



State of Washington  
Department of Corrections



STRATEGIC PLAN  
SUMMARY  
2009-2015





## 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.

## Strategic Plan Highpoints

Each DOC employee has an important role in improving public safety by helping the agency achieve its four goals.

Those goals are:

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

**Maintaining core correctional operations** means that Correctional Officers in Prisons must maintain safety and infract offenders when appropriate while treating them fairly and helping them overcome educational, chemical dependency and other deficits. Community corrections officers also must support offenders in the community when they can and hold them accountable when necessary. Medical personnel, clerical and other support personnel play key secondary roles in maintaining core correctional operations by promoting good health, maintaining accurate records and ensuring security and other systems operate well.

In return, DOC recognizes its responsibility to employ adequate numbers of staff to provide work schedule options, ensure competitive wages, limit overtime to those who want to work extra hours and provide a high level of training in a progressive work environment. A key goal is to retain **successful, satisfied and healthy employees**.

A key element in the formula to support DOC's workforce is to hold offender populations to manageable levels. That means the **Reentry Program must be effective** in reducing recidivism. The Reentry Program has received \$25 million to invest in basic and vocational education, life skills, expanded chemical dependency treatment, family-centered activities and other initiatives that have proven to be successful in turning around offenders' lives. Every DOC employee can make contributions to the Reentry Program to make is successful.

The final key goal is for DOC to **improve business practices and performance**. The agency must "under promise" and "over perform". It must live within its budget and be transparent and accountable in everything it does. DOC must demonstrate that it understands the importance of being a good steward of state resources. One of the most challenging areas is to create the computerized tools that accurately measure the capacity and effectiveness of all the activities in which it is involved. Those include accurate and timely management of offender records, warehouse supplies and security systems.

**Priorities of Government**  
 Improve the safety of people and property

The mission of DOC is to improve public safety

**Maintain core correctional operations**

- 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**

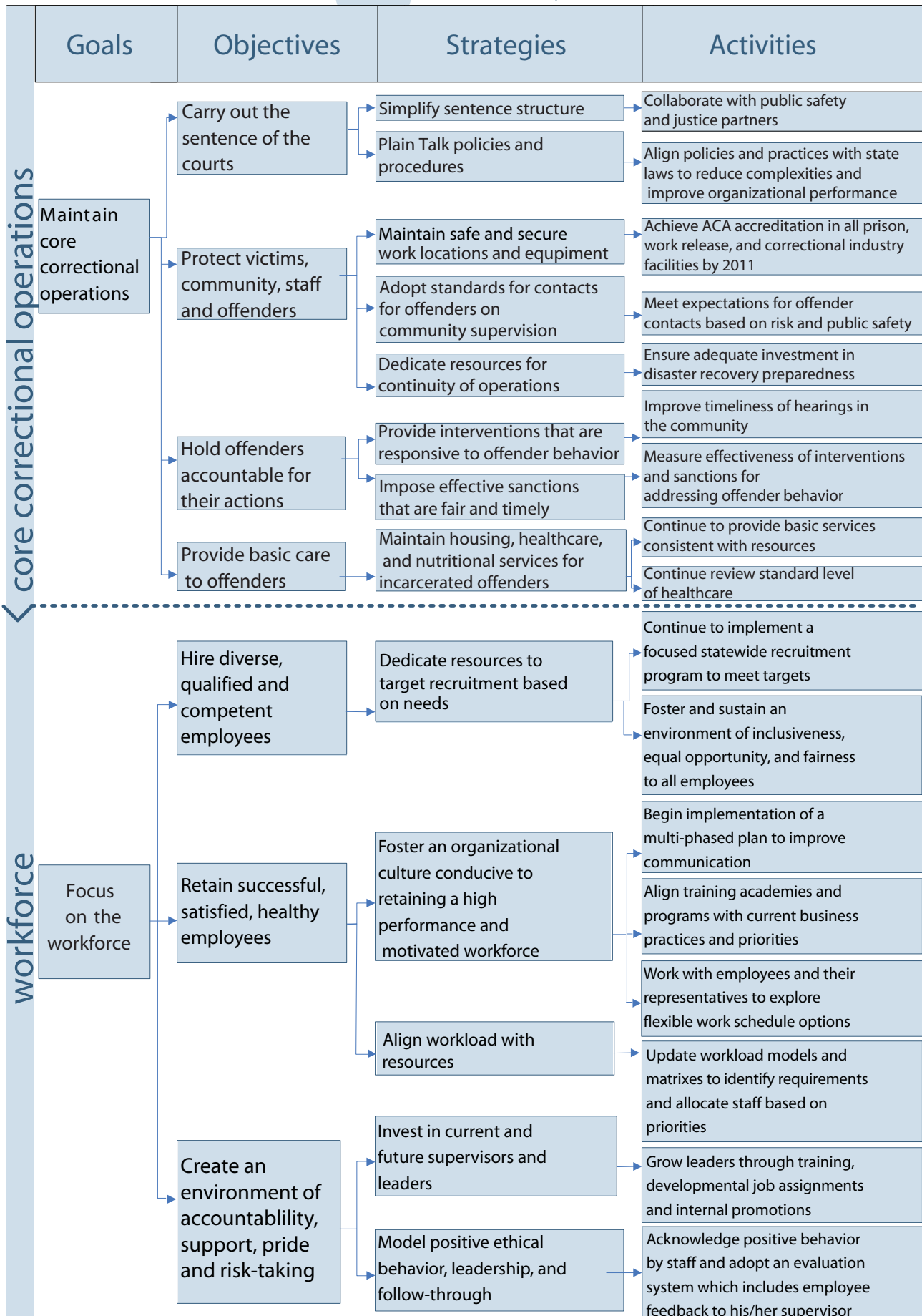
- Results compared against established recruiting targets
- Department of Personnel’s Enterprise Human Resource Management Report, specifically:
  - Results from the statewide employee survey
  - Diversity of our workforce
  - Time to fill staff vacancies
  - Percent of employee turnover
  - Early resolution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

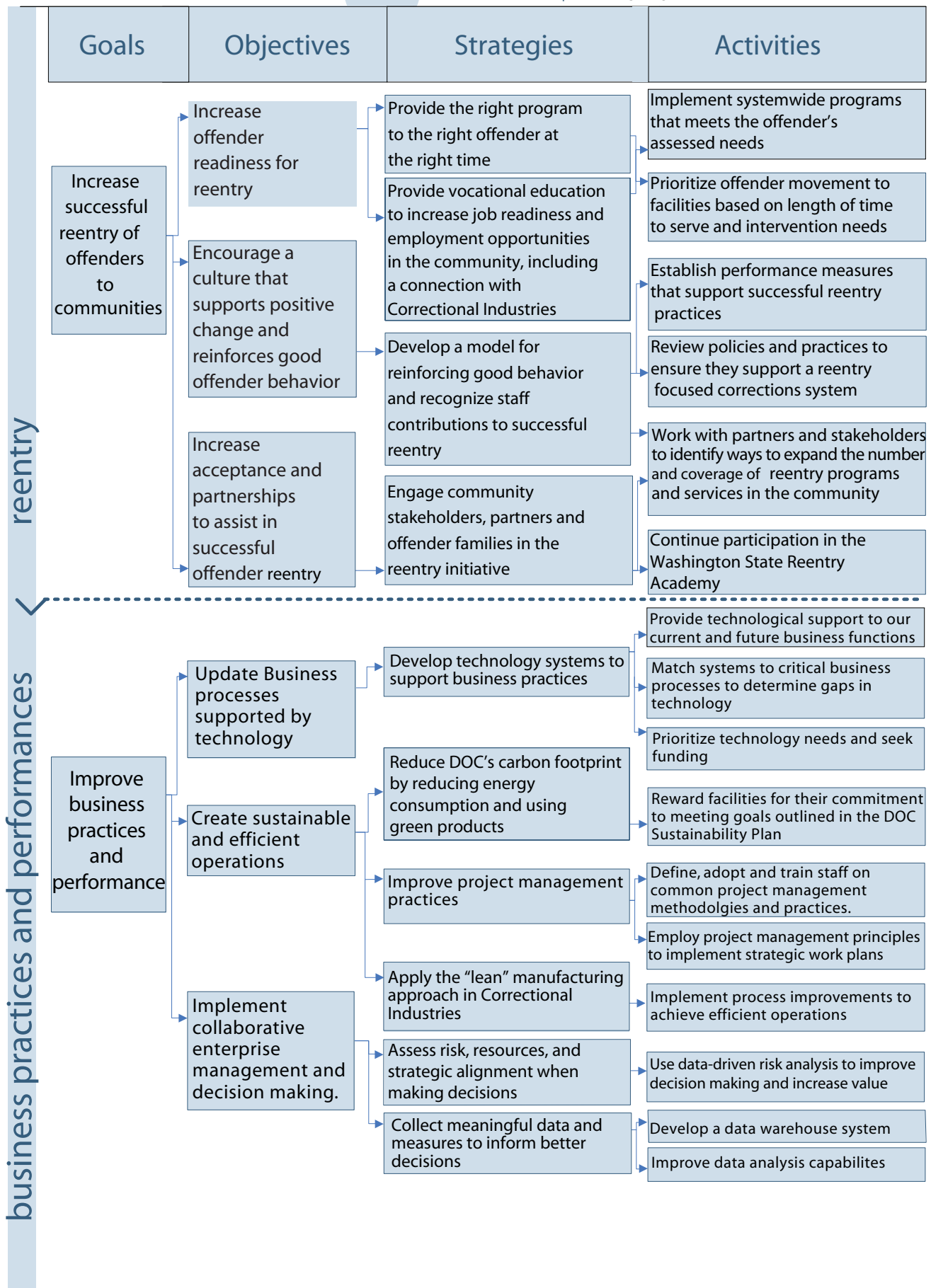
**Increase successful reentry of offenders to communities**

- Positive changes in the offender’s needs assessment regarding family, housing, education, employment, treatment, and financial situation
- Percent of program participation vs. assessed need
- Completion of General Educational Development (GED)

**Improve business practices and performance**

- 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





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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