

2011 Innovations Awards Application

DEADLINE: MARCH 28, 2011

ID # (assigned by CSG): 2011- _____

Please provide the following information, adding space as necessary:

State: New Jersey

Assign Program Category (applicant): Corrections (Use list at end of application)

1. Program Name

CHANGE – Challenge Historic Assumptions Nobly Generating Efficiencies

2. Administering Agency – **New Jersey Department of Corrections**

3. Contact Person (Name and Title) – **Mark Cranston, Chief of Staff**

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8. Web site Address – www.state.nj.us/corrections

9. Please provide a two-sentence description of the program.

This innovative management tool collects department-wide statistics on an array of indicators that measure daily institutional operations, including security, programs, medical, and administrative data. The data collected forms the basis of our monthly meetings and has contributed in identifying best practices for the agency through analysis, resulting in quality control, better operational efficiencies and fiscal savings.

10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 28, 2011 to be considered.

This program began May 1, 2010.

11. Why was the program created? What problem[s] or issue[s] was it designed to address?

This program was created to provide a higher level of accountability within the agency. This management tool allows the executive staff to better coordinate resources and to manage both individual facilities and the overall agency.

12. Describe the specific activities and operations of the program in chronological order
- a. **Institutions are supplied blank templates (reports) containing numerous primary indicators in four disciplines; Administration, Security, Programs, and Medical/Mental Health. Each template is set up by month, with daily reporting posted from each of New Jersey's twelve (12) institutions.**
 - b. **Once the data is collected by month, the following reports are generated: Each institution's data by month and Fiscal year to date; department-wide data by month broken down by institution; total department-wide data.**
 - c. **Executive Staff analyzes the monthly data and provides input to the Chief of Staff as to which areas they have identified for discussion based on the statistics collected. At least two (2) institutions are identified for discussion at a CHANGE meeting each month.**
 - d. **The monthly CHANGE meeting is chaired by the Commissioner, and includes in attendance all institutional Administrators, executive staff, and key personnel from the institutions identified for discussion at the meeting.**
 - e. **Statistics are reviewed and a meaningful discussion ensues based on trends. These meetings have lead to improved efficiency, overtime reduction, bedspace efficiency, effective transporting practices, and numerous cost savings measures.**
13. Why is the program a new and creative approach or method?

The CHANGE program is new to the NJ Dept. of Corrections and has centralized data and the reporting of performance under one command structure.

The approach is creative as it involves the entire department, through the CHANGE meeting process, in the review of data and identification of best practices, efficiencies in operations, and departmental cost savings. It also allows the department to monitor progress in achieving its goals.

14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)

The CHANGE program was implemented at minimal cost to the department. The start up cost amounted to less than \$15,000 and those expenditures were primarily for purchases of technology equipment to provide visual aid at the monthly meetings.

15. What are the program's annual operational costs? **None**

16. How is the program funded? **Utilizing current staffing and resources.**

17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.

No.

18. What equipment, technology and software are used to operate and administer this program?

The program is administered with Excel Software, several TV monitors. and an overhead projector.

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.

No.

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?

Yes. New York City has a similar program called COMSTAT. CHANGE differs in that it is designed to be more comprehensive and does not just measure crime rates. The indicators cover all areas of operations including, but not limited to, security, overtime, program services, staffing, legislative mandates, and medical care. The main focus of CHANGE is to challenge current ways of operating in an effort to be more efficient.

21. Has the program been fully implemented? If NO, what actions remain to be taken?

This program was fully implemented on July 1, 2010.

22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.

As a result of collaborative CHANGE meetings held monthly, the below listed pros can be directly attributed to the implementation of the CHANGE program:

PROS

- **New compartmental vans to transport more than one high risk at a time**
- **Bedspace efficiencies resulting in departmental cost savings**
- **County property handling revised.**
- **More efficient institutional staff scheduling to reduce overtime**
- **Better enforcement of regulations in place to reduce absences**

CONS

- **As part of an ongoing evaluation, indicators need to be refined to further enhance the process.**

23. How has the program grown and/or changed since its inception?

As cumulative data is collected, monthly and quarterly trends are identified. As the program moves forward, yearly statistical comparison will be available for analysis.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?

Initial emphasis has to be placed on "buy in" from all staff. A great counter measure to skepticism is to make the development of the indicators as inclusive as possible.