

Strategic Plan 2011 – 2017





Message from the Secretary

Eldon Vail, Secretary
Department of Corrections

The work of incarcerating and supervising thousands of offenders has always been challenging, but it's even more difficult during a budget crisis. After multiple rounds of budget cuts, layoffs, program reductions and prison closures, a clear, simple and coherent strategic plan is even more critical to our organization's success.

Our strategic plan will continue to focus on four main areas:

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

How successful we are in each of these areas is largely based on our staff. It's the people who work at the agency who actually make the difference.

Few agencies have felt the impact of the Great Recession like ours has. We are a leaner agency at all levels, and many evidence-based programs that we implemented over the years have been scaled back or eliminated as a result of fewer state resources.

Whether it's the result of new laws or budget cuts, we are more focused than ever on incarcerating and supervising the state's highest-risk offenders. Our strategic plan lays out how we will ensure that the resources we have are focused on minimizing the risk that the highest-risk offenders pose.

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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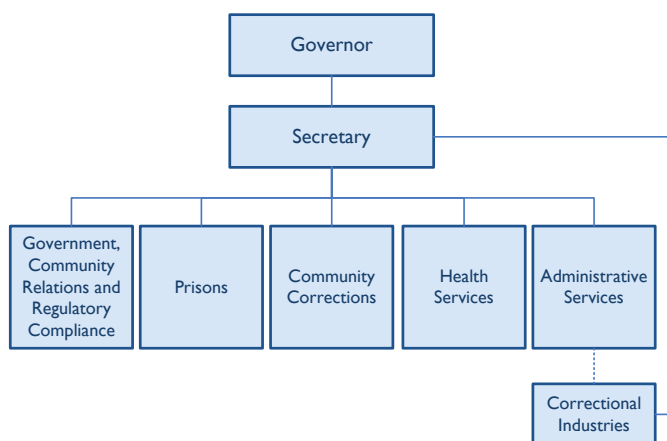
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Agency Overview

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.



DOC Divisions and Programs

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

- Institutional Services
- Emergency Operations
- Academic and Vocational Education
- Religious Services
- Family Centered Programs
- Cognitive Behavioral Programs

Community Corrections responsible for community based supervision and programs including:

- Work Release
- Victim Services
- Legal Financial Obligations
- Interstate Compact
- Law Enforcement Notification
- Sex Offender Treatment
- End of Sentence Review

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
- Chemical Dependency

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
- Policy
- Public Disclosure
- Hearings
- Investigations

Administrative Services

- Human Resources
- Business Services
- Information Technology
- Capital Projects
- Budget
- Health Services
- Finance
- 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 Workforce

The Department has a diverse staff of approximately 8,400 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.

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 being supervised 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 five minimum security facilities including three forestry camps. 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 125 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. 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 at 125 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.

Our 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

The Department of Corrections aligns its mission and services with the Public Safety policy area from the state's Priorities of Government, and contributes to improve the safety of people and property.

This Strategic Plan and our performance management system focuses on the Department's activities that affect the Priorities of Government and contributions towards making Washington the best-managed state in the country.

Transforming Corrections

Looking Back

The recent economic crisis has had a significant impact on the nation and our state. Declining state revenues and a slow job market have translated into the most significant budget shortfalls for Washington state since the Great Depression.

Washington State is not unique in facing uncertainty and having to make hard decisions around state services. We are one of 48 states that have experienced shortfalls after passing our budgets in just the past year. While there are signs that the economy is starting to turn around, the state will have to plan for much more constrained budgets in the future.

Tight budgets have already driven many changes in our agency;

- A reduction in community supervision caseloads by roughly one-third, from nearly 30,000 cases to fewer than 20,000.
- The closure of two prison facilities and the downsizing and repurposing in some of our facilities.
- The implementation of several legislative initiatives to achieve budget reductions and operational efficiencies.
- Staff reductions associated with the aforementioned changes.

Moving Forward

Moving forward, it is certain that we will face new challenges and budget reductions. This strategic plan focuses our resources on essential core operations and provides a construct for future initiatives that promise operational efficiencies, but at the same time opportunities to transform Corrections.

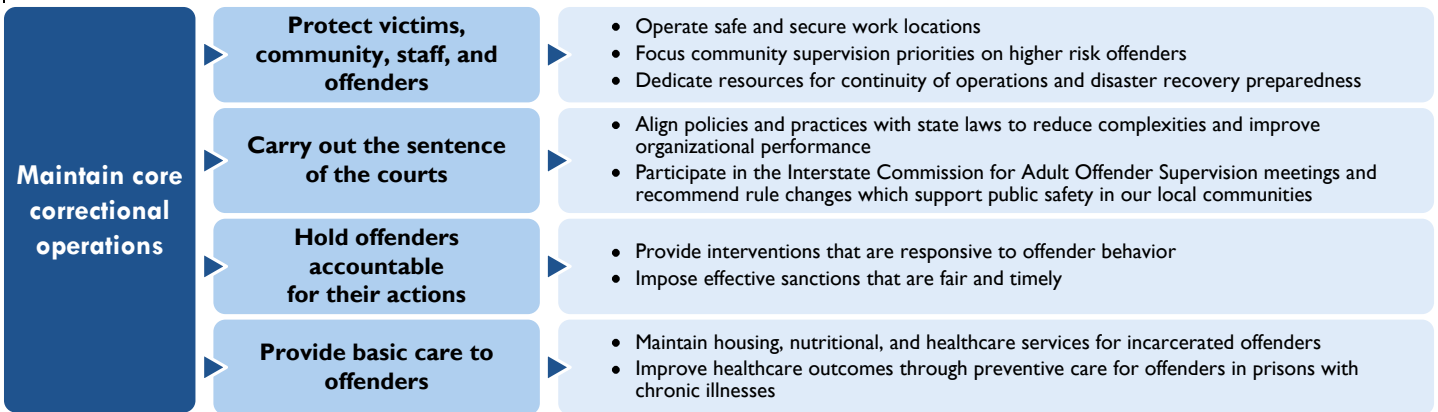
In order to meet these challenges we have to set priorities and work harder and smarter than

ever before. Some opportunities we have taken to make improvements are:

- Our prisons have managed to reduce prison violence even as they deal with a higher risk offender population.
- Community Corrections now receives automated email notifications of jail bookings and releases. We have increased partnerships with state and local agencies and law enforcement for behavioral health, gang and community response units, and moved our registration and notifications of sex offenders into Offender Watch, the state registry.
- Few, if any, state government agencies in the nation have a sustainability program that matches ours. By forming unique partnerships and encouraging our staff and inmates to be innovative, we have reduced our operational costs, provided inmates with education and training opportunities, and promoted scientific research. We are saving money and doing our part to protect our state's natural resources.
- Our Human Resources Department has adopted a comprehensive business plan designed to revitalize and transform services and serve the department as a consultative and strategic partner for both staff and managers.
- The Legislature passed a law that provides courts with a new sentencing alternative for select offenders who have dependent children. Qualified offenders will be under intensive community supervision in lieu of prison so their families will not be separated by incarceration. The intent is to reduce the likelihood of future re-offense and break the cycle of their children likely ending up in the criminal justice system.

These are just a few examples of what DOC and our staff have put into practice to save money, improve performance, and transform Corrections.

Maintain core correctional operations



Core correctional 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.

They are the most essential services that contribute to the Priorities of Government results area to improve the safety of people and property.

DOC will continue to focus on maintaining core correctional operations, meeting public expectations and legislative requirements for public safety.

We will work to ensure that our prisons and other work locations are safe for staff, visitors, and offenders. To ensure safety and security, we must exercise the appropriate authority while at the same time treating offenders and their families with respect.

Our prisons remain safe and secure and are operationally sound. We have done much over the years to make our prisons safer. Prisons will always be dangerous places to work, but prisons in Washington state are much safer than they were 30 years ago. Our ability to operate a humane prison system is due to our tradition of understanding that authority must be exercised with legitimacy in the eyes of the inmate population to maintain order. This authority includes everything from our emergency preparedness, our use-of-force protocols, and the verbal skills of our correctional officers to our offender grievance program, and everything in between.

It is this strong operational base that makes us safe and secure that creates the foundation to make the rest of what we do possible.

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

Protect victims, community, staff, and offenders

The Department is ready to continue core operations in the event of man-made or natural disasters, but 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 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.

We can accomplish this objective by:

- Operating safe and secure work locations
- Focusing community supervision priorities on higher risk offenders
- Dedicating resources for continuity of operations and disaster recovery preparedness

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.

We can accomplish this objective by:

- Aligning policies and practices with state laws to reduce complexities and improve organizational performance
- Participating in the Interstate Commission for Adult Offender Supervision meetings and recommend rule changes that support public safety in our local communities

Hold offenders accountable for their actions

The Department strives to improve public safety by focusing on the fundamentals of corrections work. DOC ensures that offenders in prisons and in the community are held accountable for their actions. At the same time, our correctional professionals 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.

We can accomplish this objective by:

- Providing interventions that are responsive to offender behavior
- Imposing effective sanctions that are fair and timely

Provide basic care to offenders

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

We deliver primary and specialized health services 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 resources and access to care 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.

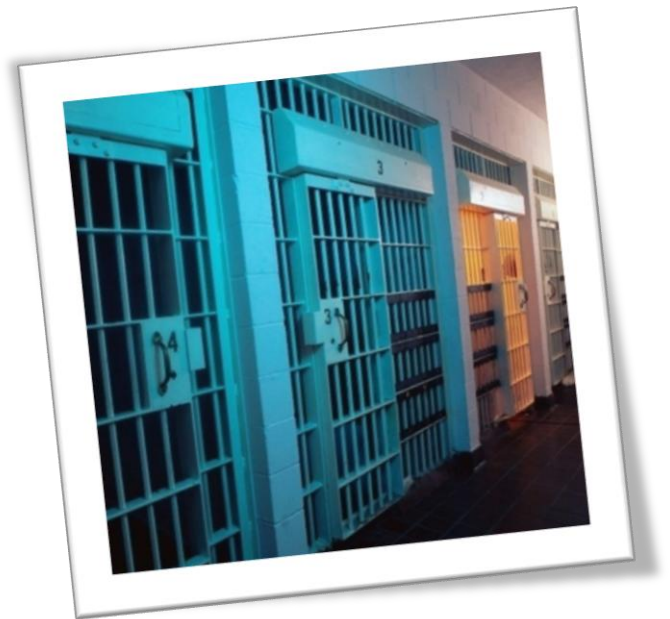
Further complicating the delivery of service to offenders is the reality that our health services professionals still rely on paper medical records. This makes it difficult to provide services in a cost-effective, efficient manner and to ensure a consistent standard level of care for the offender.

We can accomplish this objective by:

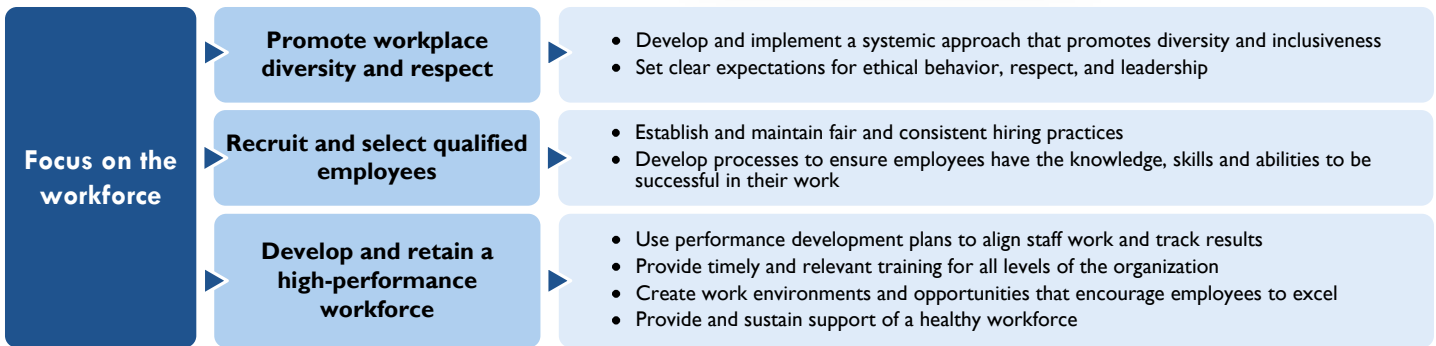
- Maintaining housing, healthcare, and nutritional services for incarcerated offenders
- Improving healthcare outcomes through preventive care for offenders in prisons with chronic illnesses

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



Our staff is critical to maintaining our core operations and delivering a range of services to offenders. Department leaders recognize it takes dedication and commitment by our staff to operate facilities on a daily basis while striving to fulfill our mission of improved public safety.

The Department employs nearly 8,400 people whose job it is to operate the state adult correctional system. Maintaining a fully trained, stable workforce 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. In order to support this strategic goal moving forward, the following objectives and strategies have been identified.

Promote workplace diversity and respect

Our workplace culture should be one where all employees are treated with respect and one

that actively promotes the diversity of its staff. It should be the kind of workplace that is supportive to employees so they can be productive as they can accomplish the difficult work of Corrections.

To accomplish this goal, we need to cultivate diversity in our workplace in a serious way. We have trained our staff. Now we must commit to action. We cannot be reactive to events; rather it is time to face the tough issues around diversity through meaningful dialogue and action. This begins with setting clear expectations for staff and holding managers and supervisors accountable for promoting workplace diversity.

We can accomplish this objective by:

- Developing and implementing a systematic approach that promotes diversity and inclusiveness
- Setting clear expectations for ethical behavior, respect, and leadership

Recruit and select qualified employees

We continue to be challenged with recruiting for hard-to-fill jobs in competing labor markets; especially in healthcare markets.

We recently streamlined the application process to better accommodate and attract job seekers. We have adopted a centralized recruitment model – focusing our resources on hard-to-fill healthcare positions.

Although these enhancements are a positive step forward, we cannot continue to rely on outdated hiring practices to fill job vacancies. We must improve our processes to integrate consistency and fairness during the interview and selection of diverse and qualified job seekers. An unqualified workforce can result in an increase in safety and security risks, an increase in training and overtime costs, and a decrease in staff morale.

We can accomplish this objective by:

- Establishing and maintaining fair consistent hiring practices
- Developing processes to ensure employees have the knowledge, skills and abilities to be successful in their work

Develop and retain a high-performance workforce

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, develop and track their staff's performance. The Department must empower managers and supervisors to find opportunities for staff to

perform and excel in their jobs. The workplace culture should be one that promotes the field of corrections as a career rather than just a job.

Another aspect to creating a high-performance workforce is to recognize the importance of health and wellness of its staff. Many of our jobs are physically and mentally demanding. Job performance, attendance, and safety can be linked to workplace wellness activities. The Department will continue to promote workplace wellness activities, both statewide and locally in our work locations.

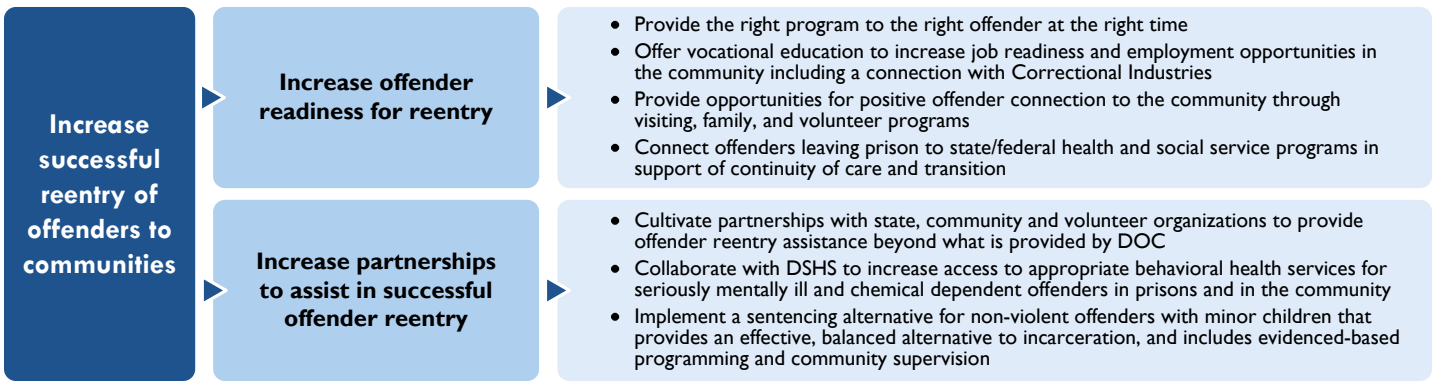
We can accomplish this objective by:

- Using performance development plans to align staff work and track results
- Providing timely and relevant training for all levels of the organization
- Creating work environments and opportunities that encourage employees to excel
- Providing and sustaining support of a healthy workplace

How do we measure success?

- 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 roughly 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 35 percent of offenders on community supervision have spent time in prison. The remaining 65 percent of offenders on community supervision come to DOC directly from the courts or jails.

DOC is committed to preparing each offender for successful reentry into the community by investing available resources 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.

Even as budget resources become scarcer, DOC still considers evidence-based re-entry programs to be a high priority and will continue to invest in basic and vocational education, life skills, additional community justice centers, expanded chemical dependency and mental health treatment, and family centered programming.

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.

Recent budget shortfalls due to the recent economic crisis have impacted programs and services throughout state and local governments. These budget shortfalls have

translated into a reduction in funding for reentry programming and services.

Cultivating Partnerships

We continue to cultivate partnerships with state, community and volunteer organizations to provide offender reentry assistance beyond what is provided by DOC. We have begun collaborative efforts with the Washington State Department of Social and Health Services (DSHS) to:

- Increase access to appropriate behavioral health services for seriously mentally ill and chemically dependent offenders in prisons and in the community.
- Implement a sentencing alternative which will place qualified offenders with children under intensive community supervision in lieu of prison so fewer families will be separated by incarceration. The intent is to reduce the likelihood of future re-offense and break the cycle of their children likely ending up in the criminal justice system.

Partnerships, such as these, take advantage of the unique strengths of both agencies to address the needs of offenders and their families.

Family-Centered Programs

Another example of how partnerships have helped transform Corrections is our family-centered programs.

For years, state government agencies, including ours, rarely spoke about the significant impact incarceration has on children and families, and ultimately public safety. Research shows that children of incarcerated parents are more likely to end up in the criminal justice system themselves one day. This cycle of crime amongst generations often drives the need for

expanded social and human services to support families.

Today, we are doing much more to help break that cycle. We now collaborate with public and private partners to provide a comprehensive approach to family services and to reunify families.

- In 1999, we established the Residential Parenting Program at Washington Corrections Center for Women. This program allows some qualified offenders who are within 30 months of their release to maintain custody of and live with their children while in prison.
- In the past decade, we have expanded family-focused curriculum and activities to all of our prisons with specialists working in multiple prisons to help maintain family-centered programs.
- In 2010, Governor Chris Gregoire signed the Sentencing Alternative for Offenders with Minor Children.
- We have worked with experts in child and parent development from other state agencies, including the Department of Early Learning, to streamline the visitation process.
- We have extended our family services to the community and have community-based specialists who provide parenting programs and referrals to services.
- We cross-train with DSHS staff to eliminate redundancies and make the family services that we provide more effective.

While the progress we have made is impressive, there is much more we can do, both as an agency and as a society to break the cycle.

Increase offender readiness for reentry

Preparing offenders for reentry begins with an individual assessment of their needs. The Department employs proven, evidence-based programs and promising practices that prepares offenders for release, and responses to their assessed needs, and addresses offender risks to the community.

We can accomplish this objective by:

- Providing the right program to the right offender at the right time
 - Implement system wide programs that meet the offender’s assessed needs
 - Prioritize offender movement to facilities based on provision of services and interventions
- Offering vocational education and programs (including Correctional Industries jobs) to increase job readiness and employment opportunities in the community
- Providing opportunities for positive offender connection to the community through visiting and family programs

Increase acceptance and partnerships to assist in successful offender reentry

Offenders releasing from prison as well as offenders under supervision are faced with many barriers to meeting their most basic needs, such as housing, employment, treatment, medical care, social services and appropriate documents (i.e., identification card or Social Security card).

The transition to the community is significantly more difficult for offenders who are seriously mentally ill or with a chemical dependency. These individuals need access to appropriate

behavioral health services and treatment during transition and after release.

More than half of offenders are parents who impact the family structure and financial and emotional stability. Resources, beyond what DOC can provide, are needed in each Washington communities to address the needs of offenders and their families.

We can accomplish this objective by:

- Collaborating with DSHS to develop a system of care that increases access to appropriate behavioral health services for seriously mentally ill and chemically dependent offenders
- Implementing a sentencing alternative with DSHS that provides an effective, balanced alternative to incarceration, and includes evidenced-based programming and community supervision for offenders with dependent children

How do we measure success?

- Positive changes in the offender’s needs assessment in the areas of 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. It focuses on critical, essential business 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 and strategies are identified.

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.

In the past two years, we have accomplished a great deal in respects to our sustainability efforts but we can do more. We will continue our efforts by expanding sustainability efforts and innovation to all of our facilities.

Many of these practices will have long-term ongoing cost benefits; especially to curb the increasing cost of providing basic healthcare services for offenders in prison.

To operate efficiently, the Department must apply proven business principles to improve processes.

We can accomplish this objective by:

- Expanding DOC's sustainability efforts to become a green organization
- Improving business processes to achieve operational efficiencies
- Aligning resources with workload
- Controlling healthcare expenses through cost recovery, utilization management, and services rate/payment strategies

Going Green at DOC

Few, in any, state government agencies in the nation have a sustainability program that matches ours. By forming unique partnerships and encouraging our staff and inmates to be innovative, we have reduced our operational costs, provided inmates with education and training opportunities and assisted with scientific research and conservation projects.

In June 2008, we formalized a partnership with The Evergreen State College to establish the [Sustainable Prisons Project](#). The projects three main goals are:

- Reduce our operational costs by reducing our consumption, re-using materials and making our facilities more energy efficient.
- Provide inmates with educational and job-training opportunities that prepare them for the current job market.
- Collaborate with researchers and other government agencies to assist with environmental efforts like restoring and protecting native species.

In less than two years, we have seen remarkable progress in four key result areas.

1. We have reduced our consumption and waste across the state. Each prison has performance targets to reduce its energy use, potable water consumption, wastewater, and solid waste.
2. Sustainability now provides us with low-cost green job experience and training for offenders and has allowed us to help with local environment projects.
 - Inmates at Cedar Creek Corrections Center in Littlerock, Washington, have been more successful than zoos and sanctuaries in raising the endangered Oregon spotted frog.
 - Inmates at Stafford Creek Corrections Center in Aberdeen, Washington, are helping The Nature Conservancy and the U.S. Army reclaim prairies in the Puget Sound region by propagating 200,000 native plants.
 - We are partnering with the state Department of Fish and Wildlife to help restore salmon habitats with inmates from Mission Creek Corrections Center located in Belfair, Washington.
3. We now incorporate sustainability in our reentry effort, which includes promoting pro-social behavior for offenders.
 - Inmates at four prisons now take dogs likely to be euthanized from local animal shelters and train them to be obedient pets or service animals. A feline rescue program at Monroe Correctional Complex in Monroe, Washington, has prevented hundreds of kittens from being euthanized.
 - Inmates at several prisons have built and maintain organic vegetable gardens, providing them with therapeutic opportunities and healthier diets.
4. We make sustainability a key component during the construction and renovation of our facilities.
 - No criminal justice agency in the nation has more LEED (Leadership in Energy and Environmental Design) certified buildings than Washington DOC with 34 certified buildings.
 - Coyote Ridge Corrections Center in Connell, Washington, is the first prison campus in the world to be gold certified by LEED.

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 levels of the organization and will support sharing data with authorized stakeholders to support research.

There are no quick fixes to achieve this objective. Long range planning and investments in technology are needed. We can begin to realize results by developing technology systems that support our key business practices. Data from these systems will help support the Department manage operations at all levels of the organization as well as provide ample data to conduct critical research both inside and outside the agency.

We can accomplish this objective by:

- Integrating technology systems to support business practices
- Investing in technology to support business processes

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.

We can accomplish this by:

- Assessing risk, resources, and strategic alignment when making decisions
- Use data and measures to inform better decisions

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

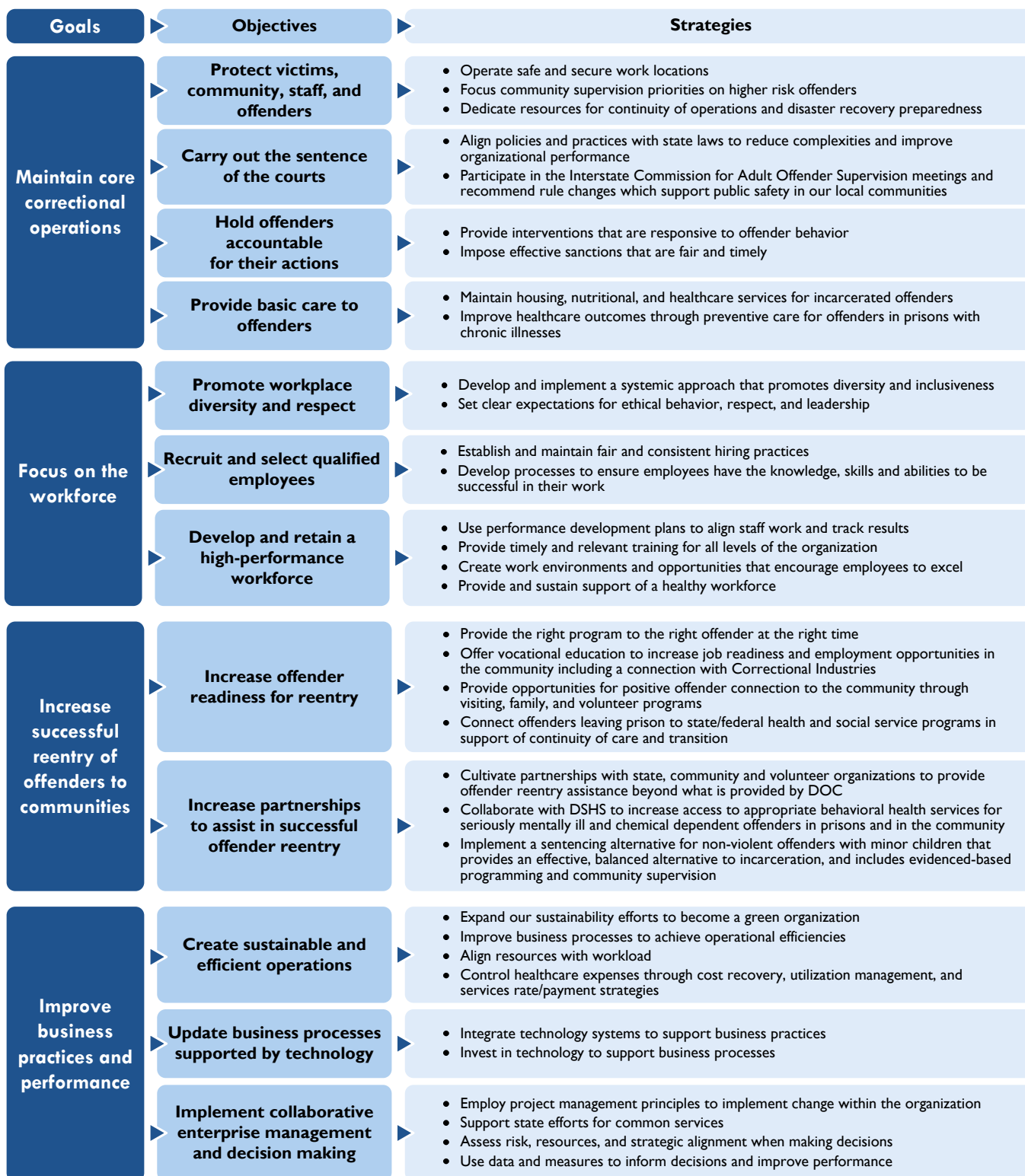
How do we measure success?

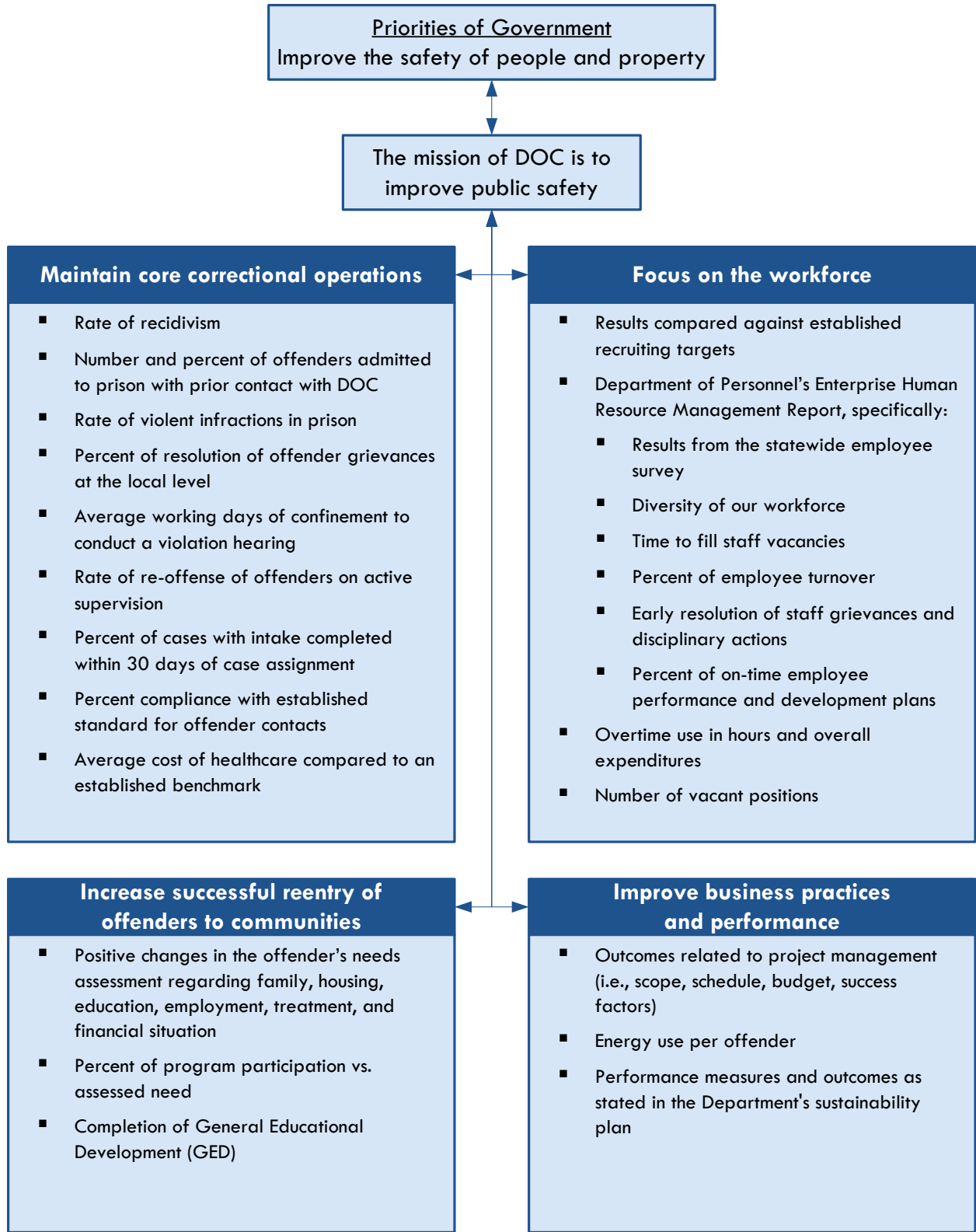
- Energy use per offender
- Performance measures and outcomes as stated in the Department's sustainability plan

DOC Strategic Plan 2011 – 2017 *at-a-glance*

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

Vision | **Working together for safe communities.**





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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