980's. Misguided prison reforms of the time undermined facility operations and security with dreadful consequences.

A burning mop head forced into a dropped ceiling by incarcerated persons burned out two cellblocks at Maximum Security in May of 1969, which was followed by a prison riot in December of the same year. Correctional Officer Donald Price was stabbed to death at the original Medium Security facility on June 22, 1973. Prison riots occurred at Maximum Security in 1978, 1985, and 1988. Amid this turmoil, the department's confinement conditions became subject to federal court oversight. The final throes of that challenging period within the department ended with a full-blown riot in September 1991 and another disturbance in July 1992 at Maximum Security.

It was the turning point, after which consideration for facility operations and security became the top priority. During these same decades, the mission focused gradually increased rehabilitative services and reentry preparation. Community confinement and probation & parole efforts and alternatives progressed.

Today, RIDOC is a "full-service" correctional agency. Every adult under correctional supervision in RI (pretrial detention, sentence to incarceration, sentence to probation, sentence to home confinement, or release on parole supervision) falls within RIDOC's jurisdiction. RIDOC is unique as it operates as one of only six "unified" systems in the nation, meaning its jail system is integrated into its prison system.

Strategic Planning Process

The strategic planning process resulted in framing RIDOC's vision for the future and identifying relevant, attainable, and measurable goals we strive to achieve over the next five years, 2025-2029. Given the enormity of such a comprehensive goal-setting undertaking, the RIDOC Strategic Planning Steering Committee (SPSC) was established. The team comprises of members from all rank levels and various positions representing all department divisions and representatives from community organizations and criminal justice partners. Such diversity offers a more inclusive perspective throughout the planning process. The department was also awarded a grant from the Governor's Criminal Justice Policy Board to hire a contractor to guide the SPSC in emphasizing recidivism reduction.

The foundation of this plan and the first step in the process involved assessing the "current state" perceived by our staff, community partners, advocacy, and incarcerated persons. RIDOC utilized various input methods to solicit ideas and opinions, including anonymous surveys, SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, exit interviews, unit visits, staff meetings, and risk assessments. The next steps involved the SPSC compiling, consolidating, and transforming ideas into actionable overarching goals and objectives.

Core Plan Influencers

The department's strategic plan progression is influenced by several known controlling considerations and unforeseen circumstances that may impact, adversely or favorably, components of the plan. This is the first known effort to develop a comprehensive strategic plan for RIDOC. In short, this vast goal-setting process is new to many of us. It is therefore

important that the process be transparent to include awareness of strategic plan influences:

Legislative mandates: Each year, the department submits a legislative agenda of proposed new or amended statutes, largely intended to fulfill its goals and initiatives. RIDOC's administration evaluates other legislation impacting the department and often supports legal efforts initiated by our partners, stakeholders, and advocacy groups. Often, mandates are unfunded.

Reports: Changes to strategic plan priorities may result from the findings of reports initiated by RIDOC or compelled by legislative committees or other controlling entities. Recommendations, prompting required or voluntary compliance may benefit the department, but often with financial or resource allocation commitments.

Capital Improvement Plan (CIP): The department relies on recommendations from infrastructure experts to assess facility conditions, the environment, and other considerations to identify modernization and population spacing needs, including renovations, modifications, or new construction solutions. The department is currently following a CIP with established timelines.

Governor's 2030 Plan RI 2030: This working document guides the State's policy priorities, federal spending, strategic collaborations, and legislative initiatives. A key goal of this initiative is to help Rhode Island leverage the State Fiscal Recovery Fund to achieve plan goals. RIDOC must align with applicable *RI 2030* plan goals.

PREA: The Prison Rape Elimination Act, a federal law enacted in 2003 to eliminate sexual abuse in confinement settings. PREA mandated the development of national standards to establish guidance for staff and incarcerated individuals regarding the prevention, detection, and response efforts to eliminate incidents of sexual abuse and sexual harassment of incarcerated persons in Correctional Facilities. New, amended, or deemed non-compliance with standards may alter plan strategies.

American Correctional Association Accreditation (ACA): The ACA standards establish a fundamental operational structure for facilities and agencies implementing them. ACA standards interface with all aspects of operations, including safety, security, order, care, programs, justice, and administration, among others. While ACA standards provide guidelines for these areas and require some specific policy, practices, or conditions, they are designed to facilitate the development of independent agency policies and procedures that govern an agency's everyday operations. RIDOC is actively pursuing ACA accreditation achievement with the expected costs and actions associated with this process. Not all compliance-associated costs are known at the onset of the process.

Collective Bargaining Agreements: In compliance with the Rhode Island State Labor Relations Act, the department negotiates with the three unions representing member employees in good faith. Contract provisions may alter the Department's intended strategic objectives or the operations strategies underway to accomplish them.

Budget: The budget is a plan of expenditure, a statement of values describing the department's priorities, and a plan of operation detailing how the department will use its financial resources to move these priorities forward. The budget must include realistic estimates of all proposed expenditures, proposed means of financing them, and detailed contextual information about new spending and changes to funding levels. The department will submit its Fiscal Year (FY) 3-part budget at the end of September. Expected in this submission is a constraint budget equal to a five percent reduction for FY 2025. Unconstrained budget items (i.e., expansionary proposals) will require significant justification and face scrutiny. Guidance provided by the Office of Budget Management emphasizes submitting performance measures for major programs and/or initiatives that reflect the department's highest priorities and the Governor's statewide priorities. The FY budget is effective July 1st through June 30th each year.

Grants: Grants are an avenue to pursue funds or technical assistance to support initiatives. However, typically allocated funds cannot be used to offset budgeted items. Grants are competitive, and approval is uncertain. Known approved grants can be factored in when resourcing strategic goals and objectives. Skeptical forecasting is prudent.

Court Orders: Declaratory orders or judgments issued on behalf of litigants in which the Court rules on legal matters and affirms the department's rights, responsibilities, or obligations. These judgments consider various remedies to ensure compliance, including assigning monitors with expertise in the area litigated. Active declaratory orders and their provisions are managed by the department's legal staff and posted on the department's website. Recent orders involved disciplinary practices, restrictive housing, and medical care. Such judgment stipulations require actions that may impact strategic priorities regardless of staff interpretation or the department's position. Court intervention or rulings come in many other forms that can affect planning.

Emergencies: Correctional buildings are secure facilities with safety a paramount concern. Despite our staff's vigilance and preventive measures, emergencies occur. Effective crisis response aims to mitigate escalation and impact on sustained

operations. In circumstances that escalate or amount to a major disturbance, outcomes may significantly impact operations and require measures that could interfere with daily conditions, practices, and services. Such disruption could ultimately impact strategic priorities.

Factors outside the above-outlined influences may also impact progress, including, but not limited to, staffing levels, population levels, and external services abilities.

Our Team

Leadership

The Department aspires to cultivate ethical and moral leaders dedicated to upholding the highest standards of integrity. Through our comprehensive leadership academy, we aim to foster an environment where every member is empowered to excel and lead with confidence and honor.

RIDOC is deeply committed to equipping our workforce with the essential skills and knowledge required to navigate the complex challenges of correctional work with resilience and wisdom, by fostering a culture of continuous learning and growth, we seek to enhance the capabilities of our entire staff, enabling them to adapt and innovate in the face of evolving demands.

Our mission is anchored by our unwavering dedication to serving with compassion, fairness, and respect for all individuals. We firmly believe that true servant leadership transcends authority and necessitates empathy and understanding. By embracing diversity and inclusivity, we strive to build bridges within our department and with the communities we serve.

Our leadership programs aim to cultivate a new generation of leaders who can inspire trust, foster collaboration, and champion positive change. Together we will forge a brighter future for our department and the communities we are sworn to serve.

Our Diversity

Like the communities we serve, RIDOC prides itself on the continued pursuit of diversity in the composition of our talented workforce. The demographics below offer a glimpse of our current team's composition. RIDOC continues to recruit a diverse workforce. Over the last five years, RIDOC's new hires have been over 50% minorities.

RIDOC Employee Statistics

Race	Custodial Staff		Non-Custodial Staff		Total
	Males	Females	Males	Females	
(As of 8/29/2024)					
Asian	1.0%	0.2%	0.2%	0.3%	1.7%
Black	8.6%	0.8%	0.7%	2.7%	12.8%
Hispanic or Latino	5.6%	0.9%	0.5%	2.3%	9.3%
White	43.1%	4.5%	10.4%	17.0%	75.0%
Other	0.7%	0.2%	0.2%	0.1%	1.2%
Total	59.0%	6.6%	12.0%	22.4%	100%

The department’s 1,300+ staff members live in communities throughout Rhode Island and neighboring states, where they raise families, volunteer, and contribute to their community’s quality of life in many ways.

Our team members work in various positions and capacities in a Corrections setting consistent with those of business, government, and non-profit employment counterparts. These include public health, security, finance, education, industries, human resources, technology, staff development, legal, and other ancillary roles and functions.

Among our team members, nearly 400 hold college degrees, with over 100 holding advanced degrees.

Team members have served and continue to serve in the Armed Forces. Many have been deployed worldwide, serving in various ranks, military occupations, and diverse roles. Several have earned “Veteran” status, and some have earned “Combat Veteran” designation.

Team members often come to RIDOC with vast personal and professional experience, certifications, and technical skills. We also recognize and appreciate people, including staff, who have lived experience and are willing and able to share their experiences to support our rehabilitative services.

Recognition

For the past 40 years, the first full week of May marks the National Correctional Officer and Employees Week. During this week, correctional professionals working in various fields of corrections are recognized and celebrated for their significant contributions to public service and courage working in a challenging environment. This week offers an opportunity to reflect on the sacrifices of the RIDOC team and recognize their daily dedication to public service. Operating and succeeding in this difficult environment takes an unyielding commitment and passion for professionalism, integrity, and strength.

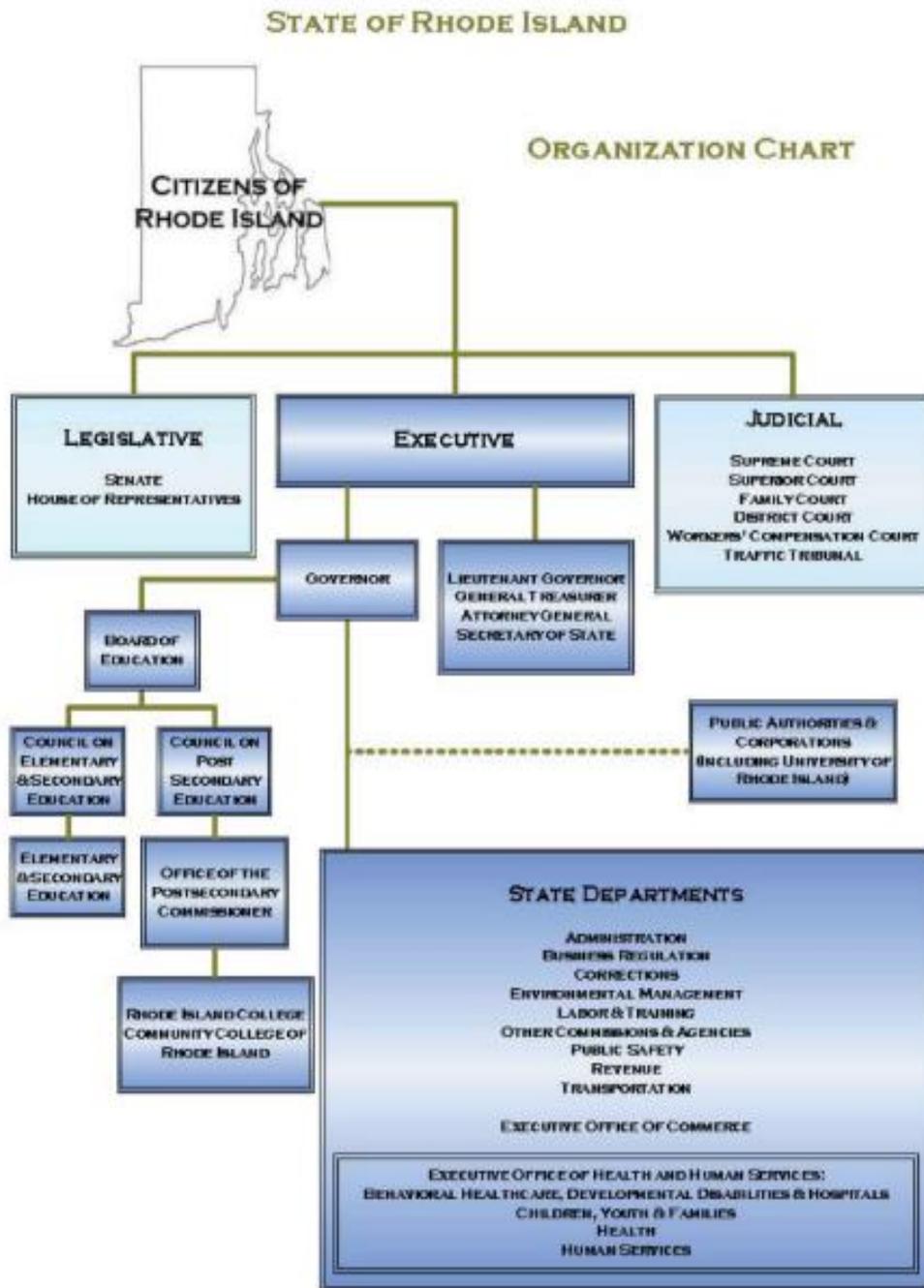
The department holds an Annual Employee Awards Ceremony. On May 29, 2024, we recognized 60 employees and 58 in 2023. Commendations recognize those staff formally submitted for consideration of recognition. These numbers certainly do not capture all the countless exemplary actions and efforts that go unbeknown or unreported. We value the unselfish service of all our staff.

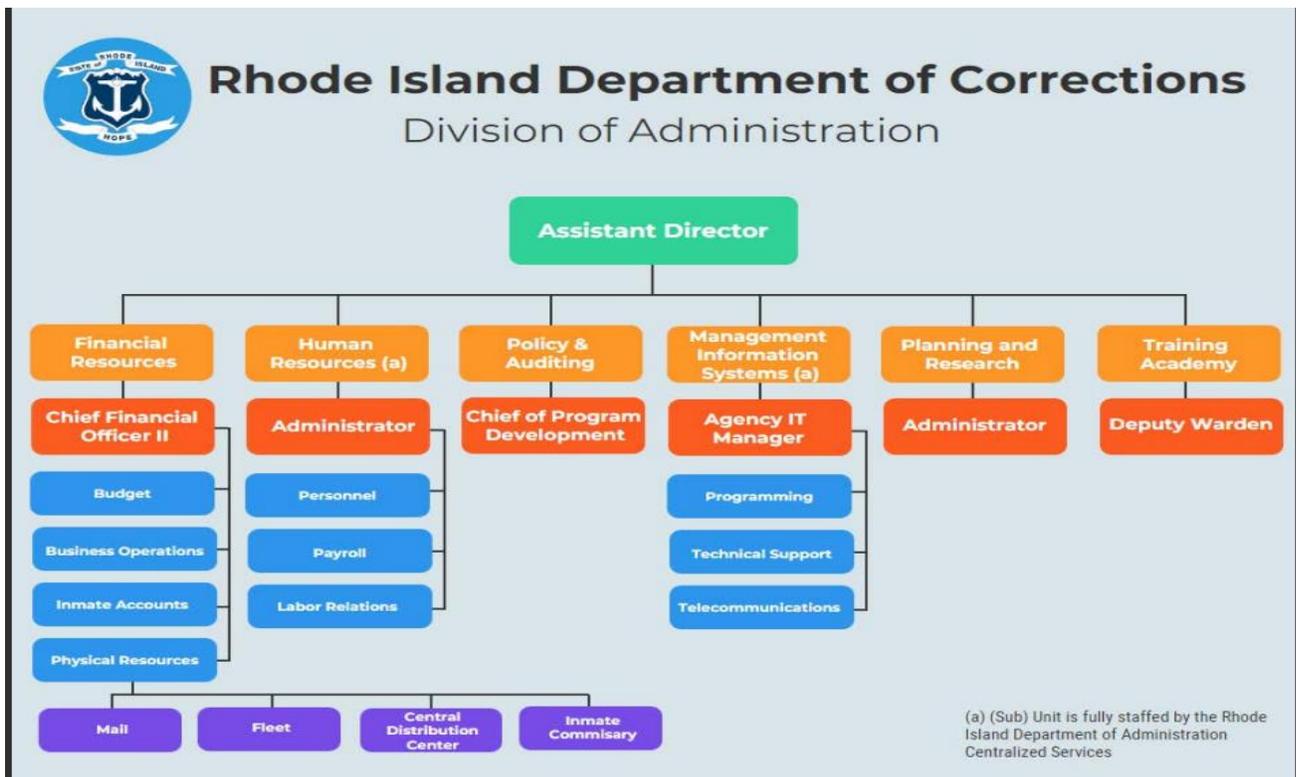
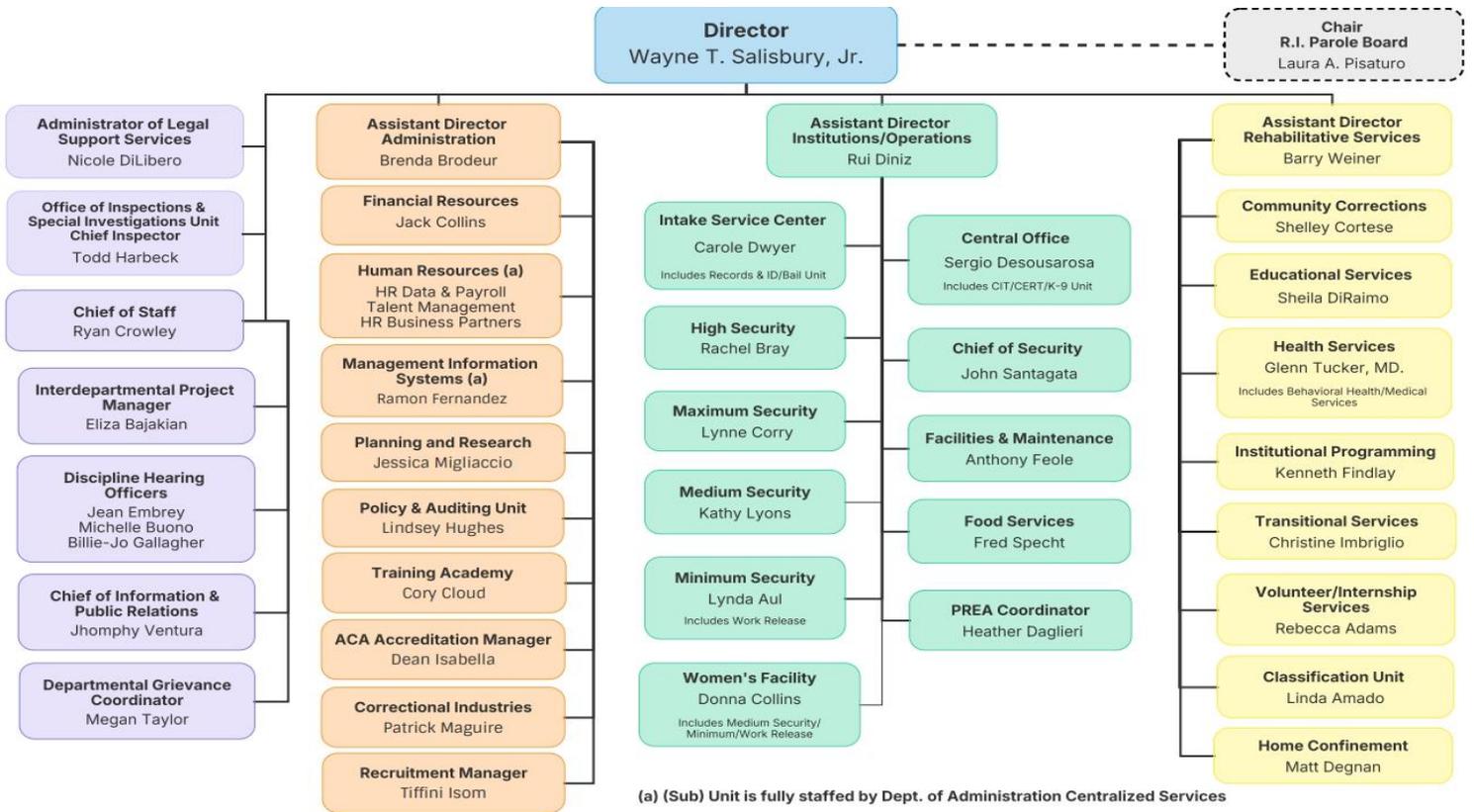
Organization

RIDOC operates under the establishment, authority, jurisdiction, and structure of Rhode Island General Laws, Chapter 42-56-1, wherein it declares our department's purpose to *"provide for the supervision, custody, care, discipline, training, and treatment of persons committed to state correctional institutions or on probation or parole, so that those persons may be prepared for release, aftercare, and supervision in the community."*



Organizational Charts

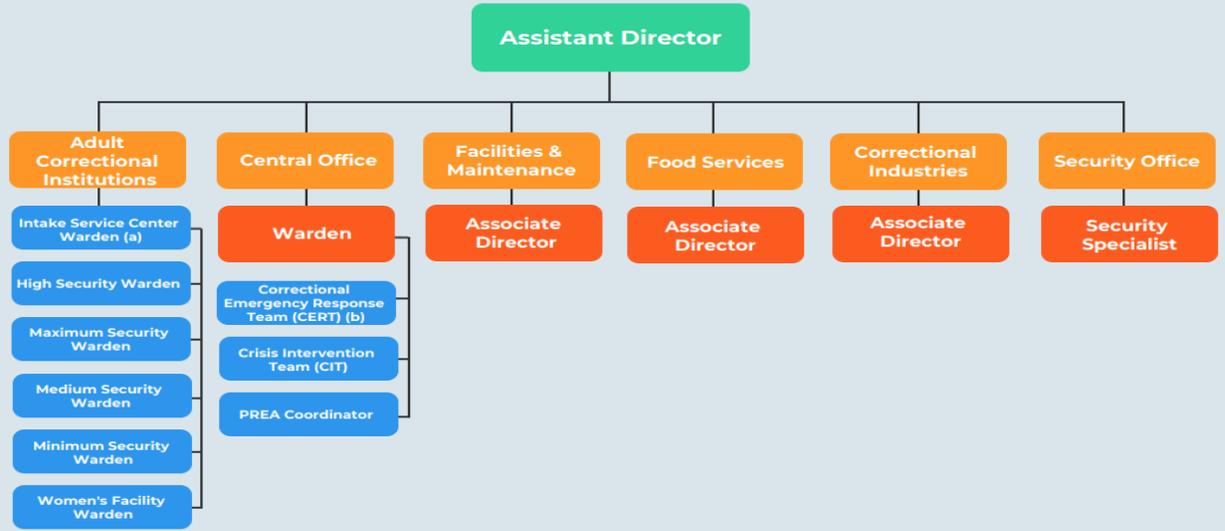






Rhode Island Department of Corrections

Division of Institutions & Operations



(a) Includes Records and ID Unit and Bail Unit
 (b) Includes K-9 Unit



Rhode Island Department of Corrections

Division of Rehabilitative Services



Population Summary

RIDOC’s jurisdiction includes all adults (18 years or older) or juveniles waived into the adult criminal justice system under various forms of correctional supervision: pretrial detainees, sentenced persons, and individuals on probation, parole, and home confinement. In FY24, an average of 2,346 people resided in RIDOC facilities, and an average of 186 people were on home confinement. As of June 30, 2024, 16,929 individuals were on supervised or unsupervised probation, under parole supervision, or on community supervision.

RIDOC FY24 Commitments			
	Males	Females	Total
Awaiting Trial	6647	1483	8130
Civil	116	4	120
Sentenced	2048	297	2345
Sentenced from Court	1958	291	2249
Parole Violators	71	5	76
Other	19	1	20
Total	8811	1784	10595

RIDOC FY24 Releases			
	Males	Females	Total
Awaiting Trial	6495	1457	7952
To Sentence Status	1456	190	1646
Other	5039	1267	6306
Civil	114	4	118
Sentenced	2045	314	2359
Expiration of Sentence	1815	290	2105
Parole	177	21	198
Other	53	3	56
Total	8654	1775	10429

Direct Agency Partners

Courts: The Rhode Island Judiciary directly engages with RIDOC, given the Court’s function in imposing a term of imprisonment for adult defendants convicted of a crime. The Court may modify an imposed term of imprisonment or remand to jail probationers, parolees, or bail violators to RIDOC. The Intake Service Center (ISC) serves as the State’s jail where defendants awaiting trial are held.

If sentenced to a term of incarceration, convicted defendants return to the ISC until appropriately classified to another custodial facility.

Sheriffs: The Rhode Island Sheriff's Department directly engages with the RIDOC given its role and responsibilities for the custody and safety of individuals transported to and from court sessions, places of detention, and outside hospitals before commitment to the RIDOC. The Sheriffs also handle security concerning the execution of extradited individuals transported from various states to the RIDOC.

Police Departments: The ISC provides the jail setting for arrestees held for Court appearances based on criteria established by law, including persons wanted and captured on arrest and held without bail warrants. Police Departments and other law enforcement agencies (Federal and State) also collaborate with RIDOC on several levels, including gang activity, intelligence sharing, criminal history/identification, interviewing, and task force representation.

Rhode Island State Police: Two RISP Detectives are assigned to the RIDOC to manage RIDOC cases that fall under State Police powers, authority, and jurisdiction, to include criminal charges against staff or incarcerated persons. This unit collaborates with the RIDOC Officer of Investigations & Inspections on several levels of information sharing.

Parole Board: The Parole Board is charged with the authority to order the conditional early release of those in RIDOC custody and plays an integral role in the Department's mission of public safety and successful re-entry.

Accomplishments

As we look to frame our future in this report, much has been collectively accomplished. We have experienced executive leadership transitioning, court intervention, emerging contemporary issues, staffing shortages, and numerous other factors influencing progress. Facing and managing day-to-day operations alone over these past few years was no easy task for our team, yet we persevered and delivered on numerous objectives and initiatives relying on vision, teamwork, and determination.

One such initiative with promising outcomes anticipated is the establishment of the Department **Recidivism Reduction Task Force**. Recidivism rates are often used to measure the success or failure of a correctional system.

RIDOC defines a recidivist as a person released from a sentence who returns as a sentenced person or is awaiting trial detainee within 36 months of release. Individuals who stay in the community for 36 months post-release are considered successful, as their likelihood of returning diminishes as time progresses.

In reviewing the release cohort for Calendar Year 2018 (CY18), it was found that by 36 months, 45% returned to RIDOC as a sentenced person, and 57% had returned as an awaiting trial detainee. RIDOC has many responsibilities; one of the most important is to help rehabilitate those who are in our correctional system.

Director Salisbury saw these rates as an opportunity for the department to enhance its rehabilitative efforts and, in 2023, created the Recidivism Reduction Task Force, comprised of approximately forty staff in various roles throughout the department.

The Task Force is broken into six subcommittees:

- Case Management/Reentry
- Data/Technology
- Programming
- Staffing/Culture/Reorganization
- Training & Assessments
- Community/Legislation

Each subcommittee was asked to determine the current state of their subject matter, identify areas of improvement, solicit and consider community input, develop goals, and research the feasibility of those goals. The subcommittees reported their findings to each other and executive staff. Recommendations were introduced and decided upon. The resulting implementation plan will be incorporated into the respective division/unit Operational Plans. The plan will assist division/unit staff in promptly and successfully applying tasks associated with task force recommendations.

Below are among the many additional successes achieved by the RIDOC team:

- **Restrictive Housing:**

- Navigating litigation/mediation.
- Implementation of new policies related to restrictive housing, discipline of incarcerated persons, classification, and conditions of confinement.
- Ongoing efforts to implement new and adjust current policies related to mental health.
- Create and plan the launch of a Behavioral Management Unit.

- **Correctional Industries:**

- Modernization of Good Time Earned through industries participation.
 - Incarcerated participants can now to receive up to 4 days per month off their sentence for more than 20 days worked in Correctional Industries.
- Leadership:
 - A new leadership position was hired to oversee an industry program's expansion and reorganization.

- **Trades/work readiness:**

- Partnership with Building Futures
 - Expansion of Building Futures program to Medium Security.
- Discussions with Laborer's International Union of North America about trade programs behind the walls.
- Launch of The Last Mile Program
 - Computer science/coding program instituted at Medium Security with a first cohort of sixteen.
- Expansion of Polaris MEP Manufacturing Program to Minimum Security
- Expansion of University of Rhode Island Culinary Nutrition 40-hour Certification Course. Graduated 2nd cohort.
- Continuation of Garden Time *Green Re-Entry* training course enrollments to help gain employment in entry-level careers in tree service and other plant-based industries.

- **Staff:**

- Established Leadership Academy and formulation of its workgroup.
 - Emerging Leaders is an 82-hour program that explores leadership models and how to apply unique strengths. It Includes classroom sessions, site visits, shadowing other agencies and community businesses, and guest speakers.

- Implementation of Mentorship program.
 - Developing succession plan.
 - Initiated and led Northeast Regional Training Institute.
- Initiated staff exit interviews.
- Established Wellness Committee.
 - 20 volunteer staff serve on a committee designed to identify methods by which the department can ensure employee wellness.
 - Implementation of Comfort Dog program for staff.
- **Congressional Earmark Monies:**
 - \$1.2M for new vehicles
 - \$500K for Correctional Industries equipment
 - Will enable the expansion of existing services and the pursuit of other trades.
- **Reentry:**
 - Memorandum of Understanding (MOU) with RIDMV for IDs/Licenses
 - Incarcerated persons preparing for reentry can now access a State ID or an existing driver's license free of charge.
 - OHHS/Housing Efforts
- **Wi-Fi installation:**
 - Education network completed.
 - The facility's Wi-Fi production network is due to be completed in the Fall of 2024.
- **Recruitment:**
 - Increase in pay for Correctional Officer recruits during the Training Academy.
 - Diversifying the workforce.

Modernizing Technology:

- Offender Management System
- Out of Cell Time Tracking.
- **Freedom Reads:**
 - Brings libraries to prisons.
 - Instituted at Medium Security and the Women's Facility.
- **Increased engagement with community partners and advocacy community:**
 - At least three dedicated meetings are held annually at RIDOC with community advocates to share updates and hear concerns.
 - RIDOC staff regularly attend external community meetings.
 - RIDOC initiated site visits for community partner programs.
- **Accreditation (ACA):**
 - Seeking staggered accreditation recognition for RIDOC's six ACI facilities, Training Academy, Community Confinement, and Probation & Parole unit.

Overarching Goals

We will collectively make great efforts to create a more effective, efficient, and transparent organization focusing on improved decision-making. RIDOC's success begins with conveying its overarching goals. These established goals and objectives intend to guide strategic implementation and organizational achievement. Introducing clear goal expectations may be the first step, but our staff, partners, and stakeholders' understanding of and belief in these goals drives their ultimate success.

Goal 1: Talent Development, Management, and Retention

1.A. Strengthen Recruitment

- 1.A.1. Hire a full-time position dedicated, in part, to recruitment.
- 1.A.2. Evaluate the effectiveness of current digital and other advertising means.
- 1.A.3. Enhance recruitment strategies and incentives to attract quality staff.
- 1.A.4. Expand public relations measures to highlight the diversity, education, and skills of the RIDOC workforce as well as the functions and accomplishments of its various units.
- 1.A.5. Develop an aggressive recruitment plan outlining the department's recruitment efforts, compliances, commitments, actions, and projections.

1.B. Strengthen Retention

- 1.B.1. Consistently conduct "stay" and "exit" interview processes to identify department strengths and opportunities.
- 1.B.2. Increase opportunities for employee growth through research and evaluation of emerging incentives, trends, and promising practices in the employee development world.
- 1.B.3. Develop a sustainable mentoring program.
- 1.B.4. Develop Field Training Officer (FTO) Program.
- 1.B.5. Explore and utilize staff professional and personal development opportunities.
- 1.B.6. Advance a culture of caring for our greatest asset and strength, our staff, through efforts aimed at praise, recognition, and celebration.
- 1.B.7. Establish a system to incentivize advancement by completing self- or department-initiated enrichment accomplishments.
- 1.B.8. Identify opportunities for staff to convey career-tracking aspirations, inspirations, and interests formally.
- 1.B.9. Develop a system to capture employee accomplishments in an accessible location for use in advancement appraisal and/or other appropriate evaluation criterion.
- 1.B.10. Promote, encourage, and highlight community service outreach efforts and achievements by RIDOC employees.
- 1.B.11. Ease restrictions on the use of staff personally owned cellphones on duty.

1.C. Increase and Expand Staff Development Opportunities

1.C.1. Create the RIDOC Leadership Academy and implement position-level tier courses. Invest in manager and supervisor skills.

1.C.2. Hire full-time position(s) with duties, in part, focused on administrative and management support of the Leadership Academy.

1.C.3. Revamp the New Employee Orientation (NEO) curriculum and delivery mode.

1.C.4. Assess and implement the approved recommendations from the Moss Job Task Analysis and subsequent training-related assessment findings.

1.C.5. Establish a new department Training Committee of diverse members representing all divisions and various ranks, with sitting criminal justice, advocacy, and program service partner members.

1.C.6. Increase training networking opportunities with public and private agencies to enhance collaborative staff development opportunities and shared resources.

1.C.7. Increase staff in-service, specialized, and job-specific training utilizing broader training modalities and resources.

1.C.8. Achieve and maintain compliance with ACA Training Academy accreditation standards.

1.C.9. Revamp Instructor Development Course in collaboration with the State Office of Learning and Development to facilitate courses.

1.C.10. Upgrade or synchronize with applicable State systems to improve electronic training records management capabilities.

1.C.11. Develop a process for staff training requests, selection, and post-attendance expectations.

1.C.12. Conduct annual training needs and biannual assessments of learned concepts.

1.C.13. Identify and remove barriers to employment with the DOC and create a focus group that includes employees from diverse backgrounds, lived experiences, and professional expertise.

1.D. Promote Employee Wellbeing-Health & Wellness.

1.D.1. Establish a wellness committee to develop strategies to best support our employees' well-being.

- 1.D.2. Increase awareness of and access to employee wellness and resiliency resources.
- 1.D.3. Align and further promote wellness initiatives with the State of Rhode Island Employee Wellness Program(s) or other employee benefits.
- 1.D.4. Develop means to communicate wellness messaging through current and new methods, i.e., staff meetings, roll calls, and newsletters.
- 1.D.5. Promote a culture of self-care through various staff awareness training courses, starting at the entry-level New Employee Orientation.
- 1.D.6. Establish a comfort dog program and further explore other emerging pet therapy options.
- 1.D.7. Increase Peer Support Team training to include the adoption of *Struggle Well* Program.
- 1.D.8. Explore the feasibility of a Howard Complex joint agency health & wellness center.

1.E. Prepare Our Staff to Assume Positions Through Succession Planning.

- 1.E.1. Establish a succession planning committee. Create, implement, and support succession planning around core position competencies.
- 1.E.2. Identify staff/position vacancy projections through data-driven reports to aid in prioritizing succession planning objectives.
- 1.E.3. Identify positions most at risk of position transfer/ transitioning voids.
- 1.E.4. Incorporate succession planning strategies in internal interview process criteria, allowing for professional growth questions and elaboration.
- 1.E.5. Embrace staff self-initiated development through fair and appropriate supports.

Goal 2: Keep People Safe

2.A. Improve Staff Safety

- 2.A.1. Conduct routine analysis and share results of new disciplinary changes and how they correlate with workplace violence.

2.A.2. Decrease involuntary mandatory overtime by implementing several objectives outlined herein: recruitment, retention, and staffing analysis.

2.A.3. Evaluate positions and circumstances for concealed carry of Department issued weapons and necessary training.

2.A.4. Assess weapons training and qualification for personally owned weapons.

2.A.5. Improve classification assessment to address risk and need areas for appropriate program and custody-level placements.

2.A.6. Continuously monitor the use of tablets issued to incarcerated individuals as a potential security threat.

2.B. Strengthen Physical Security

2.B.1. Reestablish and expand Incident Command System and National Incident Management System exercises in collaboration with RI Emergency Management Agency.

2.B.2. Conduct a physical security assessment of all RIDOC facilities access points including field offices and prioritize corrective measures in response to identified vulnerability recommendations.

2.B.3. Conduct regular security audits and training on physical security best practices.

2.C. Leverage Technology for Security

2.C.1. Modernize a portable radio system and staff and public emergency notification systems.

2.C.2. Engage broad narcotics detection and identification with various technologies, including metal detection equipment upgrades.

2.C.3. Apply federal grant funding to significantly upgrade and expedite the fleet plan, prioritizing perimeter and other direct security use vehicles.

2.C.4. Develop Body Worn Camera Program.

2.C.5. Increase cybersecurity measures in collaboration with the RI Joint Cyber Task Force and other entities that protect infrastructure.

Goal 3: Communication

3.A. Meaningful, Productive, and Respectful Contract Negotiations.

3.A.1. Negotiate with collective bargaining unions in good faith, emphasizing mutual communication improvements.

3.A.2. Continue to encourage union leadership and body support for strategic plan goal achievement support.

3.B. Explore the use of Technology to Create a Pathway for Communication.

3.B.1. Establish a media room with virtual collaboration technology to enhance staff engagement and other broadcasting capabilities. This will provide transparency and other mutual messaging benefits.

3.B.2. Enhance electronic sharing of information amongst facilities/units to increase situational awareness, intelligence, emergency response, and other appropriate details of legitimate interest and criteria.

3.B.3. Increasing internal communication to ensure staff are informed about Departmentwide decisions and initiatives.

3.B.4. Maximize using electronic “Dashboard” features to provide readily available information for dissemination consideration.

3.C. Get the Word Out

3.C.1 Empower staff and promote buy-in through increased management personal contact and worksite engagement.

3.C.2. Establish an official Department newsletter to highlight, feature, and emphasize Department happenings.

3.C.3. Allow line staff to attend appropriate segments of management staff meetings to offer rank and file input and perception while gaining accurate insight into management mindset and actions. Extend to randomly selected managers attending executive staff meetings.

Goal 4: Improve Justice-Involved Lives

4.A. Establish a Correctional Environment that Provides Justice-Involved Individuals Multiple Opportunities for the Adoption of Prosocial Values and Behaviors.

4.A.1. Incorporate the use of evidence-based practice in all interactions with justice-involved individuals.

4.A.2. Increase individual intervention with justice-involved individuals to best adhere to the Responsivity Principle of RNR.

4.A.3. Identify policies and procedures that limit the implementation of best practices.

4.A.4. Encourage uniformed staff to recognize the importance of prosocial modeling, a Core Correctional Practice.

4.A.5. Offer a wide range of mental health interventions and programs to the incarcerated population. Create structured continuity of care plans to include mental health, substance use disorders, and physical health providers.

4.A.6. Increase trauma-informed care across all facilities with a focus on the male and female awaiting trial population.

4.A.7. Identify training opportunities for behavioral health staff to increase access to innovative clinical interventions that can be utilized effectively in a correctional setting.

4.A.8. Increase program access for individuals serving long sentences.

4.A.9. Increase participation in the Adult Basic Education and General Educational Development programs.

4.A.10. Create & implement sanctions/incentives for use in probation and parole.

4.A.11. Continuously explore incarcerated individual tablet features and capabilities to enhance rehabilitative objectives and further digital equity.

4.A.12. Assess housing unit configurations to aid in education and programming objectives.

4.B. Increase Partnership with Community Agencies and Stakeholders to Improve Coordination of Care for Individuals Transitioning into the Community from a Carceral Setting.

- 4.B.1. Actively foster positive relationships with our stakeholders and community partners as coordinated and collaborative relationships between corrections and community-based providers is essential.
- 4.B.2. Engage in open communication with community partners employing, multiple avenues of contact regarding our shared goals and values.
- 4.B.3. Engage in proactive and responsive media relation to enhance the public's perception of the agency.
- 4.B.4. Continue to work with the court system and state agencies to promote effective continuation of care for justice involved individuals.
- 4.B.5. Establish a reciprocal training protocol where best practices can be identified and shared.
- 4.B.6. Survey the literature and identify those practices that RIDOC and community providers can share.
- 4.B.7. Identify training topics and internal and external trainers who can be used to strengthen evidence-based practices across RIDOC staff and community partners.
- 4.B.8. Increase inter-agency data sharing for better reentry outcomes. Improve coordination of reentry and transition services for supervised individuals.
- 4.B.9. Use data-informed policy decisions that help systems-level change.
- 4.B.10. Increase the number and utilization of formal agreements with community-based organizations and governmental agencies. Create a centralized location of formal agreements.
- 4.B.11. Continue working collaboratively with external stakeholders on sentencing reform.
- 4.B.12. Facilitate incarcerated individual's voter registration.
- 4.B.13. Evaluate internal and external programs' overall effectiveness.
- 4.B.14. Open and operate a RIDOC Justice-Involved Reentry Center.

4.C. Reduce Recidivism.

4.C.1. Explore a consistent, longitudinal, evidence-based case management system that tracks incarcerated persons progress from intake to sentenced facility to transitional services and to probation and parole.

4.C.2. Establish a documentation system that is accessible to all providers working in direct service to the justice-involved population.

4.C.3. Provide RNR theory and Core Correctional Practice training to all individuals involved in direct service.

4.C.4. Increase the level of incarcerated persons supervision by direct service providers.

4.C.5. Foster the increased use of individual intervention in treating justice-involved individuals.

4.C.6. Provide a Sharing Assessment Results training to counselors, probation and parole officers, and transitional service staff.

4.C.7. Encourage increased collaboration between RIDOC staff and program providers to allow increased focus on case plan goals.

4.C.8. Implement approved recommendations of the Recidivism Reduction Task Force (RRTF) identified herein and/ or enumerated in their implementation plan. Rely on RRTF to assist and guide units with implementation responsibility.

4.C.9. Increase the use of non-confinement sanction options for community violations.

4.C.10 Create an Evidence-Based Training Unit.

4.D. Increase Workforce Transition Readiness.

4.D.1. Evaluate best practices/strategies for developing employment opportunities for justice-involved individuals.

4.D.2. Increase successful reentry through increased technical skills training and real-world experiences to better prepare justice-involved individuals to interact with potential outside employers.

4.D.3. Increase alignment between RIDOC workforce development programs and community vocational needs and evolving industries.

4.D.4. Increase collaboration with academia, trade schools, labor organizations, and state employment-related agencies to aid in skill development, training, job placement, equipment procurement, etc.

4.D.5. Maximize the operational capabilities, efficiencies, and production of Correctional Industries.

Goal 5: Physical Plant and Infrastructure Modernization.

5.A.1. Reduce capital improvement planned infrastructure timelines.

5.A.2. Develop a gradual replacement plan for workstation furnishings, prioritizing shared security workstations.

5.A.3. Increase staff awareness of physical plant and facilities improvement plan actions, including new construction project dates, renovation periods, and planned uses.

5.A.4. Explore joint modernization partners with mutual physical plant interest and mission use alignment (i.e., shared-space concepts; SIU at Attorney General's Office).

5.A.5. Advocate for resources to address emergent and long-term capacity needs.

Goal 6: Increase Effectiveness and Efficiency.

6.A. Enhance Quality Assurance.

6.A.1. Develop quality assurance (QA) metrics with broad input and align with relevant state agencies.

6.A.2. Create a Quality Assurance Unit.

6.A.3. Explore staffing to support QA functions.

6.A.4. Determine assigned oversight entity for QA areas.

6.B. Improve Data Transparency.

6.B.1. Explore data dashboard technology.

6.B.2. Identify data readily available and accessible for public access.

6.B.3. Identify data readily available and accessible for staff access.

- 6.B.4. Explore predictive mapping analysis technology.
- 6.B.5. Raise public and staff awareness of the RIDOC Planning & Research Unit's data-driven approaches, capabilities, and uses.
- 6.B.6. Advance data-driven uses to support efficient operational functions (i.e., staffing analysis, program evaluations, incarcerated persons disciplinary tracking, and incident fact patterns).
- 6.B.7. Establish a policy on using and releasing body-worn camera footage.

6.C. Optimize Budget Management

- 6.C.1. Project overtime trends to determine correlation with variables such as time year, shifts worked, etc.
- 6.C.2. Research and consider implementing predictive analytics utilized by other Departments of Corrections.
- 6.C.3. Identify ERP systems data points on personnel costs to aid in budget projections.
- 6.C.4. Determine resources, funding, and staffing to comply with the pending Medicaid 1115 Waiver under the Federal Government.
- 6.C.5. The Financial Resources Unit will evaluate and study each part of this strategic plan to ensure the best efficiencies are realized to enable funding to be reallocated as needed.
- 6.C.6. Pursue NIC technical assistance to facilitate staffing analysis for remaining ACI facilities.
- 6.C.7. Provide training to managers on budgetary and fiscal procedures. Include or expand training and support to division/unit results facilitators.

6.D. Achieve Organizational Excellence

- 6.D.1. Achieve American Correctional Association (ACA) Accreditation for all RIDOC Adult Correctional Institution (ACI) facilities, Training Academy, Probation & Parole, and Home Confinement Unit.
- 6.D.2. Incorporate (ACA) standards compliance monitoring in Division/Unit meeting minute agendas and quarterly strategic planning progress reporting.
- 6.D.3. Achieve National Commission on Correctional Health Care (NCCHC) accreditation.

6.D.4. Conduct an independent, comprehensive, depart-wide assessment of all areas of operation.

6.D.5. Engage employees in developing division/unit Operation Plans. Establish division/unit Quarterly Results Reviews (QRR).

6.E. Advance Technology Capabilities

6.E.1. Explore geofencing technology.

6.E.2. Assess the use of unmanned aerial vehicles (UAV) to include DRONES use in smuggling contraband operations and countermeasures.

6.E.3. Assess the use of RIDOC UAVs to further interdiction, intelligence gathering, emergency response, field surveillance, and other legally acceptable uses. Increase the number of staff trained in UAV operations.

6.E.4. Evaluate technology advances to improve overall Department or unit specific efficiency and capabilities.

6.E.5. Explore the use of Radio Frequency Identification (RFID) and technological advances in corrections electronic monitoring.

6.E.6. Develop a Management Information Systems (MIS) technology improvement plan.

6.F. Organizational Structure

6.F.1. Evaluate RIDOC's organizational structure to determine alignment, augmentation, and chain-of-command that mirrors its progression, continuity, readiness, and mission.

6.F.2. Continue to assess staff positions and assignments scope of work through job task analysis, desk audits, and other means to foster job satisfaction, mutual understanding, and work product alignment.

6.F.3. Arrange organizational structure in alliance with the Rhode Island State Government hierarchy.

Next Steps

The remaining steps of the strategic planning process are the development, implementation, and assessment phases. The RIDOC Executive Team will prioritize the above-outlined goals and objectives for the short-term (1-2 years) and long-term (3-5 years) timelines. Each objective will then be assigned to the appropriate unit (each Department functional area or facility) for further strategic action.

Each unit shall develop Operational Plans (OP) detailing the strategies and actions to further the overarching goals and objectives enumerated above. This effort involves transforming the broader overarching goals into measurable strategies, actions, and accomplishments for each unit. Unit Results Facilitators (RFs) will be responsible for OP development, implementation, monitoring, and presenting the Quarterly Results Reviews (QRRs). Unit heads will serve as RFs unless designating is approved by the Division Assistant Director. Result Facilitators will be trained and supported. QRRs will occur at all levels of the organization to ensure our fundamental work continues to align with these priorities and identify and act on opportunities to improve or adjust accordingly. The Department will review its QRRs and produce an annual progress report, due July 1st. Although periodic measures are necessary to evaluate strategic progress and effectiveness, the process allows for constructive actions without constant oversight.

This core strategic plan and supplemental operational plans are dynamic documents that will evolve based on RIDOC's changing operational environment and evolving influences. Regardless of the effects, this process will continue to improve our knowledge and performance while guiding the Department forward.

“Every individual matters. Every individual has a role to play. Every individual makes a difference. *Be the Difference.*”