

The VADOC Strategic Plan is disseminated across the state to all employees through educational courses delivered in our learning teams and the Virginia Learning Center. All employees develop an understanding and ownership of the goals and apply them to the work they do every day.

## Implementation

**Values, Safety, and Support.**  
fulfill our Mission: **Citizenship, Commitment, Communications, Ethics, Honesty, Learning,**

We have identified our core values which we nurture and embody in our daily work to

## Values

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

## Vision

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.

## Mission

*“We are in the business of helping people to be better.”*  
-Harold W. Clarke,  
Director



# VADOC Strategic Plan Pocket Guide

**FY2022-2026**

Champion a progressive and healing environment within our organizational culture.  
Cultivate learning, innovation, and collaboration.

Demonstrate and promote operational excellence.

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

Foster a high level of safety and security.

professionals.

workforce of corrections

Recruit, develop, retain, and reward a diverse

## Strategic Goals

effectively each year.

Performance measures are determined and data collected for each goal of the VADOC Strategic Plan. These measures are specific measurable, attainable, realistic and time-based to ensure that the hard work of all VADOC staff is represented effectively each year.

## Measurement

### Leadership

**Harold W. Clarke**  
Director

**A. David Robinson**  
Chief of Corrections Operations

**Joseph Walters**  
Deputy Director of Administration

**Scott Richeson**  
Deputy Director of Programs,  
Education, and Re-Entry

For more information about the VADOC,  
visit our website.  
[vadoc.virginia.gov](http://vadoc.virginia.gov)

Prepared by the Research Unit  
REVISED February 2022

## Preparing for the Future

The Virginia Department of Corrections reviewed its FY2018-2022 Strategic Plan to assess the Agency's direction and adjust where necessary. Upon review, the Agency's mission, vision, and values and strategic goals were updated in 2021, indicating that the Agency has experienced progress and accomplished prior objectives. Continuing this commitment to the future, all strategic goals have been updated for the FY2022-2026 Strategic Plan.

The framework used for the SMART criteria for performance management by George T. Doran in 1981. SMART (Specific, Measurable, Attainable, Realistic, Time-based) guides the setting of objectives and helps to shape goals to be realistic and achievable. Goals, Objectives, Strategies, Activities, and Performance Measures collectively outline the direction of each goal.

## Director's Message

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



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

**Attract and engage talented and diverse staff to achieve the overall organizational mission.**

VADOC promotes itself as an employer of choice and uses a range of recruitment strategies to attract talented and diverse applicants, while offering creative recognition programs and competitive compensation.

**Provide a progressive work environment with growth opportunities.**

VADOC encourages employee growth and empowerment through the use of the Empowerment model, where staff choose to give the best of their abilities and skills, while accepting challenges and opportunities to grow.

- VADOC has implemented learning teams for all staff, and through these learning teams, staff have the opportunity to share information, have input, practice new skills, and generate knowledge and innovations in a way that fosters positive change and growth together.



**Foster a high level of safety and security.**

**Protect our staff**

VADOC is dedicated to providing appropriate resources to staff, including staff training to maintain safe, healthy, and secure environments.

**Ensure inmate/supervisee safety and security**

VADOC ensures that all inmates and supervisees are properly assessed and classified, and housed in safe, healthy, and secure environments.

**Safeguard the public**

VADOC houses and supervises inmates and probationers/parolees effectively.

- In 2021., VADOC was presented with the Golden Eagle Award and the Lucy Webb Hayes Award by the American Correctional Association, in recognition of VADOC's commitment to excellence, public safety, and the well-being of inmates.



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

**Provide and promote resources, programs, and services for staff wellness**

VADOC fosters a culture which emphasizes work-life balance and a commitment to personal health and well-being.

- VADOC encourages flexible work policies, such as telework and alternate work schedules.

**Provide effective programs and services for inmates and supervisees**

VADOC offers employment, academic, career and technical programming for inmates and supervisees based on their assessed risks and needs.

- Correctional Education provides Academic programs including Adult Basic Education, High School Equivalency, Plaza Comunitaria and Special Education. Career and Technical programs include: apprenticeship programs, transitional services, life skills education, and job/employability skills training.



**Demonstrate and promote operational excellence.**

**Improve organizational efficiency and effectiveness**

VADOC has a responsibility to effectively communicate, to support business practices through the development and utilization of technology, and to reinforce data-driven decisions to enhance organizational performance.

- Through the use of the 3-D (Data Driven Decisions) model, VADOC accomplishes management by data, a process by which all VADOC staff use data in order to make decisions, address issues, examine concerns and solve problems.

**Ensure exceptional stewardship of resources**

VADOC is committed to being an exceptional steward of its resources. This includes being a steward of fiscal resources by contracting with efficiency and fidelity and complying with the budget, of technology by increasing awareness of our technology tools and implementing improved methods of providing technology services, of our data and information by decreasing our reliance on paper as data storage and complying with data governance and state standards, and of our natural resources by increasing energy efficiencies and expanding sustainability practices.

- In 2019, VADOC built a five-acre solar farm at Haynesville Correctional Center, producing about 16% of the facility's electrical needs and saving \$120,000 annually.



**Champion a progressive and healing environment within our organizational culture.**

**Work together to cultivate an inclusive, motivating, rewarding, and supportive environment.**

The Healing Environment is purposeful, and encourages all to use their initiative to make positive, progressive changes to improve lives while forming relationships within safe 'containers.'

- A majority of VADOC employees believe that the Healing Environment is a good strategy for the agency, serves an important purpose, and promotes trust between one another.

**Increase cultural competence and awareness.**

VADOC is committed to increasing cultural competence and awareness through the continued use of Dialogue, as well as the Director's Diversity and Inclusion Council.

- VADOC provides formal, high-quality training about cultural differences while also encouraging informal learning opportunities.



**Cultivate learning, innovation, and collaboration.**

**Develop new innovations, training, and opportunities for engagement through best practices.**

VADOC provides multiple training opportunities, including Corrections Crisis Intervention Training (CCIT) which teaches DOC staff how to effectively and humanely interact with individuals in crisis.

- 82% of VADOC employees believe VADOC is a learning agency with dynamic initiatives, business practices, and programs that are available to employees.

**Be a multi-stakeholder collaborator.**

VADOC has expanded collaborations and communications with health providers across the state to improve access for primary and specialty care for inmates, as well as with organizations such as Johnson Controls and the Thoroughbred Retirement Foundation to create programs to help individuals return successfully to society with useful job skills.

- 78% of employees agree that VADOC should be recognized as an innovative leader and a multi-stakeholder collaborator.