



State of Washington
Department of Corrections



STRATEGIC PLAN
2009-2015



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Secretary's Message

Eldon Vail, Secretary
Department of Corrections

I am pleased to share with you our new Strategic Plan. In this document the Department shares the goals, objectives, and strategies that support our mission of improving public safety.

You will notice that this plan has not strayed far from the last one. Building on the prior Strategic Plan, this time we focus on the fundamentals of corrections with four goals:

- Maintain Core Correctional Operations
- Focus on the Workforce
- Increase Successful Reentry of Offenders to Communities
- Improve Business Practices and Performance

The Washington State Department of Corrections (DOC) has long been a safe, secure, and progressive corrections system. Continuing to embrace that strong foundation while incorporating the implementation of the evidence based approach to offender change programs will allow us to make the most of the taxpayer's investment. We will sustain our many strong partnerships and foster new ones as we engage citizens in our work.

We will strive to provide our employees with the skills, resources, and the working conditions they need to achieve our mission and make the Department a good place to work. We will continue to ensure our prisons are safe, community supervision is focused, and that offenders are held accountable for their actions. At the same time, we will continue to implement evidence based and promising programs that help offenders gain the skills and the self-control necessary to avoid criminal behavior. We will measure what is important and do all we can to improve our performance.

I am proud of our Department and all that has been achieved in its history. We have accomplished much but there is much work left to do. This plan outlines where we intend to go from here. This plan is effective as our guiding document upon publication.

Mission Statement

The mission of DOC is to improve public safety.

Vision Statement

Working together for safe communities

Statement of Values

We Value

Staff as our greatest asset

We are committed to the personal and professional development of our staff, and actively seek staff involvement and a shared sense of commitment and service at all levels.

Professionalism and quality of service

As correctional professionals, we demonstrate our commitment through competency, accountability, ethics, and pride in work.

A safe, healthy work environment

We are committed to providing a safe and healthy environment for staff and offenders.

Respect for individuals

We recognize the diversity of individuals and their contributions, and we strive to treat all people – offenders, staff, and public – with dignity and understanding.

Clear, open, honest communication

We encourage communication that promotes unity, productivity, and understanding.

People's ability to grow and change

We acknowledge that people – offenders and staff – have the need and ability to grow and change and we support their endeavors.

Community interaction

We encourage positive interaction with the community as we strive to promote public safety, community protection, and public understanding.

This Statement of Values was developed by our employees to clearly articulate the principles that guide our behavior and the vision that will shape our future.

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The Criminal Justice System

DOC plays an important part in a complex criminal justice system. The system involves many local and state agencies, officials, and the community. Washington State Patrol and DOC play a significant role in public safety, perhaps the most visible agencies at the state level.

State and local resources, the demographics of at-risk populations, state sentencing laws, and the overall success of other social and education programs can have dramatic, long-term impacts on DOC.

Ultimately, the resources, abilities, and actions of many partnering agencies and communities influence the success and direction of DOC.

In 2006, 6 out of 100 reported crimes resulted in offenders sentenced to prison and/or community supervision under DOC's jurisdiction.



Our Partners

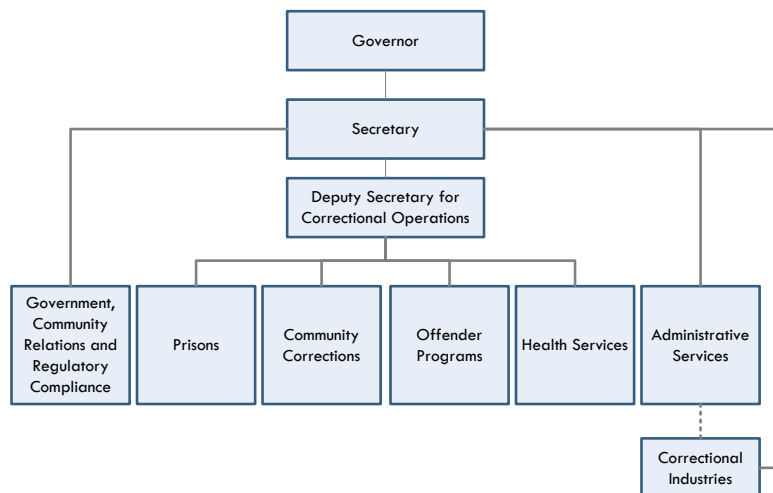
DOC recognizes it cannot succeed in its mission without assistance from many contractors, volunteers, and other public agencies as well as support from a broad range of state, local and private organizations. DOC continually seeks opportunities for information and resource sharing with public agencies to ensure efficient, effective, and responsive services are provided to offenders and their families.

Agency Overview

The Department of Corrections is the third largest agency in Washington State with a \$1.8 billion biennial operating budget. DOC is responsible for managing all state operated adult prison facilities and supervising adult offenders residing in the community. For individuals residing in our prisons, the Department is required to provide basic care, including healthcare, programming, treatment, correctional work programs, housing, and nutrition services. For individuals in the community, the Department is charged with ensuring compliance with conditions of supervision. The Department also maintains a database on offenders.

Our Organizational Structure

The Secretary of DOC is a cabinet-level position appointed by the Governor. The Secretary is responsible to administer state adult correctional facilities, community supervision activities, and Correctional Industries.



Our Workforce

The Department has a diverse staff of approximately 8,700 employees. Together they create safe environments for offenders, as well as Washington citizens.

Our employees come from many professions including law enforcement, health professionals, social services, and community based and facility professionals to support our operations 24-hours a day, seven days a week in our prison and work release facilities, our community supervision operations statewide, and the administrative services needed to support operations and services.

DOC Divisions and Programs

Prisons responsible for the operation of all adult correctional facilities including:

- Institutional Services
- Emergency Operations

Community Corrections responsible for community based supervision and programs including:

- Work Release
- Victim Services
- Legal Financial Obligations
- Interstate Compact

Offender Programs responsible for providing programs and services including:

- Law Enforcement Notification
- Sex Offender Treatment
- End of Sentence Review
- Chemical Dependency
- Academic and Vocational Education
- Religious Services
- Family Centered Programs
- Cognitive Behavioral Programs

Health Services responsible for basic primary care for incarcerated offenders in prisons including:

- Nursing
- In-Patient Medical and Mental Health Care
- Pharmacy
- Dental
- Out-Patient Medical and Mental Health Care

Limited services are also provided to offenders on active community supervision and in work release.

Government, Community Relations and Regulatory Compliance

- Risk Management
- Communications
- Internal Audits
- Legislative Liaison
- American Correctional Association (ACA) Accreditation
- Policy
- Public Disclosure
- Hearings
- Investigations

Administrative Services

- Human Resources
- Business Services
- Information Technology
- Capital Projects
- Budget
- Training
- Planning and Research

Correctional Industries responsible for offender work training programs by supplying products to state agencies, county and local governments, and not-for-profit organizations.

Our Facilities

Our prisons, work release facilities, and community field offices are located throughout the state. Each plays a vital role in supporting successful reentry of the many offenders who will release from confinement and those residing in the community under DOC jurisdiction.

Prison Facilities

DOC operates eight major institutions that house offenders. These offenders have a range of custody levels including maximum, close, medium, and minimum custody. In addition, the Department operates seven minimum security facilities including three forestry camps and a licensed assisted living facility. These minimum-security facilities house offenders who will be released to the community within 48 months. The age of the facilities range in age from the 120 year-old Washington State Penitentiary to brand new construction, such as the prison expansion at Coyote Ridge Corrections Center located in Connell, Washington.



Work Release Facilities

The Department operates 15 work release facilities statewide. These offenders housed in work release facilities have progressed from restrictive facilities to partial confinement. These offenders are required to find and maintain employment in the community and contribute to the cost of their room and board. Work release facilities are designed to ensure offenders have employment and housing plans when they are released to communities.

Community Supervision Field Offices

Community supervision services are delivered in 132 field offices, community justice centers, Community Oriented Policing (COP) Shops, and outstations across the state. These locations are where offenders under community supervision report to their community corrections officers and where offender programming and other reentry services take place.

Status of Expansion Projects Since 2007

The Department has been involved in expansion initiatives statewide to keep up with the forecasted prison population. Since 2007, the Department has increased prison capacity at the following facilities:

- 200 minimum security beds at Airway Heights Corrections Center
- 120 minimum security beds at Mission Creek Corrections Center for Women
- 80 minimum security beds at Monroe Correctional Complex
- 80 minimum security beds at Larch Corrections Center
- 460 close custody beds at the Washington State Penitentiary

In Fiscal Year 2009, additional capacity will be available at the following prisons:

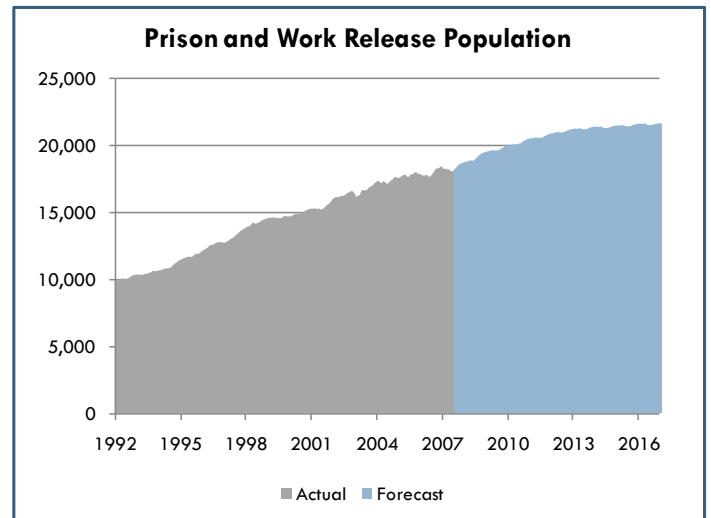
- 1,792 maximum and close security beds at Coyote Ridge Corrections Center
- 100 minimum security beds at Cedar Creek Corrections Center

Assessment of our Internal Capacity and Financial Health

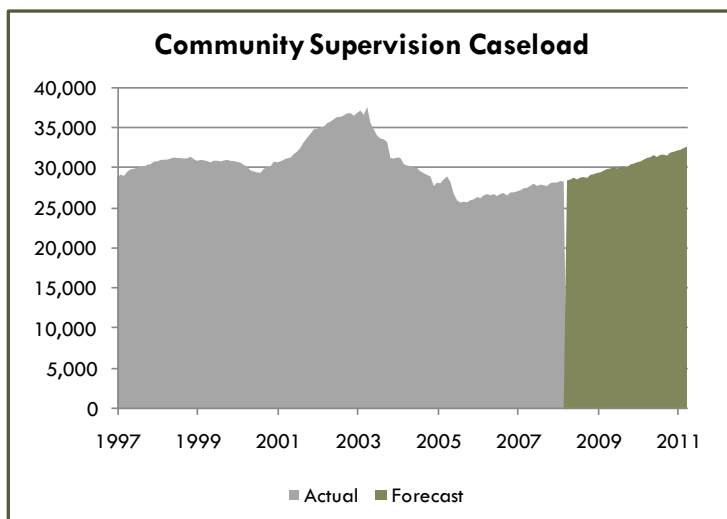
Prison Capacity and Population

The increase in offender populations combined with the changing state revenue and expenditure priorities create unique pressures for the Department and state government. As the third largest state biennial budget, the Department is almost entirely supported by the State General Fund. This funding source makes the Department vulnerable during periods of fluctuations in the economy and level of state revenues.

State sentencing laws have a direct impact on the Department's capacity needs and services. They determine who goes to prison or to jail, how long they stay, and who is supervised in the community and for how long.



Between April 1998 and April 2008, the incarcerated offender population increased by 34.4%, from 13,685 to 18,393, an increase of 4,708 offenders. By April 2018, population is expected to increase to 21,648 offenders, an overall growth of 58.1% over two decades. The Department's budget and capital plan are primarily driven by changes in the offender population and their needs. The state has invested in the Reentry Initiative to reduce recidivism and to slow this growth in the future. The Department is committed to preparing each offender for successful reentry into the community by investing in evidence-based and cost-effective intervention services based on the research conducted by the Washington Institute for Public Policy. These programs were chosen based on their effectiveness to reduce the likelihood to reoffend as well as to have a positive return on the state's investment thus offsetting future costs to taxpayers.



Community Supervision Caseload

Caseload levels are largely driven by sentencing laws. Between January 2006 and April 2008, the caseload of offenders on active supervision has increased by 9.2%, from 26,091 to 28,486, an increase of 2,395 offenders. The Caseload Forecast Council predicts this caseload will increase to 32,756 offenders on active supervision by June 2011.

Other Challenges

Like any household in America, inflation has caused major funding challenges for the Department in the following areas:

- Offender healthcare costs (including prescription drugs and dental services)
- Food services
- Fuel and other utilities
- Transportation
- Other direct costs related to offender basic care

Workforce

Staff turnover, retirements, and prison expansion will still require the Department to focus on its recruitment and retention efforts. Vacancies in both custody and health services occupations continue to be a major issue as DOC must compete with higher salaries in most job markets throughout the state. Hiring for these occupations is a nationwide issue.

These vacancies have resulted in increased overtime to cover mandatory posts and provide adequate levels of service. This problem has translated into higher costs for overtime for both custody and health services. Unfilled vacancies have also forced the Department to rely on more expensive contracted healthcare workers to provide essential services to offenders.

Mission Statement

The mission of DOC is to improve public safety.

Vision Statement

Working together for safe communities

Statutory Authority

The Department of Corrections was created in 1981 by the Washington State Legislature. The enabling legislation for the Department is contained in Chapter 72, Revised Code of Washington. Legislative bills signed by the Governor update this authority.

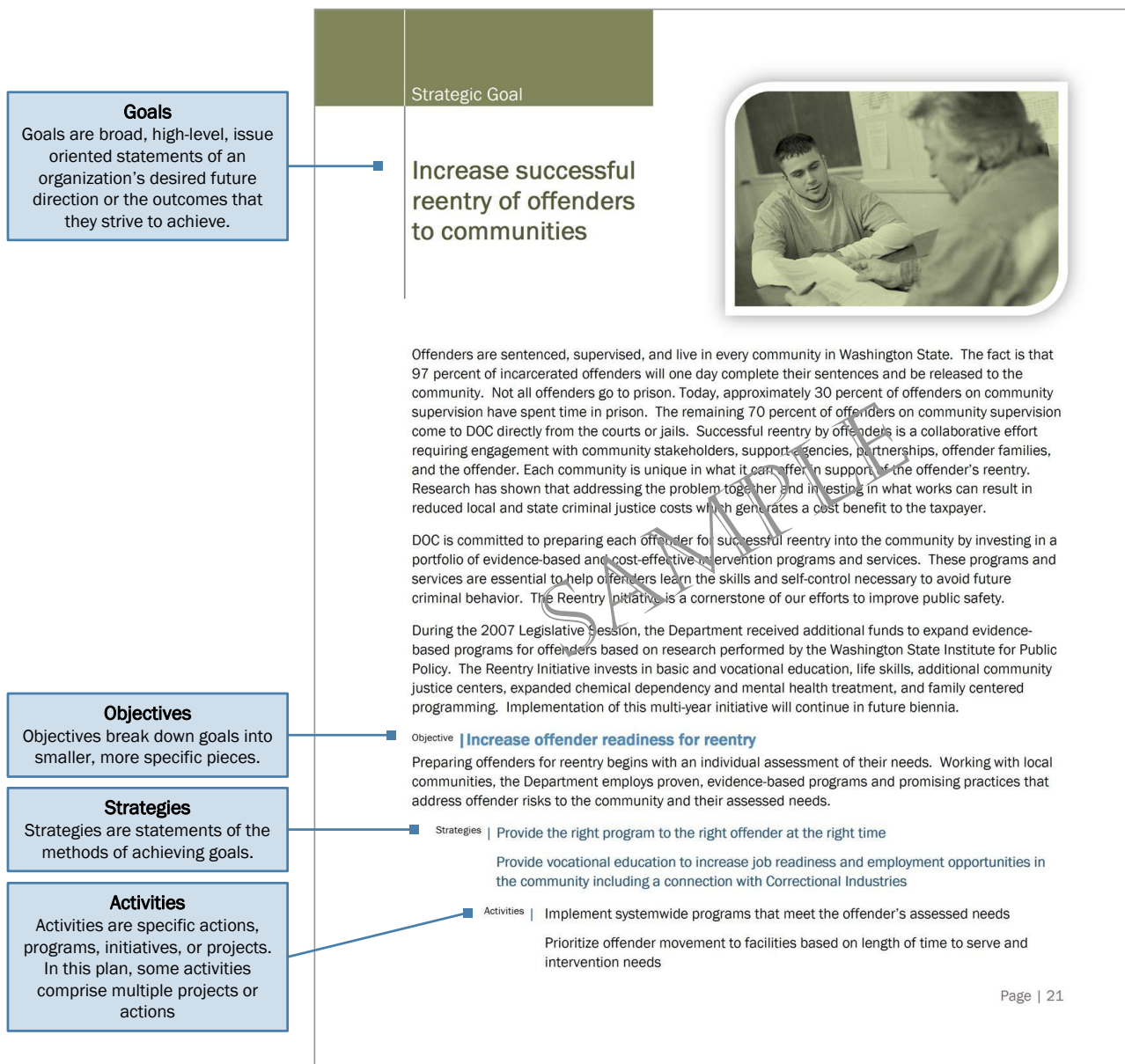
Priorities of Government

Improve the safety of people and property

Our performance management system and this Strategic Plan allow us to stay focused on how the Department's activities affect the Governor's Priorities of Government (POG) and contribute to making Washington the best-managed state in the country. The Department of Corrections actively participates in the Governor's Government Management Accountability and Performance (GMAP) forums on Public Safety and contributes to the Governor's Priorities of Government by improving public safety.

- **Maintain core correctional operations**
- **Focus on the workforce**
- **Increase successful reentry of offenders to communities**
- **Improve business practices and performance**

Key Components of a Strategic Goal



Maintain core correctional operations



DOC will concentrate on maintaining core correctional operations and meeting public expectations and legislative requirements. We will work to ensure that our prisons and other work locations are safe for staff, visitors, and offenders. To ensure safety and security, the Department must exercise the appropriate authority while at the same time treating offenders and their families with respect.

The core operations include: protecting victims, community, staff, and offenders; maintaining safe and secure work locations; fulfilling legal requirements; providing the basic needs of offenders; and addressing criminal behavior of offenders.

Key factors that affect our operations

With rising costs and limited resources, the Department has been challenged to provide the required level of care as well as to maintain our facilities. The funding gap for preventive maintenance and replacement of critical systems has increased each year.

The cost to house an offender in Fiscal Year 2008 was \$97.68 per day. This is a 15 percent increase over the prior fiscal year. Offender food and other direct variable costs such as offender clothing, personal hygiene, and laundry supplies have increased 16.5 percent over the last four years as compared to the increase of 9.1 percent in funding for the same time period.

The Department delivers both primary and specialized health service to approximately 16,000 offenders. These services include medical, dental, pharmacy, and mental health care consistent with the Offender Health Plan. Offenders on average require significantly more health care than most Americans because of poverty, substance abuse, and lack of healthcare resources and access prior to incarceration. The Department receives additional funding for health services through population forecast adjustments but funding has not kept up with medical inflation related to these services.

The Health Service Division relies on paper medical records. This out-dated method makes it difficult to provide services in a cost-effective, efficient manner and to ensure a consistent standard level of care for the offender.

Community supervision caseloads are forecasted to rise. Increases in caseloads translate to increases in daily workload including workload related to holding offenders accountable for their behavior. A majority of offenders who violate their conditions of supervision must be confined until a hearing is scheduled to address their behavior. The passage of the Offender Accountability Act in 1999 shifted the responsibility for addressing the violations from the courts to the Department of Corrections. In many communities, offenders who have violated can serve short sanctions in local jails available through local agreements with DOC. While some areas have sufficient capacity many do not. In these situations the Department is forced to transport offenders to other locations when the population exceeds contracted levels.

The Department is challenged to continue core operations in the event of man-made or natural disasters. DOC needs systems in place to ensure safety and security in both prison and community settings. Plans are in place; however, technological infrastructure to sustain statewide operations for long periods of time is inadequate. Additional funding is necessary to implement these plans for disaster recovery.

In order to support the strategic goal of, “Maintain Core Correctional Operations,” the following objectives, strategies, and activities are identified.

Objective | **Carry out the sentence of the courts**

The complexity of Washington State’s sentencing laws impacts the way offenders are supervised in the community. The Department will work with partners to clarify and simplify the sentencing structure and related policies.

Strategy | **Simplify sentence structure**

Activity | Collaborate with public safety and justice partners

Strategy | **Plain Talk policies and procedures**

Activity | Align policies and practices with state laws to reduce complexities and improve organizational performance

Objective | **Protect victims, community, staff, and offenders**

The Department works to protect victims, community, staff, and offenders. One way to ensure we meet this requirement is to comply with national accreditation standards for the Department's prisons and work release facilities. These standards address operations with special emphasis on safety and security. In the community, we meet this requirement by establishing standards for face-to-face contacts. These contacts are a vital component toward monitoring offender behavior and addressing their needs.

Strategy | **Maintain safe and secure work locations and equipment**

Activity | Achieve ACA accreditation in all prison, work release, and Correctional Industries facilities by 2011

Strategy | **Adopt standards of contacts for offenders on community supervision**

Activity | Meet expectations for offender contacts based on risk and public safety

Strategy | **Dedicate resources for continuity of operations**

Activity | Ensure adequate investment in disaster recovery preparedness

Objective | **Hold offenders accountable for their actions**

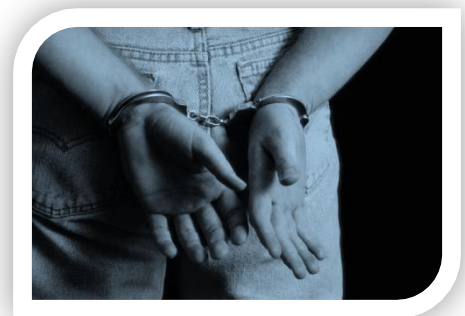
The Department will strive to improve public safety by focusing on the fundamentals of corrections work. DOC will ensure that offenders in prisons and in the community are held accountable for their actions. At the same time, DOC will apply interventions to address offender behavior. Research states that swift and sure adjudication through the hearings process results in appropriate, timely sanctions to bring the offender back into compliance and engage the offender in supervision and programming.

Strategy | **Provide interventions that are responsive to offender behavior**

Activity | Improve timeliness of hearings in the community

Strategy | **Impose effective sanctions that are fair and timely**

Activity | Measure effectiveness of interventions and sanctions for addressing offender behavior



Objective | **Provide basic care to offenders**

The Department is required to provide basic care to offenders to include housing, food, and healthcare.

Strategy | **Maintain housing, healthcare, and nutritional services for incarcerated offenders**

- Activities | Continue to provide basic services consistent with resources
Continue to review standard level of healthcare



How do we measure success?

- Rate of recidivism
- Number and percent of offenders admitted to prison with prior contact with DOC
- Rate of violent infractions in prison
- Percent of resolution of offender grievances at the local level
- Average working days of confinement to conduct a violation hearing
- Rate of re-offense of offenders on active supervision
- Percent of cases with intake completed within 30 days of case assignment
- Percent compliance with established standard for offender contacts
- Average cost of healthcare compared to an established benchmark

Focus on the workforce



DOC staff maintain our core operations and deliver a range of services to offenders. Department leaders recognize it takes dedication and commitment by our staff who operate facilities on a daily basis while striving to fulfill our mission of improved public safety.

The Department employs nearly 8,700 people whose job it is to operate the state adult correctional system. Maintaining a fully trained, stable workforce in order to provide the basic care of offenders confined to our facilities or under supervision in the community is essential to sound business practices and operations. This strategic goal focuses our attention on our workforce and recognizes their contribution in achieving the organization's mission and goals.

We have made significant steps toward hiring the 1,000 new staff that are needed for the prison expansion projects. Like other organizations, we continue to be challenged with the need to recruit approximately 700 additional staff per year to offset turnover. Vacancies continue to be a big challenge for the following reasons:

- Competition for a limited pool of candidates for specialized staff
- Retaining the next generation work force in a highly structured environment
- Unpopular work schedules and mandatory overtime
- Enrollment in nursing schools not keeping pace with demand

These challenges are not unique to DOC and impact agencies across the state as well as nationally. DOC staff face increasingly complex, changing, and high performance expectations.

We continue to be challenged with recruiting and retaining staff. Workforce challenges manifest themselves as vacant positions, excess overtime usage, large and complex caseloads, and increased risk of liability. A lack of a qualified workforce results in an increase in safety and security risks, an increase in training and overtime costs, and a decrease in staff morale.

DOC will address these workforce challenges by:

- Competing in labor markets, especially correctional and health care markets
- Retaining qualified staff and reducing the current turnover rate of 12 percent per year
- Updating training academies, annual training, supervisor and leadership training, and advanced or specialized training to support current business practices
- Providing job expectations and training that are task specific and competency based
- Filling positions for currently funded prison expansion

In order to support the strategic goal of, “Focus on the Workforce,” the following objectives, strategies, and activities are identified.

Objective | **Hire diverse, qualified, and competent employees**

The Department cannot rely on outdated hiring practices to fill job vacancies. A statewide targeted approach is necessary to meet recruitment targets for prison expansion and hard-to-fill occupations, and to reduce vacancies due to turnover.

Strategy | **Dedicate resources to target recruitment based on need**

Activities | Continue to implement a focused statewide recruitment program to meet targets

Foster and sustain an environment of inclusiveness, equal opportunity, and fairness for all employees

Achieving Results | In Fiscal Year 2008, the Department met its recruitment target of hiring over 1,500 new staff.

Objective | **Retain successful, satisfied, healthy employees**

Retaining our current employees is vital to maintaining stable core correctional operations. The Department intends to re-examine staffing models to ensure the workforce is aligned with both our mission and our resources. Finally, we have to recognize that employees need a quality life outside the workplace. We will do all we can to make Corrections not only a career but a better place to work.

Strategy | **Foster an organizational culture conducive to retaining a high performance and motivated workforce**

Activities | Begin implementation of a multi-phased plan to improve communication

Align training academies and programs with current business practices and priorities

Work with employees and their representatives to explore flexible work schedule options

Strategy | **Align workload with resources**

Activity | Update workload models and matrixes to identify requirements and allocate staff based on priorities



Objective | **Create an environment of accountability, support, pride, and risk taking**

There are greater demands today for agencies to be more accountable and transparent to state leaders and the public. Employees expect their managers and leaders to clearly define their roles and responsibilities, as well as help staff see how they contribute to the mission and goals of the agency. The ever changing work demands placed on operations require that our supervisors be equipped to mentor and develop staff. The Department must empower managers and continue to find better ways to invest in its future leaders in order to create a culture for employees where the field of corrections is a career rather than just a job.

Strategy | **Invest in current and future supervisors and leaders**

Activity | Grow our leaders through training, developmental job assignments, and internal promotions

Strategy | **Model positive ethical behavior, leadership, and follow-through**

Activity | Acknowledge positive behavior by staff and adopt an evaluation system which includes employee feedback to his/her supervisor

How do we measure success?

- Results compared against established recruiting targets
- Department of Personnel's Enterprise Human Resource Management Report, specifically:
 - Results from the statewide employee survey
 - Diversity of our workforce
 - Time to fill staff vacancies
 - Percent of employee turnover
 - Early resolution of staff grievances and disciplinary actions
 - Percent of on-time employee performance and development plans
- Overtime use in hours and expenditures
- Number of vacant positions

Increase successful reentry of offenders to communities



Offenders are sentenced, supervised, and live in every community in Washington State. The fact is that 97 percent of incarcerated offenders will one day complete their sentences and be released to the community. Not all offenders go to prison. Today, approximately 30 percent of offenders on community supervision have spent time in prison. The remaining 70 percent of offenders on community supervision come to DOC directly from the courts or jails. Successful reentry by offenders is a collaborative effort requiring engagement with community stakeholders, support agencies, partnerships, offender families, and the offender. Each community is unique in what it can offer in support of the offender's reentry. Research has shown that addressing the problem together and investing in what works can result in reduced local and state criminal justice costs which generates a cost benefit to the taxpayer.

DOC is committed to preparing each offender for successful reentry into the community by investing in a portfolio of evidence-based and cost-effective intervention programs and services. These programs and services are essential to help offenders learn the skills and self-control necessary to avoid future criminal behavior. The Reentry Initiative is a cornerstone of our efforts to improve public safety.

During the 2007 Legislative Session, the Department received additional funds to expand evidence-based programs for offenders based on research performed by the Washington State Institute for Public Policy. The Reentry Initiative invests in basic and vocational education, life skills, additional community justice centers, expanded chemical dependency and mental health treatment, and family centered programming. Implementation of this multi-year initiative will continue in future biennia.

Objective | **Increase offender readiness for reentry**

Preparing offenders for reentry begins with an individual assessment of their needs. Working with local communities, the Department employs proven, evidence-based programs and promising practices that address offender risks to the community and their assessed needs.

Strategies | **Provide the right program to the right offender at the right time**

Provide vocational education to increase job readiness and employment opportunities in the community including a connection with Correctional Industries

Activities | **Implement systemwide programs that meet the offender's assessed needs**

Prioritize offender movement to facilities based on length of time to serve and intervention needs

Objective | **Encourage a culture that supports positive change and reinforces good behavior by the offender**

The Department values people's ability to grow and change. The focus on offender reentry is a culture shift for many offenders and staff. Successful reentry takes commitment from staff, the community, and the offender. As the Department holds offenders accountable for their actions, we also need to encourage a culture that helps to create positive change and supports good behavior.

Strategy | **Develop a model for reinforcing good behavior and recognize staff contributions to successful reentry**

- Activities | Establish performance measures that support successful reentry practices
- Review policies and practices to ensure they support a reentry focused corrections system

Objective | **Increase partnerships to assist in successful offender reentry**

Offenders releasing from prison as well as offenders under supervision are faced with many barriers in order to meet the most basic survival needs, such as housing, employment, treatment, medical care, social services and appropriate documents (i.e., identification card or Social Security card). More than half of the offenders are parents who impact the family structure and financial and emotional stability. Resources need to be available in each Washington community to address the needs of offenders.

Strategy | **Engage community stakeholders, partners, and offender families in the reentry initiative**

- Activities | Work with partners and stakeholders to identify ways to expand the number and coverage of reentry programs and services in the community
- Continue participation in the Washington State Reentry Academy

How do we measure success?

- Positive changes in the offender's needs assessment regarding family, housing, education, employment, treatment, and financial situation
- Percent of program participation vs. assessed need
 - Maintain program fidelity by ensuring programs are consistently delivered in accordance with the design criteria
 - Priority given to higher risk offenders
- Completion of General Educational Development (GED)

Improve business practices and performance



DOC is committed to managing its operations efficiently within its resources. This strategic goal addresses the Department's need to be transparent and accountable, respond timely to disclosure and information requests, be good stewards of state resources, and increase public confidence. This strategic goal focuses on critical processes and practices necessary to achieve results in our core correctional operations and reentry as well as support decision-making regarding our workforce.

Key factors that affect our operations

DOC has been impacted by federal and state requirements to provide timely and accurate electronic discovery and public disclosure requests. The number of documents, especially e-mail documents, is growing at an ever increasing rate. Whether paper or electronic, demands are increasing for storage, security, search, production, and destruction. New standards, laws, rules, and regulations are placing burdens on agencies and their IT organizations by raising the bar for records management. The ability to retain and retrieve records from multiple sources will be a challenge for many and is a requirement for all.

The Department continues to be challenged by additional levels of regulatory compliance.

Another major challenge facing DOC is the lack of necessary tools to effectively measure and analyze the capacity and performance of its entire portfolio of activities and programs. There is a need for management tools to aid line staff, managers, and business leaders in both monitoring and reporting capacity and performance for individual, localized, and statewide programs and systems.

In order to support the strategic goal of, "Improve Business Practices and Performance," the following objectives, strategies, and activities are identified.

Objective | **Update business processes supported by technology**

Business processes are the heart of any operation. Technology system design should support business practices and operations. Systems should be built to collect relevant data and document daily tasks with minimal effort. This will support the analysis and reporting of aggregate data in formats useful to all levels of staff in DOC and will support sharing data with authorized stakeholders to support research.

Strategy | **Develop technology systems to support business practices**

- Activities | Provide technological support to current and future business functions
- Match systems to critical business processes to determine gaps in technology
- Prioritize technology needs and seek funding

Technology Needs in DOC

DOC, like most organizations, is dependent on technology. We use technology to communicate with each other, document interactions with offenders, and measure our performance. In recent years, there has been a convergence of technology requiring complex infrastructure to operate the system. As a result of this convergence, many life and safety, HVAC, and security systems that were once standalone systems now require computers and networks.

To close the technology gap, the Department needs to invest in the following technologies:

- Offender system maintenance and enhancements to support current business processes
- Data Warehouse system to support daily operations and performance
- Technology infrastructure, networks and security
- Electronic healthcare record system including the capability to collect and analyze healthcare data
- Expanded video conferencing and mobile communications for voice and data
- Offender services network to support re-entry activities
- Disaster recovery of vital services
- Systems in support of public disclosure and electronic discovery

Objective | **Create sustainable and efficient operations**

Sustainability means protecting and managing our resources to meet current needs without sacrificing the needs of future generations and natural systems. Many of these practices will have long-term ongoing cost benefits. To operate efficiently, the Department must apply proven business principles to improve processes and to manage projects.

Strategy | **Reduce DOC's carbon footprint by reducing energy consumption and using green products**

- Activity | Reward facilities for their commitment to meeting goals outlined in the DOC Sustainability Plan

Strategy | **Improve project management practices**

- Activities | Define, adopt, and train staff on common project management methodologies and practices
- Employ project management principles to implement strategic work plans

Strategy | **Apply the "Lean" manufacturing approach in Correctional Industries**

- Activity | Implement process improvements to achieve efficient operations



Objective | **Implement collaborative enterprise management and decision making**

The Department will use risk management principles including data-driven analysis, planning, and project management to reduce risk and ensure efficient use of resources.

Strategy | **Assess risk, resources, and strategic alignment when making decisions**

Activity | Use data-driven risk analysis to improve decision making and increase value

Strategy | **Collect meaningful data and measures to inform better decisions**

Activities | Develop a data warehouse system

Improve data analysis capabilities

How do we measure success?

- Outcomes related to project management (i.e., scope, schedule, budget, success factors)
- Energy use per offender
- Performance measures and outcomes as stated in the Department's sustainability plan

Our Performance Management System

DOC's performance management system begins with setting our strategic direction. Once the Strategic Plan is developed, the Department employs various approaches to identify, monitor, analyze, and evaluate the performance of our operations.

GMAP

DOC actively participates in the Governor's Government Management Accountability and Performance (GMAP) forums on Public Safety and contributes to the Governor's Priorities of Government (POG) to improve public safety. The Department also utilizes the GMAP system throughout all levels of our organization. GMAP is the foundation and framework for performance management in DOC.

American Correctional Association (ACA) Accreditation

ACA standards are recognized as national best practices for the field of corrections. The Department is committed to achieving these standards because they provide an essential benchmark in measuring accountability.

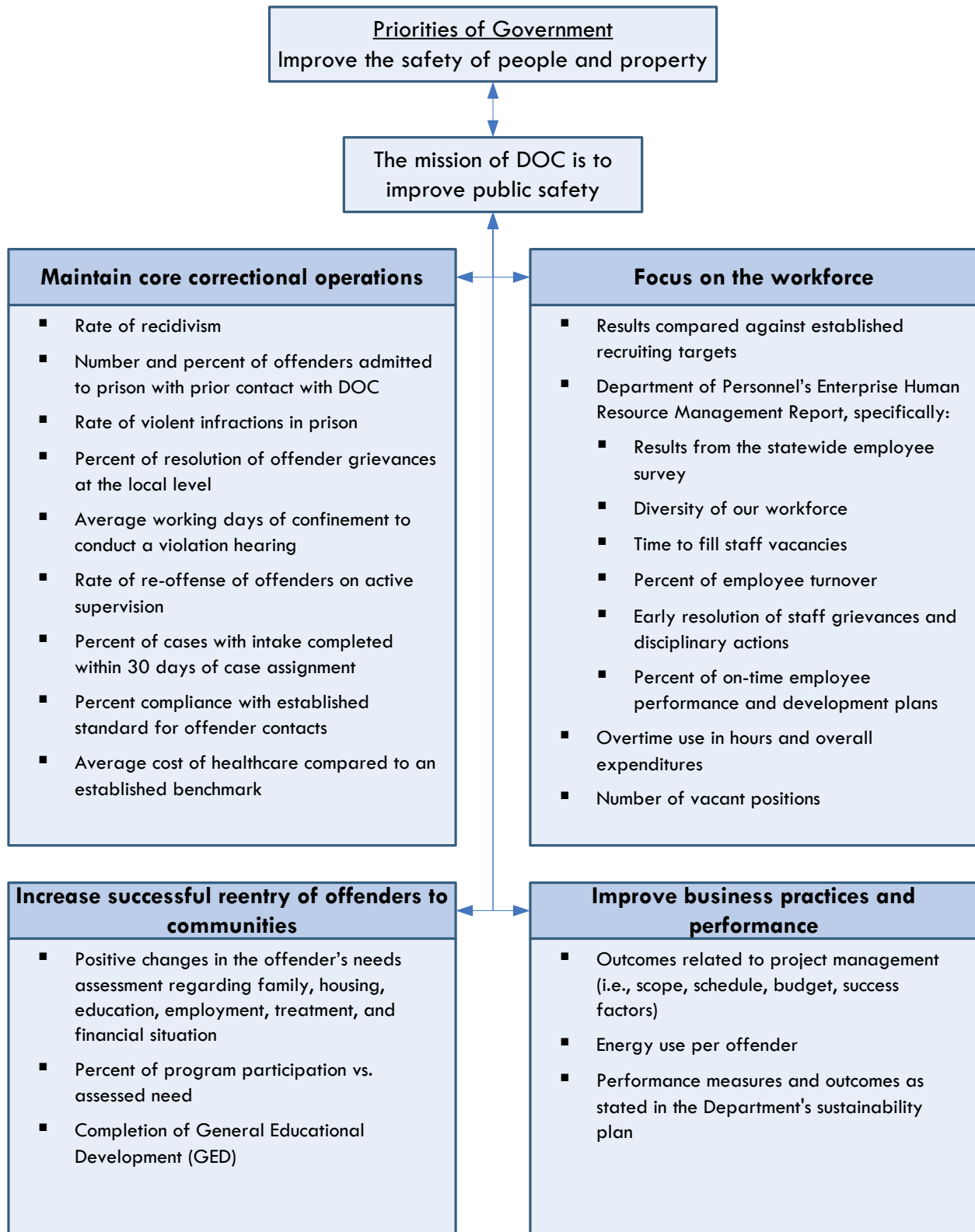
Washington State Quality Award (WSQA) Application

In past years, the Department administered an agency self-assessment based on the "Malcolm Baldrige Criteria for Performance Excellence." In 2008, the Department will submit its application to the WSQA organization for their evaluation. We intend to use the results in future planning efforts.

Department of Personnel's Enterprise Human Resource Management Report

Bi-annually, the Department submits the Human Resource Management Report to the Department of Personnel. This comprehensive report measures the Department's performance in six distinct human resource performance areas as well as the results of the Department of Personnel's annual Employee Satisfaction Survey. These measures and survey results continue to inform leadership about opportunities for improvement.

Alignment of Strategic Goals and Performance Measures



2009 – 2015 DOC Strategic Plan *at-a-glance*

Mission | The mission of DOC is to improve public safety.

Vision | Working together for safe communities.

	Goals	Objectives	Strategies	Activities			
core correctional operations	Maintain core correctional operations	Carry out the sentence of the courts	Simplify sentence structure Plain Talk policies and procedures	Collaborate with public safety and justice partners Align policies and practices with state laws to reduce complexities and improve organizational performance			
		Protect victims, community, staff, and offenders	Maintain safe and secure work locations and equipment Adopt standards for contacts for offenders on community supervision Dedicate resources for continuity of operations	Achieve ACA accreditation in all prison, work release, and correctional industries facilities by 2011 Meet expectations for offender contacts based on risk and public safety Ensure adequate investment in disaster recovery preparedness			
		Hold offenders accountable for their actions	Provide interventions that are responsive to offender behavior Impose effective sanctions that are fair and timely	Improve timeliness of hearings in the community Measure effectiveness of interventions and sanctions for addressing offender behavior			
		Provide basic care to offenders	Maintain housing, healthcare, and nutritional services for incarcerated offenders	Continue to provide basic services consistent with resources Continue review standard level of healthcare			
	workforce	Focus on the workforce	Hire, diverse, qualified, and competent employees	Dedicate resources to target recruitment based on need	Continue to implement a focused statewide recruitment program to meet targets Foster and sustain an environment of inclusiveness, equal opportunity, and fairness to all employees Begin implementation of a multi-phased plan to improve communication		
			Retain successful, satisfied, healthy employees	Foster an organizational culture conducive to retaining a high performance and motivated workforce Align workload with resources	Align training academies and programs with current business practices and priorities Work with employees and their representatives to explore flexible work schedule options Update workload models and matrixes to identify requirements and allocate staff based on priorities		
		Increase successful reentry of offenders to communities	Increase offender readiness for reentry	Provide the right program to the right offender at the right time	Implement systemwide programs that meet the offender's assessed needs		
				Provide vocational education to increase job readiness and employment opportunities in the community including a connection with Correctional Industries	Prioritize offender movement to facilities based on length of time to serve and intervention needs		
			Encourage a culture that supports positive change and reinforces good behavior by the offender	Develop a model for reinforcing good behavior and recognize staff contributions to successful reentry	Establish performance measures that support successful reentry practices Review policies and practices to ensure they support a reentry focused corrections system		
				Engage community stakeholders, partners, and offender families in the reentry initiative	Work with partners and stakeholders to identify ways to expand the number and coverage of reentry programs and services in the community Continue participation in the Washington State reentry Academy		
			business practices and performance	Improve business practices and performance	Update business processes supported by technology	Develop technology systems to support business practices Reduce DOC's carbon footprint by reducing energy consumption and using green products	Provide technological support to our current and future business functions Match systems to critical business processes to determine gaps in technology Prioritize technology needs and seek funding
					Create sustainable and efficient operations	Improve project management practices Apply the "Lean" manufacturing approach in Correctional Industries	Reward facilities for their commitment to meeting goals outlined in the DOC Sustainability Plan Define, adopt, and train staff on common project management methodologies and practices Employ project management principles to implement strategic work plans
Implement collaborative enterprise management and decision making	Assess risk, resources, and strategic alignment when making decisions	Use data-driven risk analysis to improve decision making and increase value					
	Collect meaningful data and measures to inform better decisions	Develop a data warehouse system Improve data analysis capabilities					

The Washington State Department of Corrections' Strategic Plan is published by the Department of Corrections. Please forward comments and questions to:

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