



# VIRGINIA DEPARTMENT OF CORRECTIONS STRATEGIC PLAN: FY2025 - 2029



# Virginia Department of Corrections

We are One.

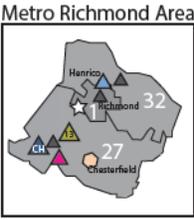
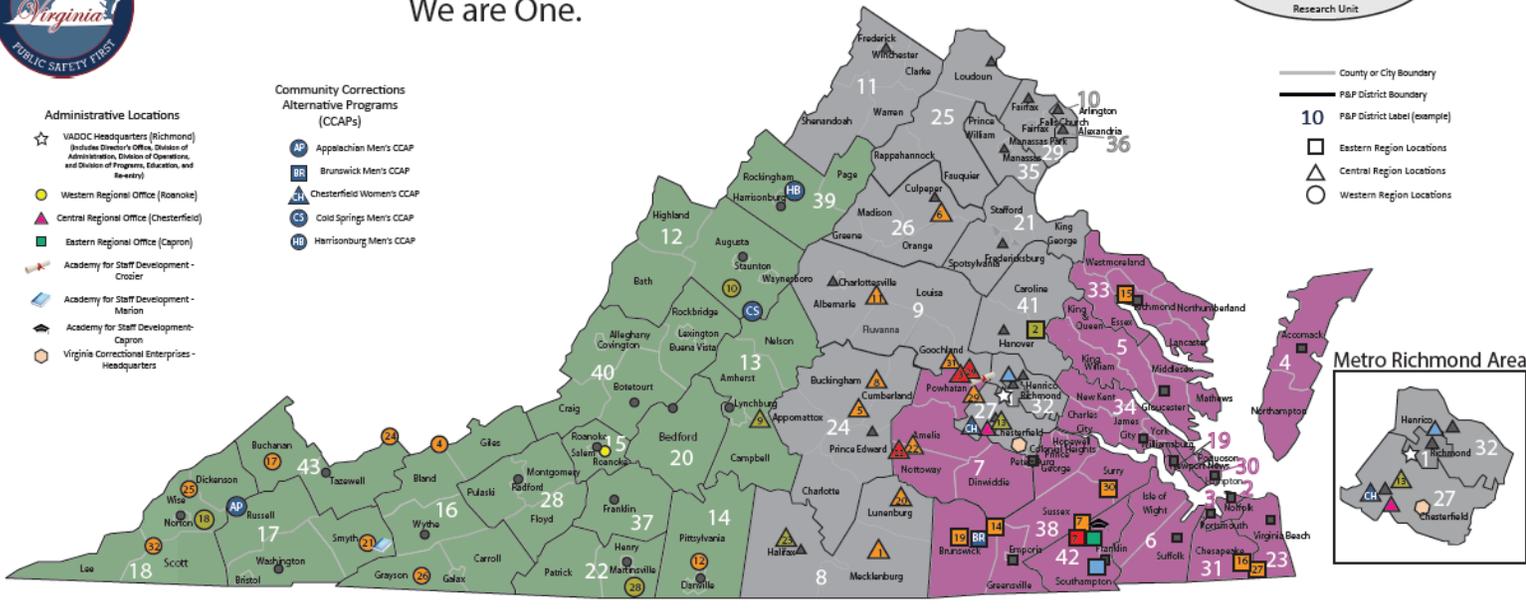


### Community Corrections Alternative Programs (CCAPs)

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

### 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



Major Institutions			
Basterville Correctional Center	Deerfield Correctional Center	Haynesville Correctional Center	Marion Correctional Treatment Center
Beaumont Correctional Center	Dilwyn Correctional Center	Indian Creek Correctional Center	Nottoway Correctional Center
Bland Correctional Center	Fluvanna Correctional Center for Women	Keen Mountain Correctional Center	Poahontas State Correctional Center
Buckingham Correctional Center	Green Rock Correctional Center	Lawrenceville Correctional Center	Red Onion State Prison
Coffwood Correctional Center	Greensville Correctional Center	Lunenburg Correctional Center	River North Correctional Center
			St. Brides Correctional Center
			Sussex I State Prison
			Virginia Correctional Center for Women
			Wallens Ridge State Prison

Field Units		
Caroline Correctional Unit #2	Halifax Correctional Unit #23	Wise Correctional Unit #18
Central Virginia Correctional Unit #13	Patrick Henry Correctional Unit #28	
Cold Springs Correctional Unit #10	Russburg Correctional Unit #9	

Secure Hospital Units	
VCU	Southampton Memorial

Work Centers	
Deerfield Men's Work Center	Nottoway Work Center
Deerfield Men's Work Center 2	State Farm Work Center

- 1 Richmond P&P - City of Richmond
- 2 Norfolk P&P - City of Norfolk
- 3 Portsmouth P&P - City of Portsmouth
- 4 Accomack P&P - Counties of Accomack and Northampton
- 5 Gloucester P&P - Counties of Gloucester, King and Queen, 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 the 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 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 the 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 the 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 the 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 Jonans 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 June 5, 2024

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# A MESSAGE FROM THE DIRECTOR OF THE VIRGINIA DEPARTMENT OF CORRECTIONS



Thank you for engaging with VADOC's Strategic Plan. The most crucial step in the strategic planning process is for our corrections team, stakeholders, and partners to fully read and review this document. Without full support and engagement from everyone, this plan remains just words on paper. By fully understanding and practicing what is inside, however, the Department can continue its commitment to excellence in public safety.

The most important function of the VADOC is ensuring public safety by providing effective incarceration, supervision, and evidence-based reentry services. The way we ensure long-term public safety is explained in the remainder of the strategic plan.

Our agency is known for its excellence across the United States and worldwide. Our success rate among those who have re-entered society is among the very best in the nation. This Strategic Plan will assist us in continuing to build on all we have achieved.

To ensure that continued success, we must embrace VADOC's mission, vision, and values. We must also work together to continually ensure public safety, improve ourselves and the population we serve, and strive to serve the Commonwealth of Virginia to the best of our ability. Thank you for all you do. I know that by working together and following this Strategic Plan, we can achieve our full potential.

**Chadwick S. Dotson**  
**Director, Virginia Department of Corrections**

# PURPOSE, MISSION, VISION, AND VALUES

## PURPOSE

Director Chadwick S. Dotson charged a team of agency employees to develop a new strategic plan. Through a series of working sessions, the team crafted a new mission statement, updated agency values, and identified new goals, objectives, and measures. The team wanted to craft a dynamic yet easily understandable plan that outlines how the agency impacts public safety and the means to identify our successes and our areas of potential.

## MISSION

We ensure public safety by providing effective incarceration, supervision, and evidence-based reentry services.

## VISION

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

## VALUES

**SAFETY:** We are committed to the safety and security of all individuals. We proactively work to create a safe and secure work environment by protecting each other, our communities, and our reputation.

**INTEGRITY:** We behave with high standards of personal and professional conduct. We are trustworthy, fair, and honest. We are ethical at all times.

**ACCOUNTABILITY:** We hold ourselves and each other accountable for our actions, decisions, and consequences.

**RESPECT:** We appreciate the differences and the dignity of individuals. We value others' points of view. We accept people as they are. We are polite, courteous, and empathetic.

**LEARNING:** We are *best-in-class* because of our commitment to personal and professional growth, continuous improvement, and evidence-based practices.

**SERVICE:** We serve by encouraging all individuals to become the best versions of themselves with humility, unity, passion, commitment, and thankfulness.

# STRATEGIC GOALS: FY2025 - 2029



Foster a high level of safety and security.



Demonstrate and promote organizational excellence.



Employ and retain an effective, well-trained, diverse, and resilient workforce.



Provide lasting public safety through successful reentry.



Foster a high level of safety and security.

*Objective 1: Maintain staff safety.*

**ACTIVITY 1**

Provide requisite training and equipment to perform job duties while enhancing skills.

**PERFORMANCE MEASURE**

Percentage of required staff who meet the Virginia Department of Criminal Justice Services (DCJS) requirements for basic training and ongoing in-service training.

**ACTIVITY 2**

Provide a safe environment.

**PERFORMANCE MEASURE**

Number of inmate-on-staff serious assaults.



Foster a high level of safety and security.

*Objective 2: Safeguard the public.*

**ACTIVITY 1**

Effectively house and supervise inmates.

**PERFORMANCE MEASURES**

Number of escapes from secure perimeter.

Number of walk-aways from work site.

**ACTIVITY 2**

Effectively house and supervise Community Corrections Alternative Programs (CCAP) supervisees.

**PERFORMANCE MEASURE**

Percentage of starters who complete the program.

**ACTIVITY 3**

Effectively supervise probationers and parolees.

**PERFORMANCE MEASURE**

Percentage of supervisees who have their needs met.



Foster a high level of safety and security.

*Objective 2: Safeguard the public.*

ACTIVITY 4

Leverage technology for enhanced supervision.

PERFORMANCE MEASURE

Percentage of supervisees monitored by Shadowtrack or GPS.





Foster a high level of safety and security.

*Objective 3: Ensure inmate and supervisee safety and security.*

**ACTIVITY 1**

Utilize appropriate risk and needs assessments.

**PERFORMANCE MEASURES**

Initial COMPAS compliance rate for facilities.

Initial COMPAS compliance rate for Probation and Parole Districts.

Current COMPAS compliance rate for facilities.

Current COMPAS compliance rate for Probation and Parole Districts.

**ACTIVITY 2**

Provide effective prevention and mitigation strategies to address substance use and other unsafe behaviors.

**PERFORMANCE MEASURES**

Number of drug seizures.

Number of positive drug tests.



Foster a high level of safety and security.

*Objective 3: Ensure inmate and supervisee safety and security.*

### ACTIVITY 3

Use incentives, interventions, and sanctions to maintain accountability with our inmate and supervisee populations.

### PERFORMANCE MEASURES

Number of annual reviews.

Number of supervision level reviews.

Number of reclassifications.

Number of major violations.





Demonstrate and promote organizational excellence.

*Objective 1: Improve operational efficiency.*

ACTIVITY 1

Measure and evaluate performance across all activities and identify opportunities for improvement.

PERFORMANCE MEASURE

Examples of organizational or process improvements.

ACTIVITY 2

Enhance staff's knowledge, skills, and abilities.

PERFORMANCE MEASURE

Number of staff utilizing the Tuition Reimbursement Program.

ACTIVITY 3

Leverage emerging and innovative research, trends, and technologies.

PERFORMANCE MEASURE

Examples of how VADOC leverages emerging and innovative research, trends, and technologies.



Demonstrate and promote organizational excellence.

*Objective 2: Outstanding stewardship of resources.*

ACTIVITY 1

Safeguard and manage fiscal resources.

PERFORMANCE MEASURE

Percentage of Auditor of Public Accounts (APA) audit findings that were reported as corrected in the following report.

ACTIVITY 2

Safeguard and manage natural resources.

PERFORMANCE MEASURE

Tonnage of material annually recycled by the VADOC.

ACTIVITY 3

Provide, develop, and support effective use of technology.

PERFORMANCE MEASURE

Percentage of facilities with satisfactory internet bandwidth for staff.



Demonstrate and promote organizational excellence.

*Objective 2: Outstanding stewardship of resources.*

#### ACTIVITY 4

Protect and build our data and information resources.

#### PERFORMANCE MEASURE

Number of active dashboards in the Data Tool.



Demonstrate and promote organizational excellence.

*Objective 3: Communicate department successes and challenges with...*

ACTIVITY 1

Staff.

PERFORMANCE MEASURE

Percentage of staff agreeing or strongly agreeing that VADOC shares its successes and challenges with them.

ACTIVITY 2

State government.

PERFORMANCE MEASURE

Examples of engagements.

ACTIVITY 3

Local and federal government partners.

PERFORMANCE MEASURE

Examples of engagements.



Demonstrate and promote organizational excellence.

*Objective 3: Communicate department successes and challenges with...*

#### ACTIVITY 4

Public and stakeholder groups.

#### PERFORMANCE MEASURE

Examples of engagements.





Employ and retain an effective, well-trained, diverse, and resilient workforce.

***Objective 1: Recruit and hire a highly skilled and diverse workforce.***

**ACTIVITY 1**

Promote VADOC as an employer of choice.

**PERFORMANCE MEASURE**

Retention rate.

**ACTIVITY 2**

Seek a larger pool of qualified applicants.

**PERFORMANCE MEASURE**

Total qualified applicants per open position.

**ACTIVITY 3**

Employ a diverse workforce.

**PERFORMANCE MEASURE**

Demographics of current workforce in alignment with Virginia's population.



Employ and retain an effective, well-trained, diverse, and resilient workforce.

*Objective 1: Recruit and hire a highly skilled and diverse workforce.*

#### ACTIVITY 4

Ensure an efficient and effective onboarding process that prepares employees for success.

#### PERFORMANCE MEASURE

Turnover rate among employees who have a tenure less than 12 months, 18 months, 24 months, and 60 months.





Employ and retain an effective, well-trained, diverse, and resilient workforce.

*Objective 2: Enhance employee job satisfaction and effectiveness.*

**ACTIVITY 1**

Foster a safe and inclusive culture where employees feel valued.

**PERFORMANCE MEASURE**

Percentage of staff who agree or strongly agree that they feel valued in their job.

**ACTIVITY 2**

Recognize and celebrate employee success.

**PERFORMANCE MEASURE**

Number of staff recognition awards.

**ACTIVITY 3**

Provide employees with training and development opportunities.

**PERFORMANCE MEASURE**

Percentage of staff taking elective training captured by Academy for Staff Development (ASD).



Employ and retain an effective, well-trained, diverse, and resilient workforce.

*Objective 2: Enhance employee job satisfaction and effectiveness.*

**ACTIVITY 4**

Promote new and existing opportunities for career advancement.

**PERFORMANCE MEASURE**

Number of staff receiving upward movement in pay (excluding across the board increases).

**ACTIVITY 5**

Develop and enhance opportunities for mentoring and coaching.

**PERFORMANCE MEASURE**

Percentage of staff who agree or strongly agree that they have received mentoring and coaching.

**ACTIVITY 6**

Ensure leaders are equipped to provide a culture of respect, trust, and accountability.

**PERFORMANCE MEASURE**

Percentage of staff who agree that their supervisor provides a culture of respect, trust, and accountability.



Employ and retain an effective, well-trained, diverse, and resilient workforce.

*Objective 3: Promote employee health and wellness.*

**ACTIVITY 1**

Provide opportunities for improving overall wellness.

**PERFORMANCE MEASURE**

Number of wellness programs and services offered.

**ACTIVITY 2**

Provide programs and services aimed to support the mental health of corrections professionals.

**PERFORMANCE MEASURE**

Number of programs and services specific to mental health awareness.





Provide lasting public safety through successful reentry.

***Objective 1: Provide effective evidence-based programs and services.***

**ACTIVITY 1**

Provide a roadmap to maximize utilization of programs and services.

**PERFORMANCE MEASURES**

Percentage of inmates in programs without a qualifying need.

Percentage of inmates in programs with a qualifying need.

Percentage of DOC facility releases that needed a program that they did not receive.

**ACTIVITY 2**

Improve technology capabilities to increase the effectiveness and efficiency of programs and services.

**PERFORMANCE MEASURE**

Percentage of facilities with satisfactory inmate internet bandwidth.



Provide lasting public safety through successful reentry.

*Objective 1: Provide effective evidence-based programs and services.*

### ACTIVITY 3

Provide increased opportunities to inmates and supervisees based on risks and needs.

### PERFORMANCE MEASURE

Percentage of supervisees who have their needs met.

Number of inmates enrolled in educational programs.





Provide lasting public safety through successful reentry.

*Objective 2: Strengthen the reentry process through enhanced and effective collaboration with stakeholders.*

### ACTIVITY 1

Increase Reentry Council engagement.

### PERFORMANCE MEASURE

Number of Reentry Council meetings and events.

### ACTIVITY 2

Promote the employment of previously incarcerated individuals and supervisees.

### PERFORMANCE MEASURE

Percentage of supervisees in districts with active employment.

### ACTIVITY 3

Enhance collaborative activities and partnerships.

### PERFORMANCE MEASURE

Examples of collaborative partnerships.

# STRATEGIC PLAN COMMITTEE MEMBERS

**Lucinda R. Childs-White, Co-chair**

*Human Resources Director*

**Leslie “Moose” Fleming, Co-chair**

*Regional Operations Chief*

**Zacc Allen**

*Chief Information Officer*

**Laura Allen**

*Project Manager for Programs, Education,  
and Reentry*

**Jennifer Bray**

*Operations Project Manager*

**Kelli Brown**

*Chief Probation and Parole Officer, Norfolk  
P&P*

**Lamont Carrington**

*Training Director*

**Tama S. Celi, Ph.D.**

*Director of Research*

**Jermiah Fitz**

*Regional Administrator for Institutions*

**Brian Flaherty**

*Project Manager for Administration*

**Bradley Jett**

*Regional Educational Administrator*

**Alex Miller**

*Manager of Strategic Planning Unit*

**Laura Paschal**

*Region EBP Manager, Community  
Corrections*

**Dean Ricks**

*Chief Financial Officer*

**Rodney Younce**

*Warden, River North Correctional Center*

