



VIRGINIA DEPARTMENT OF CORRECTIONS STRATEGIC PLAN: FY2022 - 2026



Virginia Department of Corrections



We Are One.

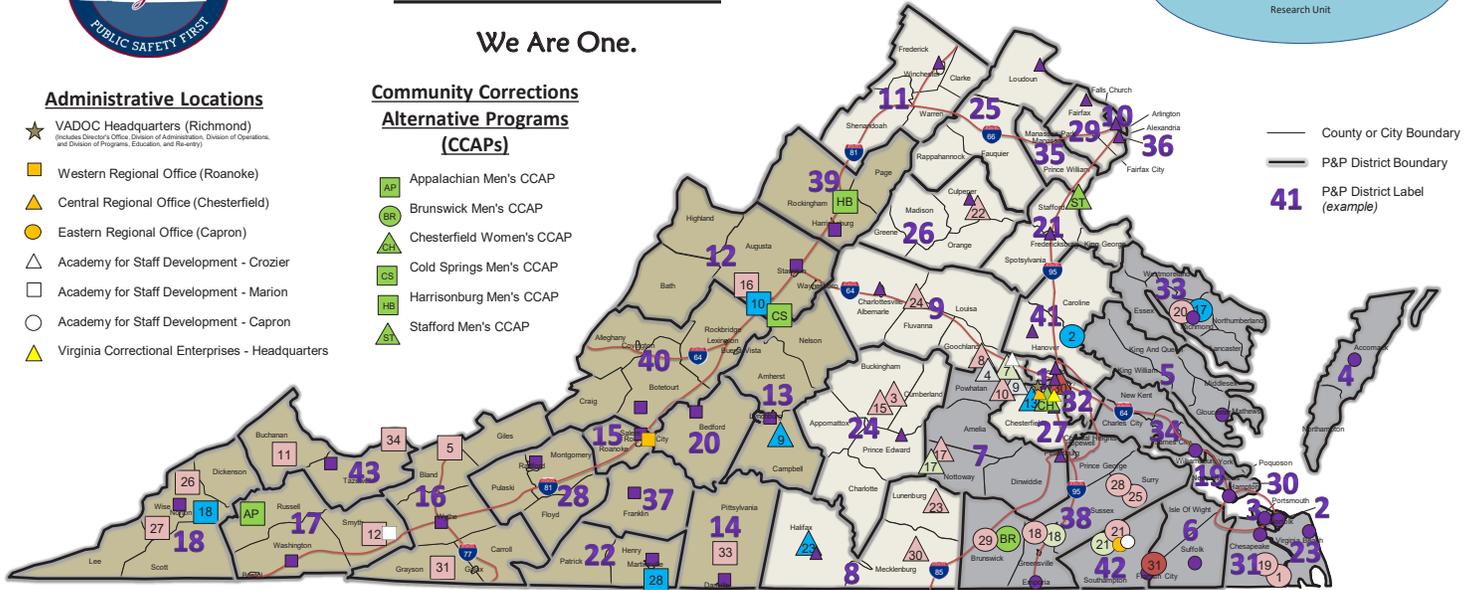
Administrative Locations

- ★ VADOC Headquarters (Richmond)
(Includes Director's Office, Division of Administration, Division of Operations, and Division of Programs, Education, and Re-entry)
- Western Regional Office (Roanoke)
- ▲ Central Regional Office (Chesterfield)
- Eastern Regional Office (Capron)
- △ Academy for Staff Development - Crozier
- Academy for Staff Development - Marion
- Academy for Staff Development - Capron
- ▲ Virginia Correctional Enterprises - Headquarters

Community Corrections

Alternative Programs (CCAPs)

- AP Appalachian Men's CCAP
- BR Brunswick Men's CCAP
- CSA Chesterfield Women's CCAP
- CS Cold Springs Men's CCAP
- HB Harrisonburg Men's CCAP
- ST Stafford Men's CCAP



VADOC employees work together as one unit to further the agency's mission.

Major Institutions

- | | |
|---|--|
| <ul style="list-style-type: none"> Augusta Correctional Center 16 Baskerville Correctional Center 1 Bland Correctional Center 5 Buckingham Correctional Center 14 Coffeewood Correctional Center 22 Deerfield Correctional Center 21 Dillwyn Correctional Center 21 Fluvanna Correctional Center for Women 22 Green Rock Correctional Center 33 Greensville Correctional Center 18 Haynesville Correctional Center 28 Indian Creek Correctional Center 19 Keen Mountain Correctional Center 11 | <ul style="list-style-type: none"> Lawrenceville Correctional Center 28 Lunenburg Correctional Center 12 Marion Correctional Treatment Center 12 Nottoway Correctional Center 14 Pocahontas State Correctional Center 34 Red Onion State Prison 25 River North Correctional Center 31 St. Brides Correctional Center 1 State Farm Correctional Center 14 Sussex I State Prison 25 Sussex II State Prison 25 Virginia Correctional Center for Women 14 Wallens Ridge State Prison 27 |
|---|--|

Secure Hospital Units

- Medical College of Virginia
- Southampton Memorial Hospital

Work Centers

- Deerfield Men's Work Center 21
- Deerfield Men's Work Center II 21
- Greensville Work Center 18
- Nottoway Work Center 14
- State Farm Work Center 14

Field Units

- Caroline Correctional Unit #2 2
- Central Virginia Correctional Unit #13 13
- Cold Springs Correctional Unit #10 10
- Halifax Correctional Unit #23 23
- Haynesville Correctional Unit #17 17
- Patrick Henry Correctional Unit #28 28
- Rustburg Correctional Unit #9 9
- Wise Correctional Unit #18 18

Special Purpose Institution

- Beaumont Correctional Center 14
- State Farm Enterprise Unit 14

Probation & Parole (P&P) Districts

Western Region District Main Offices

Central Region District Main Offices

Eastern Region District Main Offices

- 1 Richmond P&P - City of Richmond
- 2 Norfolk P&P - City of Norfolk
- 3 Portsmouth P&P - City of Portsmouth
- 4 Accomac P&P - Counties of Accomack and Northampton
- 5 Gloucester P&P - Counties of Gloucester, King and Queen, King William, Mathews, and Middlesex
- 6 Suffolk P&P - County of Isle of Wight and City of Suffolk
- 7 Petersburg P&P - Counties of Amelia, Dinwiddie, Nottoway, Powhatan, and the City of Petersburg
- 8 South Boston P&P - Counties of Halifax, Lunenburg, and Mecklenburg
- 9 Charlottesville P&P - Counties of Albemarle, Fluvanna, Goochland, and Louisa and the City of Charlottesville
- 10 Arlington P&P - County of Arlington and City of Falls Church
- 11 Winchester P&P - Counties of Clarke, Frederick, Shenandoah, and Warren and the City of Winchester
- 12 Staunton P&P - Counties of Augusta, Bath, and Highland and the Cities of Staunton and Waynesboro
- 13 Lynchburg P&P - Counties of Amherst, Campbell, and Nelson and the City of Lynchburg
- 14 Danville P&P - County of Pittsylvania and the City of Danville
- 15 Roanoke P&P - County of Roanoke and the Cities of Roanoke and Salem
- 16 Wytheville P&P - Counties of Bland, Carroll, Giles, Grayson, and Wythe and the City of Galax
- 17 Abingdon P&P - Counties of Russell, Smyth, and Washington and the City of Bristol
- 18 Norton P&P - Counties of Dickenson, Lee, Scott, and Wise and the City of Norton
- 19 Newport News P&P - City of Newport News
- 20 Bedford P&P - County of Bedford
- 21 Fredericksburg P&P - Counties of King George, Spotsylvania, and Stafford and the City of Fredericksburg

- 22 Martinsville P&P - Counties of Henry and Patrick and the City of Martinsville
- 23 Virginia Beach P&P - City of Virginia Beach
- 24 Farmville P&P - Counties of Appomattox, Buckingham, Charlotte, Cumberland, and Prince Edward
- 25 Leesburg P&P - Counties of Fauquier, Loudoun, and Rappahannock
- 26 Culpeper P&P - Counties of Culpeper, Greene, Madison, and Orange
- 27 Chesterfield P&P - County of Chesterfield and City of Colonial Heights
- 28 Radford P&P - Counties of Floyd, Montgomery, and Pulaski and the City of Radford
- 29 Fairfax P&P - County of Fairfax and City of Fairfax
- 30 Hampton P&P - City of Hampton
- 31 Chesapeake P&P - City of Chesapeake
- 32 Henrico P&P - County of Henrico
- 33 Warsaw P&P - Counties of Essex, Lancaster, Northumberland, Richmond, and Westmoreland
- 34 Williamsburg P&P - Counties of Charles City, James City, New Kent, and York and the Cities of Poquoson and Williamsburg
- 35 Manassas P&P - County of Prince William and Cities of Manassas and Manassas Park
- 36 Alexandria P&P - City of Alexandria
- 37 Rocky Mount P&P - County of Franklin
- 38 Emporia P&P - Counties of Brunswick, Greensville, Prince George, Surry, and Sussex and the Cities of Emporia and Hopewell
- 39 Harrisonburg P&P - Counties of Page and Rockingham and the City of Harrisonburg
- 40 Fincastle P&P - Counties of Alleghany, Botetourt, Craig, and Rockbridge and the Cities of Buena Vista, Covington, and Lexington
- 41 Ashland P&P - Counties of Caroline and Hanover
- 42 Franklin P&P - County of Southampton and City of Franklin
- 43 Tazewell P&P - Counties of Buchanan and Tazewell

Last Updated August 20, 2021

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A MESSAGE FROM THE DIRECTOR OF THE VIRGINIA DEPARTMENT OF CORRECTIONS



The VADOC Strategic Plan makes clear our agency’s mission, vision, and values in an actionable way. This is a living document intended to be used, not placed on a shelf.

We are in the business of helping people to be better. How and why we do that is explained in this document, which serves as a road map for our agency’s journey. We champion a progressive and healing environment through a commitment to learning and thinking together.

We are a national leader in the field of corrections, with one of the lowest recidivism rates in the country. Our Strategic Plan holds us accountable for continued growth and progress, with

outcome measures that are attached to goals that keep performance at the forefront.

It is vital that we commit ourselves to acting on the agency’s mission, vision, and values, striving to meet our goals and continually improve long-term public safety and the successful reentry of inmates back into society. I look forward to continuing this journey together.

Harold W. Clarke
Director, Virginia Department of Corrections



MISSION

We are in the business of helping people to be better by safely providing effective incarceration, supervision, and evidence-based re-entry services to inmates and supervisees.

VISION

A premier correctional organization where all individuals achieve their full potential.

VALUES

CITIZENSHIP: Having an appreciation for the differences and the dignity of individuals; embracing diversity, opportunity, inclusion, respect, and workplace civility; valuing others' points of view; being fair, empathetic, and dutiful.

COMMITMENT: Consciously and boldly contributing to the mission of the Department, exemplifying a positive attitude, self-discipline, moral courage, perseverance, and flexibility.

COMMUNICATION: Purposefully and transparently creating and disseminating information; developing and maintaining a safe container in which people use their authentic voices to collaborate through Dialogue.

ETHICS: Behaving with high standards of personal and professional conduct.

HONESTY: Expressing a compassionate, genuine voice; speaking the truth with candor and sincerity; operating with trustworthiness and transparency.

LEARNING: Using scientific evidence to make data-driven decisions; transforming information and experience into knowledge, skills, attitudes and actions; coaching, supporting, and participating in a learning environment.

SAFETY: Ensuring that the physical and psychological safety of the public, staff, and individuals in our care is paramount and evident in all we do.

SUPPORT: Encouraging, reinforcing, challenging, and promoting responsibility and accountability; performing as a team player.

STRATEGIC GOALS: FY2022 - 2026



Recruit, develop, retain, and reward a diverse workforce of corrections professionals.



Foster a high level of safety and security.



Provide opportunities for individuals to live healthy, safe, and successful lives.



Demonstrate and promote operational excellence.



Champion a progressive and healing environment within our organizational culture.



Cultivate learning, innovation, and collaboration.





Recruit, develop, retain, and reward a diverse workforce of corrections professionals.

Objective 1: Attract and engage talented and diverse staff to achieve the overall organizational mission.

Strategy 1: Promote VADOC as an employer of choice.

ACTIVITIES:

- I. Assess and enhance existing recruitment policies and initiatives.
- II. Communicate the value of VADOC as a desirable place to work and the importance of our service to the community.
- III. Market VADOC as a learning organization with growth opportunities.

PERFORMANCE MEASURES:

- I. Vacancy rate.
- II. Turnover rate.

Strategy 2: Use a range of recruitment strategies to increase the number of viable applicants.

ACTIVITIES:

- I. Develop specialized recruitment plans for diverse agency needs.
- II. Promote the use of interns, apprenticeships, and volunteers.
- III. Collaborate with high schools, trade schools, colleges, and universities.
- IV. Enhance our community outreach.

PERFORMANCE MEASURES:

- I. Number of new hires.
- II. Number of hires from each recruitment effort.



Recruit, develop, retain, and reward a diverse workforce of corrections professionals.

Objective 1: Attract and engage talented and diverse staff to achieve the overall organizational mission (continued).

Strategy 3: Identify and remove barriers to diversity, opportunity, and inclusion (DOI).

ACTIVITIES:

- I. Implement approved recommendations from the Director's Diversity and Inclusion Council and Chief Diversity Officer.
- II. Engage in learning the concepts of diversity, opportunity, and inclusion and the importance of these concepts in completing the agency mission.
- III. Recruit, develop, train, and retain Diversity and Inclusion Council Champions.
- IV. Monitor and track DOI progress in the annual staff survey.

PERFORMANCE MEASURES:

- I. Percent of staff reporting discrimination in the annual staff survey.
- II. Rate of discrimination complaints determined to be founded by HR.

Strategy 4: Implement creative recognition programs and provide commensurate compensation to acknowledge employee value.

ACTIVITIES:

- I. Educate supervisors, managers, and staff that people are motivated differently and need to be recognized in the style that they prefer.
- II. Identify and develop creative recognition programs.
- III. Advocate for equitable pay.

PERFORMANCE MEASURES:

- I. Hours of recognition leave used or given.
- II. Number of spot bonuses offered.



Recruit, develop, retain, and reward a diverse workforce of corrections professionals.

Objective 2: Provide a progressive work environment with growth opportunities.

Strategy 1: Support flexible environments when appropriate.

ACTIVITIES:

- I. Evaluate positions and performance to determine if employees can be supported with a non-traditional work schedule.
- II. Evaluate positions and performance to determine if employees can be supported with a non-traditional work setting.

PERFORMANCE MEASURES:

- I. Percentage of staff who have flexibility on the time they start and end their workday.
- II. Percentage of staff who have flexibility on the number of hours worked each day.
- III. Percentage of staff who have flexibility on work location.

Strategy 2: Support staff with the appropriate tools and skills needed to achieve and sustain their career goals.

ACTIVITIES:

- I. Support continuing education and professional development.
- II. Showcase promotional and career opportunities.
- III. Encourage and support staff to take advantage of classes offered through the Academy for Staff Development.
- IV. Educate staff on the agency's tuition reimbursement program.

PERFORMANCE MEASURES:

- I. Number of participants completing training.
- II. Number using tuition reimbursement program.
- III. Number of staff receiving upward mobility.



Foster a high level of safety and security.

Objective 1: Protect our staff.

Strategy 1: Provide staff training to maintain safe, healthy, and secure environments.

ACTIVITIES:

- I. Provide progressive training alternatives that equip our staff with necessary skills and resources.
- II. Ensure staff complete all required and specialty training.
- III. Analyze, assess, and refine training to ensure alignment with current best practices.

PERFORMANCE MEASURES:

- I. Number of training programs offered.

Strategy 2: Provide appropriate resources to support staff.

ACTIVITIES:

- I. Ensure adequate staffing with employees who have suitable knowledge, skills, and experience to operate safely.
- II. Ensure equipment needs are met.
- III. Maintain agency infrastructure.
- IV. Explore, identify, and implement new opportunities and technology to enhance staff safety and security.

PERFORMANCE MEASURES:

- I. Efficient utilization rate of infrastructure funding (80% or higher).
- II. Average caseload of probation officers, counselors, and mental health and wellness staff.
- III. Number of new technology services that have been provided.



Foster a high level of safety and security.

Objective 2: Ensure inmate/supervisee safety and security.

Strategy 1: Ensure inmates and supervisees are appropriately classified and assessed.

ACTIVITIES:

- I. Conduct accurate, timely, and holistic assessments to ensure that risk and needs are identified and addressed based on the results.
- II. Explore, develop, and implement a classification system that is gender-responsive and inclusive of risk and needs.

PERFORMANCE MEASURES:

- I. Initial and current COMPAS compliance rates.
- II. Percent of supervisees in recommended or required level.

Strategy 2: House and supervise inmates and supervisees in a safe, healthy and secure environment.

ACTIVITIES:

- I. Use evidence-based movement control.
- II. Eliminate contraband.
- III. Ensure and maintain operable technology and safety equipment.
- IV. Eliminate inmate and supervisee assaults and injuries.
- V. Partner with external stakeholders to increase transitional housing options.

PERFORMANCE MEASURES:

- I. Incidents relating to contraband.
- II. Total serious assaults.



Foster a high level of safety and security.

Objective 3: Safeguard the Public.

Strategy 1: House and supervise inmates effectively.

ACTIVITIES:

- I. Maintain perimeter security.
- II. Conduct and maintain accurate facility population counts.
- III. Properly manage inmate work detail.
- IV. Investigate and document inmate activity.
- V. Create accountability for inmates using incentives, interventions, and sanctions.
- VI. Maintain a healthy inmate population.
- VII. Ensure safe visitation practices.

PERFORMANCE MEASURES:

- I. Number of unreconciled population counts.
- II. Data from Security Readiness Assessments.

Strategy 2: House and supervise CCAP Supervisees effectively.

ACTIVITIES:

- I. Maintain perimeter security.
- II. Conduct and maintain accurate facility population counts.
- III. Properly manage CCAP supervisee work detail.
- IV. Investigate and document CCAP supervisee activity.
- V. Create accountability for CCAP supervisee using incentives, interventions, and sanctions.
- VI. Maintain a healthy CCAP supervisee population.
- VII. Ensure safe visitation practices.

PERFORMANCE MEASURES:

- I. Number of unreconciled population counts.
- II. Percentage of CCAP COA results that reflect use of sanctions and incentives.



Foster a high level of safety and security.

Objective 3: Safeguard the Public (continued).

Strategy 3: Effectively supervise those individuals under supervision by Probation and Parole Districts and the Voice Verification Biometrics Unit (VVBV).

ACTIVITIES:

- I. Investigate and document supervisee activity.
- II. Create accountability for supervisees using incentives, interventions, and sanctions.
- III. Utilize technology for enhanced surveillance.
- IV. Provide services and/or referrals according to risk and needs.

PERFORMANCE MEASURES:

- I. Percent of low risk supervisees supervised by VVBV.
- II. Percent of COA results that show follow-up to referrals and interventions.



Provide opportunities for individuals to live healthy, safe, and successful lives.

Objective 1: Provide and promote resources, programs, and services for staff wellness.

Strategy 1: Support staff in negotiating work-life demands to engage and retain employees.

ACTIVITIES:

- I. Promote opportunities for work-life balance.
- II. Model the way regarding work-life balance for our staff and colleagues.
- III. Set realistic expectations for meeting scheduling.
- IV. Strategically utilize meetings and the use of designees to maximize efficiency and provide opportunities for succession planning.

PERFORMANCE MEASURES:

- I. Number of employees losing leave time.
- II. Percent of staff who agree or strongly agree VADOC supports work-life balance.

Strategy 2: Encourage and support employee participation in health and wellness activities.

ACTIVITIES:

- I. Increase awareness of employee benefits and available resources.
- II. Utilize traditional and non-traditional communication methods to market available benefits and programs.
- III. Provide employees information and opportunities to engage with service providers.

PERFORMANCE MEASURES:

- I. Examples of innovative techniques to encourage employee participation.
- II. Percentage of DOC employees participation in CommonHealth programs.



Provide opportunities for individuals to live healthy, safe, and successful lives.

Objective 1: Provide and promote resources, programs, and services for staff wellness (continued).

Strategy 3: Research and implement best practices based on evolving health and wellness needs.

ACTIVITIES:

- I. Implement programs and services.
- II. Collaborate with vendors.
- III. Staying cognizant of what is current in HR literature, attending conferences.

PERFORMANCE MEASURES:

- I. Number of new programs or services developed.
- II. Number of staff taking advantage of wellness programs.



Provide opportunities for individuals to live healthy, safe, and successful lives.

Objective 2: Provide effective programs and services for inmates and supervisees.

Strategy 1: Provide access to evidence-based and evidence-informed programs to improve quality of life and outcomes for individuals with both short-term and long-term sentences.

ACTIVITIES:

- I. Case planning based on risk and needs assessment.
- II. Educational services.
- III. Skill sets through work experience.
- IV. Program services.
- V. Mental Health and Wellness services.
- VI. Mentorship and peer support opportunities.

PERFORMANCE MEASURES:

- I. Annual facility program completion rates for Cognitive-behavioral and SA Programs.
- II. Number of Institutions that ran Victim Impact Programs.
- III. Numbers in CTE/Educational Services.

Strategy 2: Provide appropriate evidence-based reentry opportunities.

ACTIVITIES:

- I. Enhance collaboration with jails (programs already provided in jails).
- II. Case planning and assignment to reentry services based on risk and needs assessment.
- III. Educational services.
- IV. Skill sets through work experience.
- V. Program services.
- VI. Mental Health and Wellness services.
- VII. Mentorship and peer support opportunities.
- VIII. Collaborate with external stakeholders.

PERFORMANCE MEASURES:

- I. Number of inmates enrolled in MATRI who received Vivitrol injections.
- II. Examples of re-entry council collaborations.



Provide opportunities for individuals to live healthy, safe, and successful lives.

Objective 2: Provide effective programs and services for inmates and supervisees (continued).

Strategy 3: Provide appropriate referrals, support, and evidence-based programs and interventions for community-based supervisees.

ACTIVITIES:

- I. Case planning based on risk and needs assessment.
- II. Maintain current resource directories.
- III. Provide program interventions.
- IV. Liaison between supervisees and community-based mental health services.
- V. Provide program fidelity and oversight.
- VI. Collaborate with external stakeholders.

PERFORMANCE MEASURES:

- I. Number of Districts with active Peer Recovery Support groups.
- II. COA data.

Strategy 4: Promote individual accountability and responsibility.

ACTIVITIES:

- I. Provide clear communication and expectations to promote compliance with court-ordered obligations.
- II. See something, say something.
- III. Use of graduated sanctions and incentives.
- IV. Cultivate professional support.

PERFORMANCE MEASURES:

- I. Percent and types of sanctions and incentives used.
- II. Percent and type of EPICS skills reflected in case notes.



Provide opportunities for individuals to live healthy, safe, and successful lives.

Objective 2: Provide effective programs and services for inmates and supervisees (continued).

Strategy 5: Provide sufficient resources to sustain a healthy inmate population.

ACTIVITIES:

- I. Provide education and healthy alternatives for diet, exercise, and lifestyle choices.
- II. Provide access to high-quality medical care.
- III. Provide access to high-quality mental health and wellness care.

PERFORMANCE MEASURES:

- I. Number of specialty visits performed.
- II. Number of common fare meals produced by Agribusiness Kosher Plant.



Demonstrate and promote operational excellence.

Objective 1: Improve organizational efficiency and effectiveness.

Strategy 1: Effective internal and external communication.

ACTIVITIES:

- I. Timely and accurate reporting of agency news.
- II. Develop new and innovative methods for communication and dissemination of critical information.

PERFORMANCE MEASURES:

- I. Number of agency-wide communications (memos, email announcements, etc).
- II. Examples of internal collaboration between units.

Strategy 2: Develop and utilize technology to support business practices.

ACTIVITIES:

- I. Purposefully expand the development and use of technology with staff.
- II. Purposefully expand the secure use of technology with inmates and supervisees.
- III. Explore data partnership and sharing opportunities.

PERFORMANCE MEASURES:

- I. Track number and types of new technologies as they become available to staff and inmates/supervisees.
- II. Examples of major IT projects worked on or completed.



Demonstrate and promote operational excellence.

Objective 1: Improve organizational efficiency and effectiveness (continued).

Strategy 3: Reinforce data-driven decisions and best practices to enhance exceptional organizational performance.

ACTIVITIES:

- I. Educate staff on what data-driven decisions and best practices are.
- II. Use data to drive organizational decision making.

PERFORMANCE MEASURES:

- I. Percent of staff who agree that data is considered when making important decisions in this agency.
- II. Examples of data-driven decisions made.

Strategy 4: Promote fidelity in our programs, activities, and services to ensure the desired outcome.

ACTIVITIES:

- I. Monitor and assess programming.
- II. Offer coaching and education to support continued fidelity.

PERFORMANCE MEASURES:

- I. Percent of facilities that completed Institutional Fidelity Reviews on 8% of population per month per DOC OP 841.1.



Demonstrate and promote operational excellence.

Objective 2: Ensure exceptional stewardship of resources.

Strategy 1: Safeguard and manage fiscal resources.

ACTIVITIES:

- I. Budget compliance.
- II. Contract with efficiency and fidelity.
- III. Administer agribusiness programs effectively.
- IV. Proactively manage capital assets.
- V. Develop and implement strategies for medical cost management.
- VI. Seek and utilize innovative and progressive practices that result in efficiency.

PERFORMANCE MEASURES:

- I. Number of newly established contracts.

Strategy 2: Safeguard and manage natural resources.

ACTIVITIES:

- I. Comply with state and federal regulations through innovative solutions.
- II. Increase energy efficiencies and reduce reliance on non-renewable energy resources.
- III. Expand sustainability practices.
- IV. Promote individual responsibility in daily activities.

PERFORMANCE MEASURES:

- I. Total KWh & other building system fuel use (ex: propane, natural gas, biomass, etc).
- II. Waste generated and solid waste sent to landfills (e.g., compost, recycling, solid waste, etc).



Demonstrate and promote operational excellence.

Objective 2: Ensure exceptional stewardship of resources (continued).

Strategy 3: Provide, develop, and support effective use of technology.

ACTIVITIES:

- I. Implement improved methods of providing technology services.
- II. Increase awareness of available technology tools.
- III. Educate staff on how to use available technology components and follow security requirements.
- IV. Build information technology security programs.
- V. Ensure timely updates to software tools and hardware infrastructure

PERFORMANCE MEASURES:

- I. Number of staff who take elective training.
- II. Examples of tools provided to staff to make their jobs more effective.

Strategy 4: Protect and build our data and information resources.

ACTIVITIES:

- I. Establish needed data systems to ensure operational excellence.
- II. Decrease reliance on paper as data storage by leveraging electronic and data systems.
- III. Promote compliance with data governance and state standards.

PERFORMANCE MEASURES:

- I. Examples of data systems established.



Champion a progressive and healing environment within our organizational culture.

Objective 1: Work together to cultivate an inclusive, motivating, rewarding, and supportive environment.

Strategy 1: Provide opportunities for organizational growth and development.

ACTIVITIES:

- I. Make agency initiatives and business practices accessible to and understandable by all employees.
- II. Continually train and refresh on VADOC Business Practices, and ensure that new employees receive the same high-quality training as during the initial rollout.
- III. Utilize the Empowerment Model and the Integrated Model for Reentry.
- IV. Leverage learning teams to inform agency staff regarding relevant and practical information.
- V. Develop and implement training on how to use business practices to effectively lead and manage.
- VI. Utilize the Director's Reading List for self-growth and group learning opportunities.
- VII. Support and challenge one another to be accountable for our actions.

PERFORMANCE MEASURES:

- I. Percent of staff actively participating in learning teams.
- II. Number of SMS, DPs, D&I Champions, HE Ambassadors, etc. promoting agency Business Practices.

Strategy 2: Acknowledge successes.

ACTIVITIES:

- I. Celebrate individual accomplishments.
- II. Internally and externally promote agency success and accomplishments.
- III. Utilize the public and internal websites.

PERFORMANCE MEASURES:

- I. Percent of staff who agree that they are recognized for good workplace performance in informal ways.
- II. Percent of staff who agree that they are recognized for good workplace performance through formal award programs.



Champion a progressive and healing environment within our organizational culture.

Objective 1: Work together to cultivate an inclusive, motivating, rewarding, and supportive environment (continued).

Strategy 3: Leverage VADOC business practices to effectively make diversity, opportunity, and inclusion systemic to our work environment.

ACTIVITIES:

- I. Actively engage the VADOC business practices, such as Learning Teams, Data-Driven Decision Making, Dialogue, Oneness, and the Healing Environment, to enable staff to be equally involved and supported.
- II. Support facilitators of VADOC business practices.
- III. Sustain a meaningful and purposeful Healing Environment.
- IV. Monitor, develop, and implement strategies prioritizing DOI.

PERFORMANCE MEASURES:

- I. Number of operational units with a healing environment plan.



Champion a progressive and healing environment within our organizational culture.

Objective 2: Increase cultural competence and awareness.

Strategy 1: Provide effective cultural training and development opportunities.

ACTIVITIES:

- I. Continually recognize cultural differences and ensure that our agency's policies and practices reflect that recognition.
- II. Formal, high-quality training about understanding and respecting cultural differences.
- III. Encourage informal growth opportunities.
- IV. Engage staff to determine needs.

PERFORMANCE MEASURES:

- I. Examples of training available.

Strategy 2: Create a supportive environment.

ACTIVITIES:

- I. Cultivate psychological safety.
- II. Train on and engage in crucial conversations.
- III. Have a coaching culture.

PERFORMANCE MEASURES:

- I. Percent of staff who agree that it is important for employees to mentor each other.
- II. Percent of staff who provide mentoring to other employees whenever an opportunity presents itself.



Cultivate learning, innovation, and collaboration.

Objective 1: Develop new innovations, training, and opportunities for engagement through best practices.

Strategy 1: Enhance staff knowledge, skills, and abilities.

ACTIVITIES:

- I. Coach and mentor staff.
- II. Succession planning.
- III. Document work processes.
- IV. Encourage and reward innovative thinking.
- V. Cross-train to avoid a single point of failure.
- VI. Fidelity in training methods.

PERFORMANCE MEASURES:

- I. Percent of staff who agree that employees are cross-trained so that work functions can always be covered.
- II. Examples of innovative training methods offered.

Strategy 2: Explore and investigate progressive correctional practices.

ACTIVITIES:

- I. Attend conferences.
- II. Explore research.
- III. Keep apprised of national and international trends.

PERFORMANCE MEASURES:

- I. Examples of approved conferences.



Cultivate learning, innovation, and collaboration.

Objective 2: Be a multi-stakeholder collaborator.

Strategy 1: Maximize opportunities to collaborate internally to enhance our quality of work.

ACTIVITIES:

- I. Include all necessary stakeholders early in the decision making process.
- II. Dialogue and interact with one another to glean new ideas/approaches when appropriate.
- III. Encourage purposeful working dialogues.
- IV. Participate in constructive Learning Teams.

PERFORMANCE MEASURES:

- I. Examples of working dialogues.

Strategy 2: Maximize opportunities to collaborate with external stakeholders to enhance our quality of work.

ACTIVITIES:

- I. Purposefully partner with organizations.
- II. Solicit innovative technology and equipment with external partners.
- III. Provide information to stakeholders.
- IV. Seek opportunities for collaboration.

PERFORMANCE MEASURES:

- I. Examples of partnerships with outside organizations.

STRATEGIC PLAN COMMITTEE MEMBERS

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