



State of Washington

Department of Corrections Strategic Plan 2007-2013





Harold W. Clarke
Secretary

FROM THE SECRETARY

I am pleased to submit the Department of Corrections' 2007-2013 Strategic Plan. The development of this plan began in October 2005 with a Future Search Conference, and has continued through a series of collaborative and informative processes. The plan reflects the desire to create a shared vision for the future of Corrections and for the safety of Washington's citizens. It demonstrates the collective and ongoing learning and dedication of our staff, community partners, and criminal justice researchers.

Within these pages, we first describe the Department today; by describing our present responsibilities, resources and challenges, we establish our need to impact the future. We then describe the processes used to shape our strategies for the next six years. Finally, we define that future in our strategies and activities. We include measures that will inform us of our progress toward goals, and our accountability to the citizens of Washington State.

In order to plan with focus and communicate with transparency, we have developed five major goal statements. These broad statements provide a framework for the next six years. With these goals, we can align all our diverse activities, organize and maximize our resources for targeted investments, and increase understanding. These goals are:

- Increase recruitment and retention of diverse, qualified, competent and valued staff
- Maintain safe work environments for staff
- Develop improved business practices and tools that are responsive, effective and efficient
- Maintain offender safety during incarceration and supervision
- Increase successful re-entry of offenders to communities

These goals lead to one ultimate outcome, the Department's most essential statewide responsibility --

TO INCREASE PUBLIC SAFETY.

We will be monitoring and communicating our progress. This Strategic Plan's success is ours to ensure. And yet, we look forward to ongoing support through open dialogues and growing partnerships with the Governor, the Governor's Office, Legislature, victim groups, criminal justice partners, and all communities large and small throughout Washington State.

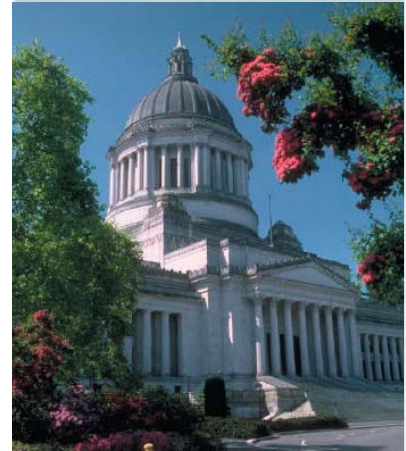
Sincerely,

A handwritten signature in dark ink that reads "H.W. Clarke". The signature is written in a cursive, slightly stylized font.

Harold W. Clarke
Secretary

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Overview

Agency Structure

The Department of Corrections (DOC) consists of four offices:

Office of the Secretary

The Secretary of DOC is a cabinet-level position appointed by the Governor to administer state adult correctional facilities, community supervision activities, and correctional industries. The Secretary's Office includes:

- *Health Services Department*
- *Risk Management Department*
- *Communications Department*

Prisons Division is responsible for the operation of all adult correctional facilities and includes:

- *Institutional Services*
- *Correctional Industries*
- *Emergency Operations*

Community Corrections Division is responsible for community-based offender supervision and programs which include:

- *Community Supervision*
- *Work Release*
- *Victim Services*
- *Legal Financial Obligations*
- *Interstate Compact*
- *Hearings*

Administrative Services Division provides administrative and support services to all of DOC and includes:

- *Budget Resource Management*
- *Training and Policy*
- *Capital Programs*
- *Human Resources*
- *Information Technology*
- *Business Services*
- *Internal Audit*

THE WASHINGTON STATE DEPARTMENT OF CORRECTIONS

MISSION STATEMENT

The Department of Corrections, in collaboration with its criminal justice partners, will contribute to staff and community safety and hold offenders accountable through administration of criminal sanctions and effective re-entry programs.

VISION STATEMENT

We create environments in which all offenders learn to make choices that contribute to a safer society.

Authority Statement

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. The 2006 Legislative Session bills recently signed by Governor Gregoire will additionally update our authority.

Department of Corrections Overview

Agency Overview

The Department of Corrections is responsible for the management of all state operated adult prisons and the supervision and monitoring of specific adult offenders living in the community. In addition, the Department is legally and/or constitutionally mandated to provide offenders with health care services and correctional work programs, and to maintain an offender tracking system.

The Department is currently responsible for the incarceration of approximately 18,000 offenders. Nearly 2,000 of these offenders reside in out-of-state contract facilities or in local jails. In addition, the Department is responsible for supervising over 26,000 offenders in the community. Offenders under the Department's jurisdiction are typically felony offenders sentenced in Washington State Superior Courts.

The population of offenders incarcerated by the state is expected to increase at a rate of about two percent, or 300 offenders, per year. The number of offenders supervised in the community is also expected to increase. It is anticipated that these offenders will require more resource-intensive services.

The Department employs approximately 8,000 men and women and the current biennial operating budget appropriation is \$1.5 billion. Approximately 75 percent of all operating resources are allocated to the incarceration of offenders in facilities. The Department headquarters is located in Tumwater. Other facilities and offices are located in communities throughout the state.

Prior to 1874, territorial inmates were held in county jails or the old Hudson's Bay Company jail located in Steilacoom.

In 1874, the Legislature established a contract with a partnership to open the first prison in what is now Bucoda. This facility was a two-story wooden structure that housed 93 inmates. The partnership was paid 70¢ per day to house the inmates and received all proceeds from inmate labor.

In 1886, the Legislature authorized construction of the State Penitentiary at Walla Walla on land donated by the citizens of the area. The first inmates were moved there from the Bucoda facility in 1887.

In 1901, the Board of Control managed all the state's public institutions. In 1921, these functions were transferred to the Department of Business Control. Between 1921 and 1971, state correctional facilities were administered in combination with several other functions of state government by a centralized department. In 1971, all functions related to institutions were moved into the new Department of Social and Health Services.

In 1981, the Legislature transferred the administration of adult correctional services to the newly created Department of Corrections. The enabling legislation for DOC is contained in Chapter 72 of the Revised Code of Washington.

OUR FACILITIES AND OFFICES



Institutions:

The Department of Corrections operates eight major or multi-custody institutions that house maximum, close, medium, and minimum custody offenders. The Department operates seven minimum-security facilities that include three forestry camps and an assisted living facility. Minimum-security facilities house offenders who will be released to the community within 48 months. The Department’s facilities range in age from the almost 120 year-old Washington State Penitentiary to new construction.

Work Release Facilities:

The Department operates 15 work release facilities. Offenders housed in work release facilities have progressed from full confinement to partial confinement, and are required to seek, secure and maintain employment in the community, and contribute to the cost of their room and board. This model is 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 used for staff, offender programming and as places for offenders under community supervision to report.

Department of Corrections Overview

OUR STAFFING CHALLENGES

The Department of Corrections employs approximately 8,000 people. Effective employees are the most vital of the Department’s resources. DOC and the public are relying on our dedicated and skilled staff to deliver correctional programs 24 hours a day, 365 days a year. Like most large and complex organizations, DOC is always seeking to recruit and retain a qualified workforce.

The business of corrections is labor intensive. Prison facilities require that mandatory positions, or posts, be filled at all times in order to provide appropriate levels of security. Staff are the only means for providing appropriate levels of supervision over offenders in the community. Medical and information technology positions are required to provide essential services to offenders and staff.

There are numerous factors that make creating a sustainable workforce more challenging today than in previous years. These include:

- Lower salaries in DOC than for similar positions in some jurisdictions
- An anticipated increase in DOC staff retirements due to an aging workforce
- The isolated location of several facilities which limits access to housing and basic family needs

DOC staff is facing increasingly complex, changing and high performance expectations. Changes are caused by the complexity of laws and the changing demographics of our offender population. 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, increased training and overtime costs, and a decrease in staff morale.

The staffing challenges DOC will address as priorities include:

- Ability to compete in labor markets, especially correctional and health care markets
- Ability to retain qualified staff and reduce the current turnover rate of 12 percent per year
- Ability to provide job expectations and training that is task specific and competency based
- Need to add over 800 positions for currently funded prison expansion



SPECIFIC CHALLENGES

Hiring Staff for Prison

Expansion: Prison expansion is occurring as two major projects, at the Washington State Penitentiary and Coyote Ridge Corrections Center. These projects will add nearly 2,700 beds to prison capacity in 2008 and 2010. Approximately 800 positions are needed to operate this expanded capacity. This will be challenging. Unemployment rates are trending down, DOC's turnover rate is 12% per year, other jurisdictions pay higher salaries than DOC, and the expansions are occurring in locales challenged to provide housing and other resources for staff.

Staff Retention: Most counties in the state pay correctional staff higher salaries than the state. This often results in the Department hiring and training staff only to have a county hire them away. The hiring process for custody staff is lengthy and the training program to work with offenders is thorough and requires several weeks. Paying lower salaries than counties increases the Department's recruitment and training costs.

THE POPULATION CHALLENGES

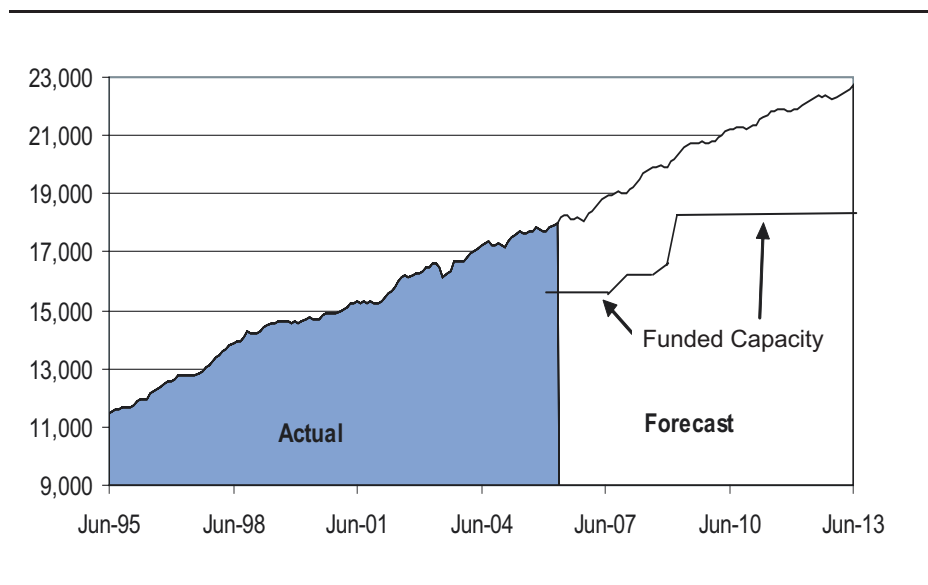
As the third largest state biennial budget, the Department is almost entirely supported by the State General Fund. The increased offender populations combined with the changing state revenue and expenditure priorities create unique pressures for the Department and state government.

State sentencing laws determine who goes to prison or jail, how long they stay, and who is supervised in the community. This influences the Department's capacity, needs, and services.

Between Fiscal Years 1996 and 2006, the incarcerated offender population increased by 48 percent, or 5,863 offenders. Between 2001 and 2006, the number of offenders on active supervision increased by 27 percent. Increases are expected to continue with both offender populations. The Department's budget and capital plan are driven by changes in the offender population and their needs.

Between Fiscal Years 2006 and 2017, the incarcerated offender population is forecast to increase from about 18,000 to 24,000 based on the June 2006 forecast. This is an increase of about 6,000 offenders, or a 31 percent increase.

WASHINGTON STATE PRISON POPULATION



Department of Corrections Overview

CONFINEMENT BED SHORTFALL

As of April 2006, the number of offenders requiring total confinement was 18,002. The number of confinement beds available was 15,114. That represented a 19 percent shortfall in bed capacity. The Department has been implementing emergency measures to house offenders, such as contracting with local jurisdictions and prisons in other states to house Washington State offenders. This is not a viable long term solution.

To partially address the capacity gap, the Department is building the following prison bed expansions:

Minimum security capacity:

- 200 beds at Airway Heights Corrections Center
- 120 beds at Mission Creek Corrections Center
- 100 beds at Cedar Creek Corrections Center
- 80 beds each at Monroe Correctional Complex and Larch Corrections Center

Medium security capacity:

- 1,792 beds at Coyote Ridge Corrections Center

Maximum/Close security capacity:

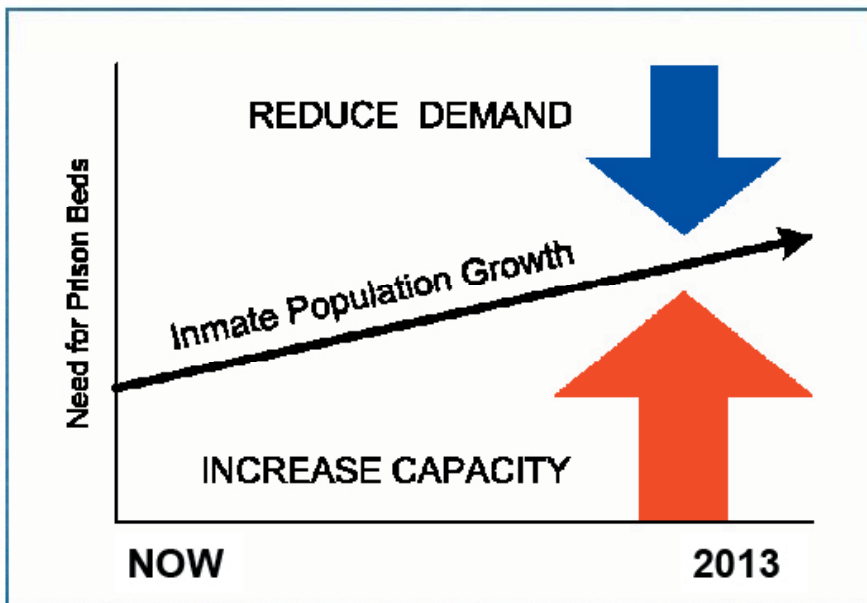
- 892 beds at the Washington State Penitentiary

These current expansions will not close the gap. The Department will continue to require expansions at existing sites and will need to begin siting another prison.

RISK MANAGEMENT:

The Department faces challenges in delivering services to an expanding offender population within increasingly complex systems. The Department's operations are inherently risky and subject the Department to liability. Agency managers are aware of their role in managing risks, and major programs have identified their areas of risk. The Department has a full time Risk Management Administrator and an active risk management program. While overall liability to Washington State is decreasing, the Department continues to experience claims and lawsuits. Enterprise risk management is promoted through many of the goals in this strategic plan and is an integral part of the Department's internal monthly Government Management Accountability and Performance forums.

SOLUTIONS TO SHORTFALL





Washington State Penitentiary expansion housing unit



Washington State Penitentiary aerial

SOLUTIONS TO THE CONFINEMENT BED SHORTFALL

There are two ways to solve the issue of the prison bed shortage: Reduce demand and increase capacity.

The Department is committed to preparing each offender for successful re-entry into the community by investing in research-based and cost-effective intervention services. These services are essential to reducing an offender's likelihood to re-offend while they are in the community.

Reduce Demand:

The Department has three primary initiatives to reduce an offender's re-offense behavior:

1. Development of an Offender Personalized Plan

All offenders will enter Reception Diagnostic Centers where an in-depth screening will take place to identify each offender's strengths and deficits. This will include identifying risk factors for future criminal behavior; initial custody designation; and will identify an offender's needs for housing, education, vocational training, sex offender treatment, mental health services, chemical dependency treatment, and medical/dental services. The plan will incorporate the estimated length of stay for each offender and prioritize offender services based on the degree of deficits and length of incarceration.

2. Re-Entry Programs Within the Institutions

An offender will move through the prison system, based on behavior and programming needs identified in the personalized plan. Research based programs and services will be delivered based on the plan, type of facility and offender needs.

3. Community-Based Re-entry Support

Offenders released from prison and jails will be actively engaged in meeting the goals and requirements of their personalized plan during the period of community supervision. Offenders will be provided and connected with community based resources and support systems to ensure they are each linked to resources to meet identified needs. Community-based resources include housing, livable wage employment, education, mental health and sex offender treatment and other essential linkages.

Increase Capacity:

Our 2005 Statewide Facilities Master Plan identifies additional prison expansion opportunities at existing sites. However, the prison population continues to rise beyond currently funded construction projects.

The Department is and will continue to be challenged in not only meeting the overall needs for housing offenders, but also in having facilities that are the appropriate security levels for increasing offender populations.

Department of Corrections Overview

OUR PARTNERS

DOC plays an important part in a complex criminal justice system. The system involves many local and state agencies, officials, and the community. DOC is not the only agency that has a role in public safety, but as a single entity it is perhaps the most visible 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 educational 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.

DOC is considered the final stop in the administration of justice. The justice system includes over 830 police and sheriff departments, prosecuting attorney's offices, defense attorneys, Superior Courts, jails, prisons, and state and local probation offices in over 320 small and large communities throughout the state.

By the time a person enters prison to serve a sentence, he or she has had contact with at least four different agencies and public officials. Often this number is higher.

It has been estimated that the combined local and state cost for Washington's criminal justice system is approximately \$2.5 billion each year. This is almost \$410 per Washington State resident.

In 2002, over 305,000 crimes were reported in Washington State communities. In the same year, over 7,240 offenders were admitted to state prisons. Compared to the number of reported crimes, a relatively small percentage of people go to prison.

The Criminal Justice System

Nationally, in 2002, only 49 percent of violent crimes and 40 percent of property crimes were reported to law enforcement.

In Washington State, on average:

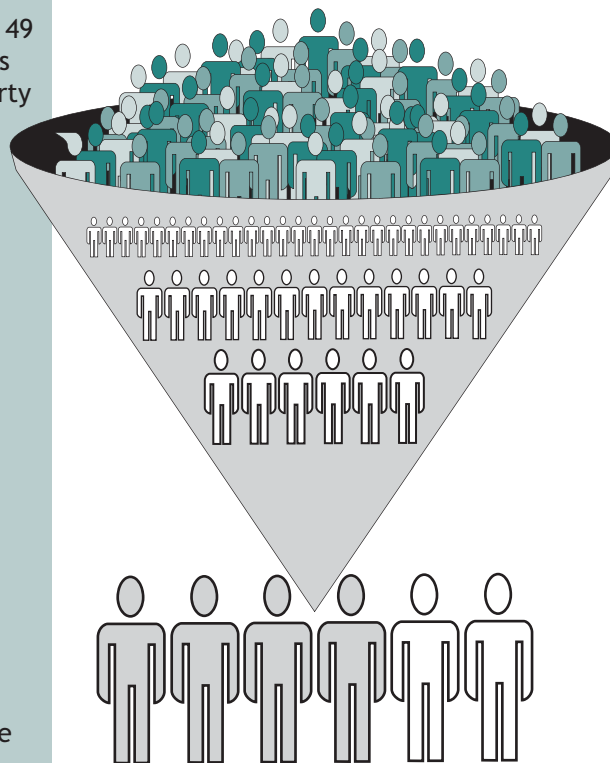
100 reported crimes "resulted in"

26 arrests "resulted in"

15 Superior Court filings "resulted in" more than

6 felony convictions "resulted in"

4 sentences served in the community and 2 sentences served in prison.



The above chart is provided to illustrate the level of activity in relation to the various activities within the criminal justice system. The data was provided by the Administrative Office of the Courts, Caseload Forecast Council, Office of Financial Management, Sentencing Guidelines Commission, and Washington Association of Sheriffs and Police Chiefs.



PUBLIC AGENCIES AS PARTNERS

DOC recognizes that many offenders and their families receive services from other public agencies. DOC continually seeks opportunities for information and resource sharing with public agencies to ensure efficient, effective, and responsive services are provided to mutual clients. Most offenders or their family members are at some point also:

- Clients of the Department of Social and Health Services
- On law enforcement databases
- In need of Employment Security Department services

DOC shares responsibilities, resources or concerns with a broad range of state, local and national public organizations. A small but representative list of these include: American Correctional Association, Big Brothers and Big Sisters, Campfire Girls, Criminal Justice Training Commission, Department of Personnel, Girl and Boy Scouts, Indeterminate Sentence Review Board, National Institute of Justice, National Institute of Corrections, Sentencing Guidelines Commission, Washington Association of Sheriffs and Police Chiefs, Washington State Patrol, Washington State Institute for Public Policy, YMCA, and YWCA.



COMMUNITIES AS PARTNERS

Over 97 percent of the individuals in Washington State institutions will return to Washington communities. Throughout these communities, local government, labor, business, community and faith-based organizations and hundreds of individual volunteers provide services to support offender re-entry. They provide services and support to

offenders in the institutions, on supervision, and long after the offender leaves the correctional system.

For quite some time the Department has invited individuals and organizations to assist in preparing offenders for release. The Department recognizes now that it is not enough to invite them to assist, but what is needed is to engage them as a partner in the entire process of re-entry. As part of that engagement, the Department provides them with the information and training they need to deliver critical services.

The Department values its partners and will remain committed to increasing the number of effective and sustainable partnerships.

Just as DOC capacity has to adapt to offender population increases, so do the capacities of our communities. We recognize the importance of continuing to assist communities in meeting the challenge of receiving and accepting returning offenders.

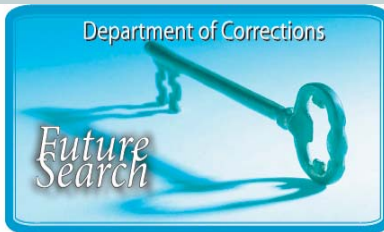
Shaping our Future



FUTURE SEARCH INFORMS US

In the fall and winter of 2005-2006, the Washington Department of Corrections launched a project called Future Search to identify values and goals shared by DOC staff, management and community stakeholders, and to propose action steps for achieving them.

The project included a three-day conference that produced seven “vision statements” that had wide support among the staff and stakeholders who participated. The vision statements affirmed that the Department of Corrections:



- Recognizes the value of diversity and our responsibility to promote cultural competency, respect, dignity, trust, and professionalism
- Seeks to build and sustain collaboration to advance safe communities
- Promotes education about evidence-based correctional practices that lead to offender rehabilitation and decreased crime
- Relies on recruiting and retaining diverse, competent, well-trained staff to accomplish its mission
- Values partnerships and programs to prevent crime and intervene in the cycles of criminal behavior
- Provides offenders with needed health care services and access to treatment and educational services that foster productive and law-abiding behavior
- Collaborates with all stakeholders for safe integration of offenders back into the community

A report was prepared summarizing the conference work and vision statements. The Department then followed with a series of meetings around the state to explain Future Search. Staff and citizens were encouraged to provide feedback.

In early 2006, the process continued with efforts to refine the vision statements and identify specific action steps for achieving them. The results of the Future Search process are reflected in this plan, and staff members have been encouraged to regard the vision statements as key principles guiding the Department’s work.

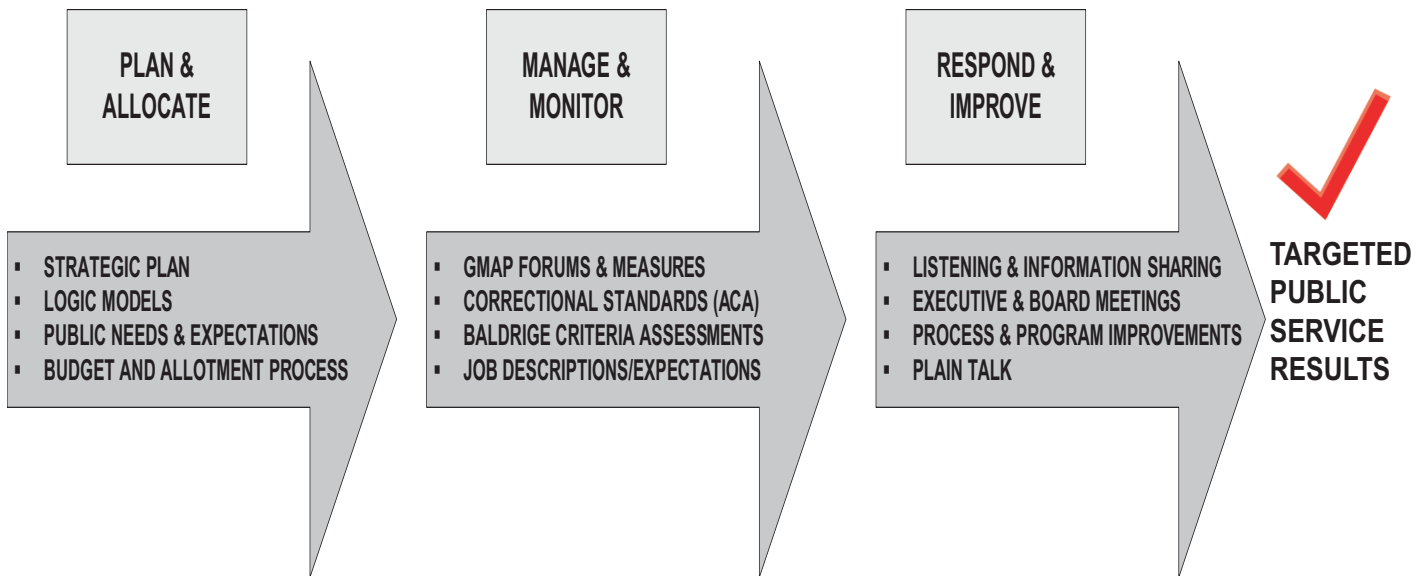
Shaping Our Future

PERFORMANCE MANAGEMENT FRAMEWORK

DOC’s performance management system begins with setting strategic direction. Then proven performance management methods inform us of our performance results. The performance management methods are:

- GOVERNMENT MANAGEMENT, ACCOUNTABILITY AND PERFORMANCE (GMAP) FORUMS
- AMERICAN CORRECTIONAL ASSOCIATION (ACA) STANDARDS/ACCREDITATION
- SELF-ASSESSMENTS USING BALDRIGE QUALITY CRITERIA

DOC is integrating strategic direction and methods of performance management into one performance system.



DOC continues in its commitment to seek further ACA accreditation. To date, six work release facilities have been accredited. We remain on course to have all work release facilities accredited by the end of calendar year 2006. We are now increasing our accreditation targets to include Community Supervision operations by the end of fiscal year 2008, and all prison facilities by the end of calendar year 2007.

These achievements will be earned through intensive dedication and collaboration of our Planning and Performance Department and the Divisions of Prisons and Community Corrections.

GMAP

The Department began using the Government Management Accountability and Performance (GMAP) system in the summer of 2005. Leaders throughout the agency have been trained in its principles and processes. GMAP forums have replaced previous performance and quality review processes. The GMAP process has assisted us in improving performance management in the following ways:

- Standardizing high expectations and skills in developing and delivering performance information
- Organizing and scheduling the relentless follow-up required for making progress with competing priorities
- Developing data sources and data reliance in decision making
- Setting baseline measurements for long-term performance measures
- Informing internal and external stakeholders of priority challenges and action plans

The Department conducts GMAP forums at many organizational levels. At monthly statewide Executive Leadership Team meetings, GMAP forums are held. The three Deputy Secretaries and the Health Services Director rotate leading the discussions as we highlight timely management issues, and also include measurement of budget performance, risk management and human resources management. Within each division, operating level, units and sites, GMAP forums occur regularly. The Department has achieved increased knowledge and performance as a result of these GMAP forums. The forums will remain a standard practice within our performance management system.

AMERICAN CORRECTIONAL ASSOCIATION ACCREDITATION

American Correctional Association (ACA) standards are recognized as national best practices for corrections. The Department is committed to these standards, and believes they provide an essential benchmark in measuring accountability.



Shaping Our Future

SELF-ASSESSMENTS OF INTERNAL CAPACITY

The Department recognizes that staff is an essential part of our internal capacity. We utilize staff surveys to assess that capacity and identify agency performance strengths and areas that can be improved. The Department recently completed two surveys.

In January 2006, the Department administered an agency self-assessment that is based on the “Malcolm Baldrige Criteria for Performance Excellence.” This survey was completed by over 800 randomly identified staff of all levels and locations. The Department is using survey results to focus on Leadership, Strategic Planning, Resource Allocation, and Business Results.

In April 2006, Department staff completed the Employee Satisfaction survey administered by the Department of Personnel. With results from this survey, the Department will focus on increasing staff recognition for work well done, and on providing more opportunities for input to leadership.

Results of these surveys created baselines against which we will measure our annual progress. The Department will also focus on improving staff understanding of how their work is directly linked to the Department’s strategic direction, how success is measured at individual levels up through agency levels, and how to directly participate in developing strategies and carrying out activities that bring about improved results.

BALDRIGE CRITERIA*A FRAMEWORK FOR
QUALITY OF:*

1. *Leadership*
2. *Strategic Planning and Resource Allocation*
3. *Customer and Stakeholder Focus*
4. *Measurement, Analysis and Knowledge Management*
5. *Human Resources Focus*
6. *Process Improvement and Risk Management*
7. *Business Results*

Achieving Results

MISSION STATEMENT

The Department of Corrections, in collaboration with its criminal justice partners, will contribute to staff and community safety and hold offenders accountable through administration of criminal sanctions and effective re-entry programs.

VISION STATEMENT

We create environments in which all offenders learn to make choices that contribute to a safer society.

ACHIEVING RESULTS

We focus our Strategic Plan on these major goals so that we increase our capacity, not only to deliver our mission but also to seek our future vision.

- Increase recruitment and retention of diverse, qualified, competent and valued staff
- Maintain safe work environments for staff
- Develop improved business practices and tools that are responsive, effective and efficient
- Maintain offender safety during incarceration and supervision
- Increase successful re-entry of offenders to communities

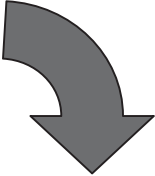

Achieving these goals leads to our ultimate outcomes, the Department's essential statewide responsibilities --

TO REDUCE RE-OFFENSE BEHAVIOR, and

TO INCREASE PUBLIC SAFETY.

Achieving Results

ACHIEVING RESULTS BY LINKING ACTIVITIES TO GOALS

Agency Control		Agency Influence		Community Impacts
Key Activities	Key Outputs	Initial Outcomes	DOC Goal Outcomes	Ultimate Outcomes
<ul style="list-style-type: none"> ● Recruiting & hiring staff ● Training & developing staff ● Communicating, surveying, coaching, valuing staff ● Pursuing ACA accreditation ● Measuring & analyzing performance & results ● Planning, designing, updating, implementing, deploying ● Confining & supervising offenders ● Providing healthcare & research-based treatments ● Assessing offender risks & deficits ● Providing research-based programs targeted to offender risks, deficits, & re-entry success ● Realigning resources to re-entry activities ● Collaborating with communities 	<ul style="list-style-type: none"> ● Plans, partnerships, new job descriptions, new hires ● Revised training & development programs ● Updated job descriptions, timely evaluations, recognition, more dialogue ● ACA accreditation ● Performance data, reports & knowledge ● Updated IT, training, contracts, policies ● Updated offender treatment programs ● Updated re-entry focused programs ● Re-entry initiative & policies ● Re-entry information sources & partnerships 	<ul style="list-style-type: none"> ● Qualified candidates & staff available & hired ● Staff prepared to succeed ● ACA standards followed ● Informed strategic decisions ● Increased efficiency & effectiveness ● Offender & public health improved &/or protected ● Corrections culture shift to re-entry focus ● Offenders prepared for re-entry ● Communities have capacity for offender re-entry needs 	<p>“So that”</p> 	
		<ul style="list-style-type: none"> ● Diverse, qualified, competent staff hired when needed, valued & retained ● Safe work environments for staff ● Improved business practices & tools ● Offender safety during incarceration & supervision ● Successful re-entry of offenders to communities 	<p>“So that”</p> 	
		<ul style="list-style-type: none"> ● Reduced re-offense behavior ● Increased public safety (Priority of Government result) 		

GOAL: Increase recruitment and retention of diverse, qualified, competent, and valued staff



OBJECTIVE:

Increase retention of qualified and competent staff

STRATEGY:

Increase employee morale

ACTIVITIES:

- Use information gained from staff surveys and assessments, along with an improved exit interview process
- Increase timeliness of employee evaluations
- Increase agency cultural awareness activities
- Increase communication from executive leadership to all staff
- Collect, analyze and use salary survey information
- Increase family friendly alternative work schedules
- Improve information technology tools and training, automate routine tasks and provide sharable data

PERFORMANCE MEASURES:

- Percent of timely employee evaluations
- Percent of change in results of annual employee satisfaction survey
- Increased number of cultural activities

STRATEGY:

Target staff training to job success and leadership

ACTIVITIES:

- Develop and implement new Supervisory Skills Training and Leadership Development Program
- Improve the quality of new employee orientation training
- Develop and implement a structured mentorship program
- Update all position descriptions, to align with agency strategic direction and goals, and to include core competencies

PERFORMANCE MEASURES:

- Percent of new staff completing new orientation training
- Percent of staff completing new Supervisory Skills Training and Leadership Development Program
- Percent of timely updated position descriptions

Achieving Results**OBJECTIVE:**

Diverse, qualified and competent candidates are available and hired

STRATEGY:

Dedicate resources to strategic recruitment

ACTIVITIES:

- Develop strategic and pro-active recruitment plans that include marketing, and are responsive to vacancies and expansion plans
- Partner with agencies and communities to increase candidate pools for specific locations and job classes
- Improve candidate screening tools and selection practices

PERFORMANCE MEASURES:

- Vacancy rates reduced
- Increasing of viable and diverse candidate pools



GOAL: Maintain safe work environments for staff**OBJECTIVE:**

Protect staff

STRATEGY:

Maintain facilities, offices and equipment

ACTIVITIES:

- Develop a prioritized plan to improve or replace obsolete and/or deteriorating mechanical, electrical, utility, plumbing and telecommunications systems
- Develop a prioritized plan to address aging buildings that do not meet seismic safety requirements
- Improve safety features of firing ranges used for weapons training and annual qualification
- Make capital investments to comply with environmental regulations for air handling, water, wastewater, steam and storm water management systems
- Maintain, enhance or create technology tools which enhance work place safety
- Provide mobile and remote access to offender information for Community Corrections Officers

PERFORMANCE MEASURES:

- Number of facility improvement plans approved
- Percent of approved facility plans completed on time and within budget

STRATEGY:

Provide training that increases staff knowledge, skills and abilities in maintaining safe environments

ACTIVITIES:

- Revise annual training plans
- Use post-training evaluations to review and increase training effectiveness
- Prepare for ACA accreditation of all facilities and operations within the Prisons and Community Corrections Divisions

PERFORMANCE MEASURES:

- Percent of staff completing mandatory training
- Reduction in staff injuries, offender incident reports, Labor and Industries claims
- Percent of ACA accreditations added

Achieving Results

GOAL: Develop improved business practices and tools that are responsive, effective, and efficient**OBJECTIVE:**

Meet the business administration needs of the agency

STRATEGY:

Deploy new business practices and technology systems

ACTIVITIES:

- Govern technology services and investments to leverage agency resources
- Include technology project management as a standard part of internal GMAP forums
- Measure resources needed to maintain prioritized technology systems and applications, and retire non-critical or lowest priority systems and applications
- Improve information technology infrastructures
- Conduct feasibility study and cost benefit analysis for implementing a telemedicine system
- Increase user competency with technology systems
- Maintain, enhance or create information technology systems that can effectively and efficiently respond to the business, administrative and offender tracking needs of the agency, and provide timely and accurate data
- Pursue implementation of health care records system

PERFORMANCE MEASURES:

- Percent of projects completed on time and within budget
- Increased data availability, timeliness and accuracy
- Percent of change in cost per offender for health services
- Percent of critical system availability

OBJECTIVE:

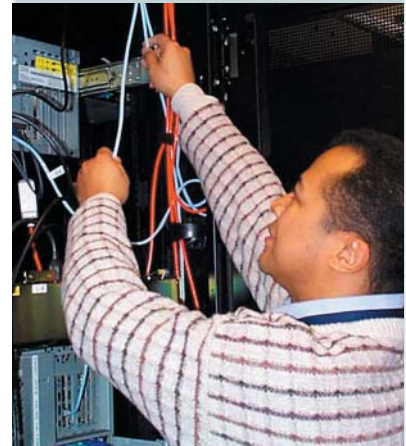
Update business practices, training, contracts and policies to increase performance results

STRATEGY:

Use DOC performance management framework to plan, review and ensure progress

ACTIVITIES:

- Publish and post monthly performance reports of DOC performance measures on agency intranet site, making timely and accurate DOC performance information available to all staff
- Include performance expectations in training and policies where applicable
- Include performance outcomes and measures in all contracts



Sustainability Accomplishments to Date:

The first correctional facility in the United States to receive a LEED Gold building recognition was completed at the Monroe Correctional Complex in 2005.

DOC received the 2006 Public Agency Recycler of the Year Award from the Washington State Recycling Association.

Five DOC prisons are composting their food waste.

Between 1989 and 2005, the Washington Corrections Center implemented changes that resulted in cutting offender water consumption in half.

PERFORMANCE MEASURES:

- Percent of policies reviewed annually
- Number of ACA accredited facilities and programs
- Percent of contracts including performance measures

OBJECTIVE:

Support the priority of government to protect the environment

STRATEGY:

Pursue the objectives identified in the DOC Sustainability Plan

ACTIVITIES:

- Construct new facilities to Leadership in Energy and Environmental Design (LEED) Silver or better standards
- Install water conservation fixtures to reduce water consumption
- Install new energy efficient lighting to reduce energy consumption and light pollution
- Identify least energy consuming and least toxic products that are cost effective to purchase and use
- Continue replacing existing vehicles with hybrid and flexible fuel vehicles when cost effective to purchase and use
- Increase offender jobs in composting and recycling within prisons

PERFORMANCE MEASURES

- Increased environmental compliance results
- Increased use of sustainable practices and purchases

Achieving Results

GOAL: Maintain offender safety during incarceration and supervision**OBJECTIVE:**

Protect offenders, staff and communities

STRATEGY:

Use results from validated assessment tools to target programs to address offender risks and deficits

ACTIVITIES:

- Provide offender programs that keep offenders engaged in pro-social behavior
- Provide appropriate staffing to manage offender needs and risks
- Provide constitutionally required offender health care services
- Prepare for ACA accreditation of all facilities and operations within the Prisons and Community Corrections Divisions
- Increase re-entry focused programs that reduce prison overcrowding
- Complete funded health care facility improvements and expansions timely
- Update and deploy offender assessment tools that are validated by research, to identify offenders' risks, deficits and programming needs

PERFORMANCE MEASURES:

- Number of ACA accreditations added
- Trends in offender incident reports
- Average daily offender population
- Number of offender infractions - major and violent
- Number of days from sentence to intake assessment, or from release to start of supervision

In 2005, a grant from the Bureau of Justice Administration enabled DOC to hire two investigators under the Prison Rape Elimination Act (PREA). The investigators are dedicated to investigating allegations of sexual assault in which prison inmates are the victims.

GOAL: Increase successful re-entry of offenders to communities

GOAL ALIGNMENT

Our re-entry goal is aligned with what is most important to state citizens: Public safety is improved when offenders releasing from incarceration and supervision have fewer deficits and more skills than when they entered the criminal justice system.

RECEPTION DIAGNOSTIC CENTER

All convicted felons entering Washington's prison system will first go to a Reception Diagnostic Center. These centers utilize a comprehensive set of validated diagnostic assessment and classification tools with each offender. The tools identify the medical, dental, mental health, social and risk factors needing to be addressed for the offender's successful re-entry to the community. The resulting plan identifies the specific programs and treatments needed. The plan moves with the offender as the offender progresses through facilities and programs.

OBJECTIVE:

Increase offender readiness for re-entry

STRATEGY:

Make successful offender re-entry the responsibility of all staff and the focus of all programs and activities

ACTIVITIES:

- Create a statewide Re-entry Task Force, with broad membership representing all parts of DOC, and its criminal justice, community and research partners, to develop DOC's re-entry initiative
- Implement the Reception Diagnostic Centers (RDC's) plan at Washington Corrections Center and Washington Corrections Center for Women
- Review all offender programs and treatment for their research-based effectiveness in addressing offender deficits and reducing recidivism
- Update basic education programs to increase program completions
- Update job readiness and vocational programs to reflect job market opportunities and focus on industry certifications
- Update offender change programs to those based in cognitive behavioral treatment
- Implement the Educational Programs and Correctional Industries Linkage Initiative
- Expand mental health services beyond the seriously mentally ill offenders, and continue adding non-medication based treatment models validated by contemporary research to reduce recidivism
- Research positive time and other sentencing options, additional alternatives to incarceration, and concentrating re-entry programs by custody and/or location, for potential recidivism and/or cost-beneficial impacts
- Identify and deploy additional research-based re-entry practices specific to female offenders

PERFORMANCE MEASURES:

- Percent of offenders who receive research-based programming and/or treatment targeted to their deficits
- Percent of staff who complete training in DOC's re-entry initiative and practices
- Percent of offenders who release at Earned Release Date with a comprehensive re-entry/personalized plan in effect
- Percent of offenders receiving the health services indicated as priority needs in the offender plan developed at the Reception Diagnostic Center
- Number of offenders on community supervision
- Reduced number of offender re-offenses while on community supervision

Achieving Results**OBJECTIVE:**

Increase community capacity to assist in successful offender re-entry

STRATEGY:

Engage community stakeholders, partners, and offender families in the re-entry initiative

ACTIVITIES:

- Create and deploy a public information campaign on the re-entry initiative, and hold public information forums for community groups
- Provide re-entry information to communities, partners, potential partners and offender families
- Collaborate with other agencies, public and private organizations, and community groups to link our common clients (offenders and families) to community resources, and target our collective investments to services that support successful offender re-entry
- Continue to provide interactive family centered approaches and programs
- Collaborate with external researchers
- Increase work release capacity and offender length of stay in work release facilities

PERFORMANCE MEASURES:


- Number of community (private and public) partnerships developed and/or sustained, having effective collaboration and results recognized
- Number of services and activities provided which assist offenders' families in re-entry readiness
- Increase in work release capacity utilization and offender length of stay

Fatherhood Program Earns National Honors

McNeil Island Corrections Center received the 2006 Fatherhood Award from the National Fatherhood Initiative for its programs to encourage positive involvement by incarcerated fathers in the lives of their children.

Long Distance Dads is a course designed to encourage and develop fatherhood skills and family ties in a correctional environment. The course teaches offenders how to effectively participate in activities such as parent-teacher telephone conferences and a Father-Child Day held each June. Since 2001, over 170 men have graduated from this program.

The program has served as the nucleus for numerous family-oriented activities and educational programs.



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