



Foundations

Mission
The mission of DOC is to improve public safety.



Vision
Working together for safe communities



Values

- Staff as our greatest asset
- Professionalism and quality of service
- A safe, healthy work environment
- Respect for individuals
- Clear, open, honest communication
- People's ability to grow and change
- Community interaction and partnerships

Key Goals

Engaged and Respected Employees

Safer Operations

Innovative, Efficient and Sustainable Business Practices

Supporting Successful Transition

Promoting Positive Change

Outcomes and Owners

 OM01 Employer of Choice Marcos Rodriguez	 OM02 Employee Recognition	 OM03 Employee Retention Kevin Bovenkamp	 OM04 Well Trained and Educated Employees Dianne Ashlock	 OM05 Staff Safety Steve Sinclair	 OM06 Offender Safety Robert Herzog	 OM07 Support Health and Wellness Ronna Cole	 OM08 Sustainable Facilities Steve Sinclair	 OM09 Budget Compliance Sarian Scott	 OM10 Effective Leaders Mary Jo Currey	 OM11 Case Plan Compliance Anmarie Aylward	 OM12 Successful Transition Devon Schrum	 OM13 Offender Accomplishments Keri Waterland	 OM14 Offender Employment Danielle Armbruster	 OM15 Recidivism Jody Becker-Green
A. Employee satisfaction B. Employees respect and feedback C. Employee development D. Employee engagement	A. Employee recognition	A. Employees retained by the agency	A. Annual in-service training completion (general) B. Timely completion of Correctional Worker Core Academy C. Timely completion of Community Corrections Officer Academy	A. Employee on the job injuries B. Employee assaults by offenders in prison C. Employee threats and assaults by offenders in the community	A. Prison violence ^{rw} B. Offender injuries	A. Offender Medicaid enrollment	A. Energy consumption per prison facility B. Solid waste creation per prison facility C. Water used per prison facility	A. General Fund State (GFS) spending compliance B. Provoiced GFS spending compliance C. Total capital spending against authorized levels	A. Leadership training compliance B. Supervisor feedback C. Timely employee performance development plans	A. Case plan compliance in the community ^{rw} B. Offenders who remain free of violations and new crimes within their first 90 days of supervision C. Offenders who remain violation free for six months	A. Offenders who release homeless B. Bed days for offenders releasing past their earned release date	A. Educational and vocational program outcomes B. Completion of substance abuse, sex offender, or cognitive behavioral intervention programs	A. Post-release employment ^{rw} B. Class II offender employment	A. Return to institutions ^{rw} B. New felony convictions while in the community

Core Processes and Owners

	Operating Processes							Supporting Processes						
 OP01 Ensuring Safe Environments Scott Russell	 OP02 Assessing Offenders	 OP03 Providing Basic Needs Eric Hernandez	 OP04 Providing Programming Pathways for Improvement	 OP05 Managing Emergencies Tomas Fithian	 OP06 Release of the Offender Devon Schrum	 OP07 Managing Offenders in the Community Donta Harper	 SP01 Developing the Workforce Marcos Rodriguez	 SP02 Mitigating Risk Bruce Lemon	 SP03 Communicating Jeremy Barclay	 SP04 Enhancing Partnerships Mac Pevey	 SP05 Managing Finances Sarian Scott	 SP06 Managing Information Debbie Kendall	 SP07 Improving Performance Bryan Irwin	
<ul style="list-style-type: none"> ▪ Educating staff, offenders and visitors on security practices <ul style="list-style-type: none"> ▪ New employee orientation ▪ Annual in-service ▪ Volunteer and contractor training ▪ Informational packets ▪ Reducing idleness ▪ Reducing violence ▪ Using technology ▪ Managing security practices <ul style="list-style-type: none"> ▪ Counts ▪ Key control ▪ Tool control ▪ Searches ▪ Maintaining facility infrastructure ▪ Responding to infractions ▪ Maintaining PREA compliance ▪ Managing staff accountability 	<ul style="list-style-type: none"> ▪ Determining type of assessments needed ▪ Selecting appropriate assessments ▪ Training staff to use assessments ▪ Conducting assessments to determine risk and need ▪ Periodically reassessing offenders ▪ Improving the assessment process 	<ul style="list-style-type: none"> ▪ Feeding offenders ▪ Clothing offenders ▪ Housing offenders ▪ Providing healthcare ▪ Fostering pro-social relationships ▪ Providing access to legal materials ▪ Facilitating religious activities 	<ul style="list-style-type: none"> ▪ Identifying programming needs of the offender population ▪ Prioritizing program delivery to offenders ▪ Develop and updating offender case plans ▪ Providing offender improvement programs (education, vocational training, SDT, SOTP, CBT, and employment) ▪ Verifying delivery of services to offenders ▪ Measuring program effectiveness ▪ Improving program content and delivery 	<ul style="list-style-type: none"> ▪ Developing a Department Emergency Management Plan (DEMP) ▪ Training all employees in emergency response procedures ▪ Mobilizing and deploying incident/event specific resources; including employees and equipment ▪ Supplying appropriate team/personal protective equipment ▪ Conducting emergency response training, drills, and exercises ▪ Developing and managing mutual aid agreements; coordinating activities with external partners ▪ Notifying external stakeholders of incidents/events that have occurred 	<ul style="list-style-type: none"> ▪ Identifying offenders within six months of release ▪ Determining the offender's release plan type ▪ Identifying county of origin, potential release addresses, and sponsors ▪ Contacting sponsors of proposed release addresses ▪ Submitting offender release plans for investigation or notification ▪ Assigning offender release plan ▪ Conducting investigation of offender release plan ▪ Identifying offender support providers and resources ▪ Approving or denying offender release plan ▪ Notifying victims, law enforcement, and other stakeholders of release ▪ Transporting offender to the community 	<ul style="list-style-type: none"> ▪ Receiving a court order or a transition plan for supervision ▪ Supervising offenders in the community ▪ Monitoring services that are provided to the offender ▪ Responding to violators ▪ Collaborating with external stakeholders ▪ Responding to offender victims ▪ Informing the offender and stakeholders of end of supervision ▪ Closing offender's supervision 	<ul style="list-style-type: none"> ▪ Analyzing business needs and workforce planning ▪ Recruiting, hiring and retaining talented staff ▪ Provide training opportunities for professional growth and development ▪ Management performance ▪ Encouraging a culture of inclusion ▪ Succession planning ▪ Supporting staff wellness ▪ Recognizing accomplishments and achievements 	<ul style="list-style-type: none"> ▪ Identifying and monitoring enterprise risks and hazards ▪ Developing risk mitigation ▪ Developing rules, policies, and procedures ▪ Managing industrial safety ▪ Evaluating compliance and audits ▪ Taking corrective action; addressing deficiencies ▪ Managing litigation 	<ul style="list-style-type: none"> ▪ Coordinating with stakeholder ▪ Collecting information or data ▪ Refining the audience ▪ Advising on the message ▪ Vetting the message ▪ Distributing message to the audience ▪ Monitoring the reach ▪ Following up 	<ul style="list-style-type: none"> ▪ Identifying key partners ▪ Identifying common objectives and/or benefits and/or share resources ▪ Focusing on the need and intended outcome ▪ Establishing routine interactions ▪ Formalizing protocols (Inter-Governmental Agreement, Memo of Understanding, etc.) ▪ Communicating proactively ▪ Measuring and assessing progress ▪ Instituting improvement plan 	<ul style="list-style-type: none"> ▪ Acquiring funding ▪ Developing and managing budget ▪ Analyzing and providing financial information ▪ Reconciling spending to plan ▪ Planning for capacity (offender and staff) ▪ Purchasing, receiving, delivery, and paying for goods and services ▪ Accounting for financial transactions ▪ Paying compensation and managing benefits for employees ▪ Contracting with vendors ▪ Estimating fiscal costs 	<ul style="list-style-type: none"> ▪ Gathering agency IT requirements ▪ Assessing existing agency IT capacity ▪ Identifying IT solutions to address gaps ▪ Aligning IT requirements to agency priority ▪ Developing and testing agency IT applications and services ▪ Implementing IT services and training for IT applications ▪ Sustaining IT applications and services ▪ Performing continuous service improvement 	<ul style="list-style-type: none"> ▪ Developing a strategic plan ▪ Establishing performance measures and targets ▪ Reviewing performance to identify gaps ▪ Identifying and prioritizing performance activities ▪ Managing external data share agreements ▪ Evaluating and approving external research proposals ▪ Participating in research and program evaluation 	
A. Offender idleness in prisons B. Comparison of general and serious infractions in prisons C. Corrective actions plans resulting from performance audits	A. Referrals based on assessment results B. Days to complete assessments	A. Food grievances B. Access to healthcare	A. Referrals based on program criteria B. Dosage provided to high risk offenders C. Program slots available to address offender risk and needs	A. Annual in-service training completion (managing emergencies) B. Rate of special team readiness C. Mutual aid exercises (full hazard and full scale) D. National Incident Command System (ICS) compliance	A. Offenders who release on their earned release date B. Offenders who release from Maximum custody to the community C. Offender release plan investigations completed within 30 days of assignment	A. Days to complete an intake in the community B. Violation rate of offenders following completion of Thinking For Change	A. Calendar days to fill vacant positions B. Calendar days to fill vacant clinical positions C. Calendar days to fill vacant correctional officer positions D. Timely attendance and completion of New Employee Orientation	A. Regulatory citations by Labor and Industries B. Tort claims and lawsuits	A. Timely response to correspondence B. Generated news disseminated C. Timely initial responses to public disclosure requests	A. Law enforcement partner satisfaction B. Rate of outreach with family members C. Timely processing of visitor applications	A. New employee benefits processing B. Error free financial transactions C. Offender payroll accuracy	A. Fulfillment of IT services delivery B. Customer satisfaction rating C. Project monitoring	A. Employees who know how we measure our success B. Measures with a defined goal statement and action plan	

Process Measures