



## **Pro Equity Anti Racism (PEAR) Plan**

**CREATING A FAIR AND JUST  
ENVIRONMENT FOR ALL TO SUCCEED**



## Acknowledgements

*The Department of Corrections would like to give thanks to those listed below for creating the supports to advance an equitable and just Washington.*

- **Washington State Governor Inslee** for his commitment in creating Executive Order 22-04
- **Dr. Karen Johnson, Director, Governor Inslee's Office of Equity – Equity & Justice for All**
- **The PEAR Plan Implementation Team**
  - Judy Bradley – Washington Federation of State Employees (WFSE)
  - Kim Bogucki – The IF Project
  - Caitlin Robertson – Director of Office of Correctional Ombuds (OCO)
  - Emijah Smith – Co-Chair Statewide Family Council
  - Mike Miskell – Teamsters 117
  - Waldo E. Waldron Ramsey – WA Community Action Network and Lived Experience
  - Kecia Rongen – Chair, Indeterminate Sentence Review Board (ISRB)
  - Cheryl Strange – Secretary, Dept of Corrections (DOC)
  - Sean Murphy – Deputy Secretary, DOC
  - Julie Martin – Chief of Staff, DOC
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  - Eric Jackson – Assistant Deputy Director Men's Prison, DOC
  - Nancy DuFraine – Director of Tribal Relations, DOC
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  - Sarah Sytsma – Correctional Industries Director, DOC
  - Tracy Johnson – Senior Enterprise Project Manager, DOC
  - Cynthia Benton – Human Resource Manager, DOC
  - Jaime Alarcon – Communications Consultant/Spanish Interpreter, DOC
  - Yen Huynh – Equity & Social Justice Consultant, DOC
  - Jarrod Irvin – Equity & Social Justice Consultant, DOC
- To our staff
- To the incarcerated and supervised people and their families for whom we serve and support
- To our Research and Data Analytics team and our Human Resource (HR) team for our data

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## Our Story

The Washington State Department of Corrections (DOC) is a cabinet level agency made up of over 8,000 dedicated professionals who work to carry out the sentences of the courts and improve public safety. The DOC manages 12 prisons statewide (10 for men and 2 for women), which collectively provide housing and services for 12,900 incarcerated people. The DOC supervises 12,663 adult justice-involved people at 12 reentry centers and 86 community field offices (see appendix A for DOC locations statewide). DOC employees work in a variety of specialties and programs to administer a comprehensive system of corrections.



# Vision, Mission & Values



## MISSION

Improving public safety by positively changing lives



## OUR COMMITMENT

To operate a safe and humane corrections system and partner with others to transform lives for a better Washington



## VISION

Working together for safer communities

## CORE VALUES

### CULTIVATE AN ENVIRONMENT OF INTEGRITY AND TRUST

Corrections values partnership and trust. We foster openness and support courageous conversations. We are committed to doing what we say we are going to do by being accountable and taking personal ownership in our actions.

### RESPECTFUL AND INCLUSIVE INTERACTIONS

Corrections appreciates and values individuals by promoting an inclusive and diverse environment, which encourages safety. We respect, value, and listen to the thoughts, feelings, and perspectives of our stakeholders and consider the impact on those we serve as well as each other.

### PEOPLE'S SAFETY

Corrections believes in creating an environment that values physical, mental, and emotional security and well-being. We honor those who advance safety for all.

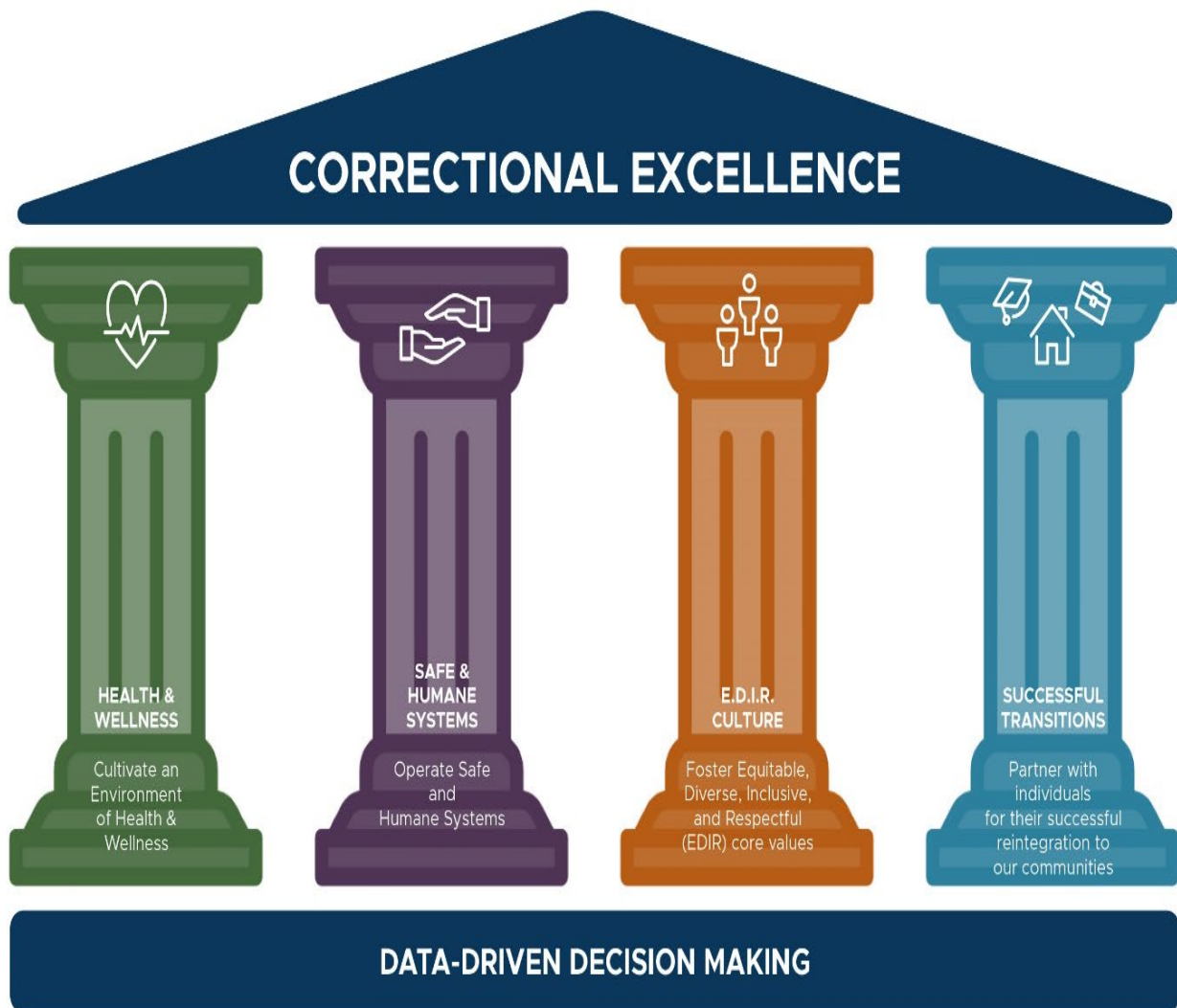
### POSITIVITY IN WORDS AND ACTIONS

At Corrections, we assume positive intentions and believe there is a shared desire for the best outcome. We consistently demonstrate positive behavior and always put forth our best effort.

### SUPPORTING PEOPLE'S SUCCESS

Corrections is committed to our community - understanding individuals, instilling hope, embracing change, and providing opportunities.

## Guiding Principles



### Key Initiatives that support our guiding principles:

#### Growing a Safe and Humane Correctional Culture

The department must focus its core efforts toward creating more opportunities to achieve a safer and more humane correctional system, achieve better health, wellness, and professional fulfillment for our staff so that we can improve outcomes for our staff and those under our care and custody. Healthy staff that are positively engaged in the daily work and committed to the professional wellbeing and development of peers and colleagues goes a long way to making this work not only safe, but also very rewarding. We must get well ourselves in order to better help others. We cannot stop there and we must begin now.

## **Creating an Equitable, Diverse, Inclusive and Respectful (EDIR) Culture**

Treating people with professionalism and respect is essential to our work in creating a healthy, safe, and just culture where all can thrive. This is our work, and it is not limited to just one division, but is the work of everyone in the agency, including those who are incarcerated or on supervision.

## **Person-Centered Lived Experience**

The agency's Director of Person-Centered Services leads efforts in reviewing key policies, practices, and procedures from the perspective of a person with lived experience being incarcerated. Through this lens, they help inform the development of measures that reduce risk, inform treatment planning, enhance decision making, and ultimately improve reentry success. Part of their role involves bringing the perspectives and recommendations of both facility staff and people who are incarcerated to agency leadership. This approach supports mutual respect between staff and incarcerated people, improves equity and inclusion, and creates safe, healthy, and humane correctional facilities.

## **Creation of the Women's Division to Advance Gender Informed Practices**

Our efforts to become better at addressing and accounting for the gender differences of people in our care and custody and on supervision have been formalized through the creation of a separate and distinct prisons division for women. We have had many starts and stops in these efforts and our commitment is to create a sustainable and enduring framework that builds programming, assessment and treatment based on gender. Currently, we are focusing our efforts on securing evidence-based risk and classification tools specifically for women. This is exciting work that is just getting underway as we are building the team to carry it forward.

## **Addressing the Complex Health conditions of Those in Our Care and on Community Supervision**

Our ongoing work to build a continuum of quality care requires a unified vision and a commitment to treat the complex medical and mental health needs of people within our agency. We must have resources to deliver on key initiatives, including: the treatment of cancer, severe and persistent mental illness, infectious diseases such as HIV and hepatitis, complex medical challenges within our violator populations, special programming for people with traumatic brain disorder, intellectual and developmental disabilities, and substance use disorders. We must make investments in technology such as telehealth and an electronic medical record system. We appreciate the resources the department received with our last budget request and look forward to continued support from the Governor and Legislature.

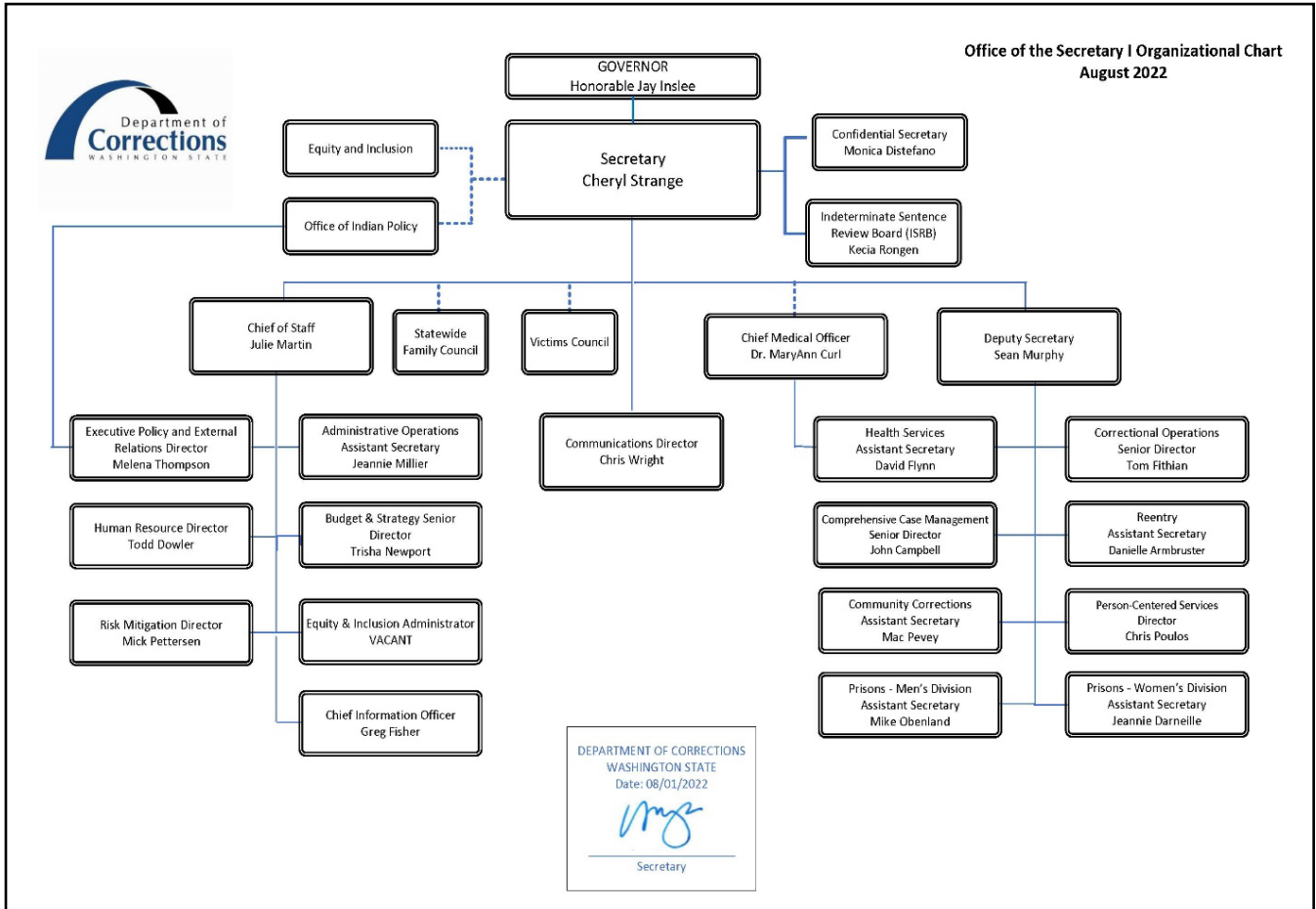
## **Successful Transition of People Out of Custody and Back into the Community**

Many people in our care and custody will transition back to the community. It is important that we begin planning for this eventuality at the time of initial entry not near discharge. The development of Individualized Reentry Plans for every person in our care and custody will occur at the front end of incarceration. Our work is to understand and respond to the individualized risks, and to help people reenter communities with the skills and abilities necessary to navigate community living. This work is not limited to just one division, but is the work of everyone in the agency, including people who are incarcerated or on supervision. The expansion of Graduated Reentry (GRE) has provided resources for the DOC to enhance this work, as has the recent efforts implementing iCoach, a mentoring and coaching model of supervision, towards fulfilling the needs of all people in our care and on supervision.



# Organizational Structure

**Office of the Secretary** (17 staff, \$2.31M annual budget) provides executive leadership for the agency’s senior leaders, including the Deputy Secretary, Chief of Staff, Indeterminate Sentence Review Board Chair, the Equity and Inclusion Administrator, the Chief Medical Officer, the Director of Tribal Relations, and the Director of Communications.



**Indeterminate Sentencing Review Board** (20 staff, \$2.6M annual budget) was created in 1986 and is a quasi-judicial board located within the DOC. The board is the only releasing authority in Washington State. The board retains independent decision making from the DOC and has jurisdiction over three types of cases: People who committed crimes before July 1, 1984 and were sentenced to prison (Sentencing Reform Act); People who committed certain sex offenses on or after September 1, 2001; and People who committed crimes prior to their 18th birthday and were convicted in an adult court

**Office of the Chief of Staff** (460 staff, \$76.5M annual budget) provides executive leadership for the administrative, business, and support operations of the DOC including Administrative Operations; Equity, Diversity, Inclusion & Respect; Human Resources; Executive Policy; External Relations; Budget; Strategy & Innovation; Research & Data Analytics; Information Technology; and Risk Management & Safety.

**Office of the Deputy Secretary** (150 staff, \$18.4M annual budget) provides executive leadership for the operational functions of the DOC including Men's and Women's Prisons, Health Services, Reentry and Correctional Industries, Community Corrections, Correctional Operations, and Case Management.

**Administrative Operations Division** (595 staff, \$57.8M annual budget) provides services that support the administrative and business operations of the DOC including Audit & Ethics, Hearings, Business Services, Information Governance & Disclosure, Capital Programs, Statewide Records, Litigation, and Department Policy.

**Community Corrections Division** (947 staff, 12,700 people on active supervision, \$139M annual budget) oversees people who have been ordered to a term of supervision by a court. People on supervision may come to the agency directly from jail, the court, or a prison facility. CCD manages the Graduated Reentry (GRE) program, Community Parenting Alternative (CPA), and Family Offender Sentencing Alternatives (FOSA). The goal of CCD is to provide guidance, support and program opportunities to all people who are returning to or remaining within the community. CCD is also responsible for holding people accountable for court ordered supervision conditions, while coaching them to be successful, as well as collaborating with and supporting community resources with a vested interest in successful transition. CCD also oversees our Victim Services Unit (VSU), Community Response Unit (CRU), Civil Commitment Program (CPP), Interstate Compact (IC), and Cost of Supervision (COS) / Legal Financial Obligation (LFO) and Critical Incident Units (CIU).

**Health Services Division** (1,130 staff, \$242M annual budget) provides constitutionally required health care to people who are incarcerated, including medical, dental, behavioral health, and pharmacy services. Care is provided within the prisons by over 900 healthcare professionals, licensed/certified care providers, and counselors.

**Men's Prison Division** (4800 staff, 11,500 incarcerated men, \$588M annual budget) oversees the state's 10 corrections facilities which house adult males who have been convicted of a felony and sentenced by a court. The division is responsible for the humane, safe, and secure care and custody of men who are incarcerated. The division provides opportunities such as educational programming, vocational experiences, job training, religious services, visitation, family services, and counseling to support successful transition and release.

**Women's Prisons Division** (415 staff, 660 incarcerated women, \$50.5M annual budget) oversees the two women's corrections facilities, one being a minimum custody camp. The Women's Division advances the DOC's efforts to further develop a gender responsive model to better address the unique needs of women who are incarcerated with various programming, training, visitation, family services, and job training programs.

**Reentry Division** (390 staff, \$88.6M annual budget) oversees the agency's 12 Reentry Centers which provide a less restrictive space in which people who are incarcerated can begin transitioning to life in their community. The Reentry Division provides targeted opportunities and pathways supporting the successful community integration of each person while providing a continuum of services that engage the population, our employees, and community partners. Some of these practices include individual case management, cognitive behavioral interventions, cognitive behavioral interventions-quality assurance, educational and vocational programming, housing voucher programs, reentry centers, Strength in Families program, reentry services, and Correctional Industries (CI). Reentry staff offer support from reception throughout the person's incarceration and transition out into the community based on the Second Chance Act –Continuum of Care (SCA-COC).

**Correctional Operations** (50 staff, \$7.8M annual budget) provides enterprise level management by working with the operational divisions to ensure consistency, efficiency, and proficiency in operations across the entire DOC. This office includes Correctional Programs & Services, Security & Emergency Management, Incarcerated Technology Services, and Executive Excellence.

**Comprehensive Case Management** (103.6 staff, \$12.3M annual budget) is responsible for the classification, case management, transportation, and custody appropriate housing of approximately 12,000 incarcerated people. This office brings together the functions and units responsible to determine classification, case management needs, custody specific housing, missioned housing, security threat groups, and transportation requirements to ensure people are safely managed, housed, transported, and transitioned throughout the system.

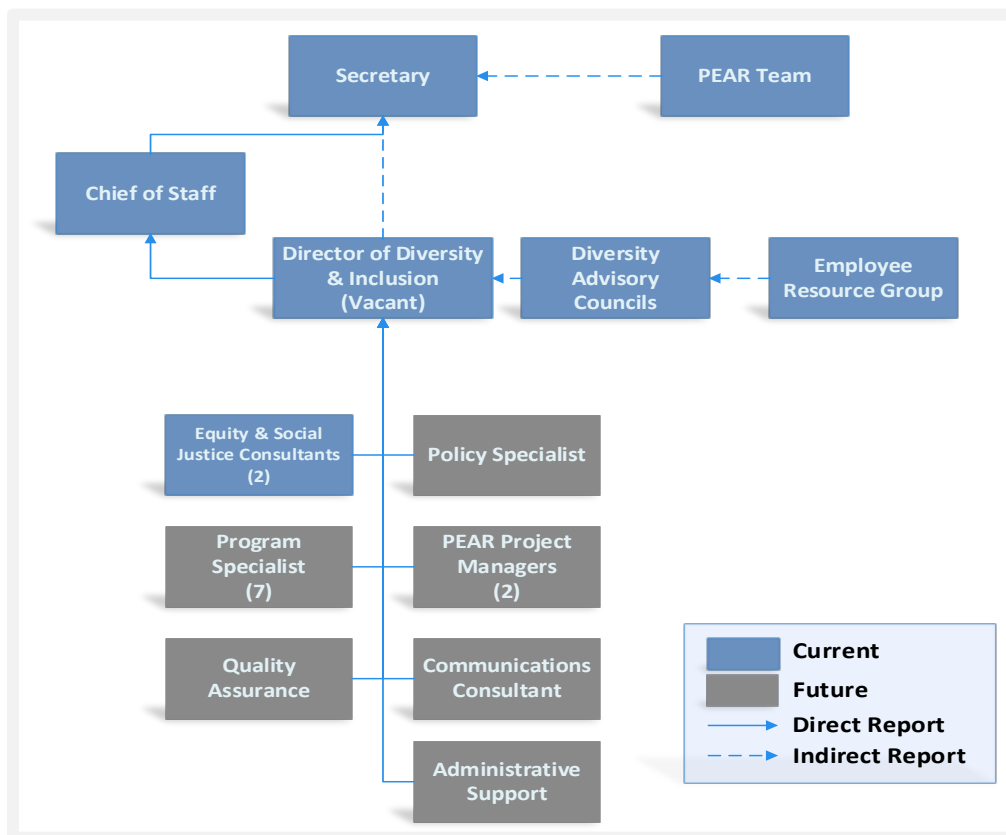
# The Office of Equity, Diversity, Inclusion, and Respect (EDIR)

**VISION** – Create an Equitable, Diverse, Inclusive, and Respectful Washington State Department of Corrections (DOC)

**MISSION** – To champion equitable, diverse, inclusive, and respect policies and practices that advance human-centered correctional operations

*“We often talk about being inclusive from a majority culture perspective, meaning our conversations tend to invite marginalized groups to join the majority. To be successful, we need to do the opposite; we need to seek to be included by marginalized groups in this work.” - Cheryl Strange, DOC Secretary*

## The DOC’s Future EDIR Office



The future organization chart is partially dependent on receiving funding for the additional resources. The DOC is committed to this work and appreciates the PEAR Team’s support.

# Pro-Equity Anti-Racism (PEAR) Strategic Action Plan

*I am excited to share the Washington State Department of Correction's first Pro-Equity Anti-Racist (PEAR) Strategic Action Plan in response to Governor Inslee's Executive Order 22-04, Implementing the Washington State Pro-Equity Anti-Racism Plan and Playbook. The Department is dedicated to doing our part to create a PEAR ecosystem in Washington State. Further, the Department is committed to operating a safe and humane corrections system and partnering with others to transform lives for a better Washington. Achieving our PEAR goals will bring the Department into greater alignment with our Strategic Anchors." - Cheryl Strange, DOC Secretary*

## I. Contact Information

**Agency/Department/Board/Commission Name:** Department of Corrections (DOC)

**Agency Leader/Head Name:** Cheryl Strange, DOC Secretary

**Telephone number:** (360) 725-8810

**Email address:** [cheryl.strange@doc1.wa.gov](mailto:cheryl.strange@doc1.wa.gov)

## II. PEAR Team Information

**Has your Agency/Department/Board/Commission established your complete PEAR Team (Executive Order 22-04 Section 2c)?**

Tip: Revisit the PEAR Team Orientation Session guidance on establishing a complete PEAR Team.

Answer: **Yes**

Provide the name and email address of all PEAR Team members:

Agency Executive Leaders:

- Cheryl Strange, Secretary, [cheryl.strange@doc1.wa.gov](mailto:cheryl.strange@doc1.wa.gov)
- Sean Murphy, Deputy Secretary, [sean.murphy@doc1.wa.gov](mailto:sean.murphy@doc1.wa.gov)
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- Thea Mounts, Research & Data Analytics Director, [thea.mounts@doc1.wa.gov](mailto:thea.mounts@doc1.wa.gov)

#### Agency Equity Officer:

- Vacant (under recruitment), Director of Diversity and Inclusion

#### Employees:

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- Sarah Sytsma, Correctional Industries Director, [sesytsma@doc1.wa.gov](mailto:sesytsma@doc1.wa.gov)
- Tracy Johnson, Senior Enterprise Project Manager, [tajohnson@doc1.wa.gov](mailto:tajohnson@doc1.wa.gov)
- Cynthia Benton, Human Resource Manager – CRCC, [cynthia.benton@doc1.wa.gov](mailto:cynthia.benton@doc1.wa.gov)

#### External Customers:

- Emijah Smith, Statewide Family Council Co-Chair, [emijah@gmail.com](mailto:emijah@gmail.com)
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#### Agency Partners:

- Kim Bogucki, Board Member, [kim@theifproject.com](mailto:kim@theifproject.com)
- Mike Miskell, Teamsters 117, [mike.miskell@teamsters117.org](mailto:mike.miskell@teamsters117.org)
- Caitlin Robertson, Office of Correctional Ombuds Director, [caitlin.robertson@gov.wa.gov](mailto:caitlin.robertson@gov.wa.gov)

#### Experts for Key Business Lines:

- Dr. Zainab Ghazal, Health Services Administrator, [zainab.ghazal@doc1.wa.gov](mailto:zainab.ghazal@doc1.wa.gov)
- Nancy Dufraime, Tribal Relations Director, [ndufraime@doc1.wa.gov](mailto:ndufraime@doc1.wa.gov)
- Jo Wofford, Deputy Assistant Secretary – Women's Prison Division
- Eric Jackson, Assistant Deputy Director for Prisons Command A, [eric.jackson@doc.wa.gov](mailto:eric.jackson@doc.wa.gov)

- Susie Leavell, Senior Administrator – Reentry Division, srleavell@doc1.wa.gov
- Emijah Smith, Statewide Family Council Co-Chair, emijah@gmail.com
- Waldo E. Waldron Ramsey, Political Coordinator, waldowaldronramsey@washingtoncan.org

### III. Baseline Equity Impact Review (EIR) Completion

**Has your Agency/Department/Board/Commission completed the Baseline Equity Impact Review (EIR) of your agency’s key business lines to determine where the needs are greatest?**

- Answer: **Yes**

### IV. PEAR Readiness Checklist

**Has your Agency/Department/Board/Commission completed all PEAR Readiness Steps below?**

- Answer: **In progress**
- Date your agency completed all PEAR Readiness Steps: **N/A**
- Or target date of completion: **December 1, 2022**

### PEAR Readiness Steps:

Agency leader and all PEAR Team members attend a PEAR Team Orientation Session hosted by the Office of Equity or watch the recordings.

Agency leader and PEAR Team members meet to debrief the PEAR Team Orientation Session and discuss next steps.

Create an agency Pro-Equity Anti-Racism (PEAR) Statement signed by the agency leader outlining the agency’s commitment to implementing Executive Order 22-04 and expectations for employees.

Create a video of the agency leader and PEAR Team sharing information about the agency’s PEAR Statement.

Establish a stand-alone agency administrative policy that outlines the agency’s roles and responsibilities for implementing Executive Order 22-04. (Note: DOC will seek consultation with the Office of Equity on a PEAR policy.)



## V. PEAR Service Line Investments

Based on the results of the Baseline EIR, describe the three (3) PEAR Service Line Investments your agency is going to make over the next year.

## VI. PEAR Service Line Investment 1

**Agency Key Business Line(s):** Incarceration

**PEAR Service Line where the needs are greatest:** Leadership, Operations, & Services

**PEAR Service Line Priority where the needs are greatest:** Learning Organization

**PEAR Service Line Investment 1 description - Summarize the policies, processes, practices, and procedures related to this investment:**

The DOC PEAR Team selected Transparency and Accountability as its first service line investment, as it relates to the problem we are trying to solve, regarding what appears to be an overuse of sanctions toward Black, Indigenous, and Hispanic incarcerated men, as well as women, in our care and custody. This investment will facilitate the agency's need to better understand the impact of our actions through data collection, analysis, and ongoing monitoring, as well as the review of policies, practices, and procedures related to the discipline of people who are incarcerated. This investment will build a framework for hearing from those impacted by our work; a review and possible rewrite of the DOC's policies and procedures; and support for changing practices concerning Behavior Observation Entries (BOEs) & onsite adjustments, general & serious infractions, disciplinary hearings, and the DOC appeals process.

**What disparities do you seek to decrease or eliminate with this investment?**

The Department of Corrections seeks to eliminate disparities in the way it administers discipline. It will take a comprehensive look at BOEs, on-site adjustments, general and serious infractions, disciplinary hearings, and the appeal process of its incarcerated population, regarding Black, Indigenous, and Hispanic men, and women, who are incarcerated within its prison facilities.

**Which people groups and/or places, with the greatest need, does this investment focus on?**

The investment focuses on Black, Indigenous, and Hispanic men and women of all races who are incarcerated.

**Did your agency consult with tribal governments and Recognized American Indian Organizations (RAIOs)? How does this investment address the consultation they provided? Indicate N/A if not applicable.**

Yes. In recognition of Tribal Sovereignty, the DOC is collaborating with the 29 Federally Recognized Tribes of Washington to develop a Tribal Consultation Policy through the newly created Correctional Indian Policy Advisory Committee (CIPAC), co-chaired by DOC Secretary Strange and Loni Grainger, Deputy Director, Jamestown S'Klallam Tribe, to seek formal consultation from tribes. The Director of Tribal Relations is a member of the PEAR Team and once a formal consultation process is in place, their input can be formally received and recognized. Once the policy is in place, a Tribal chair or their designee representative will become a member of the PEAR team, and tribal input will be included in the PEAR Plan.

**What did impacted communities/employees/other interested parties identify as the root causes of the disparities? How will your investment address the root causes?**

- Root causes of disparities identified:

The PEAR team members identified root causes that include not enough expertise in the agency, not enough resources to do the work, and unrecognized biases that result in some staff dealing with people who are incarcerated more punitively. Some members noted that the DOC policy on discipline is very outdated, should be updated to provide better direction to staff, and include language about the intent to eliminate disparities.

- We will address root causes by:

Empowering the DOC PEAR team to assess the current practices and procedures around prison discipline, determine whether and how resources can be used more effectively, and make recommendations for investments where needed.

Establishing a system to address staff biases more swiftly and provide staff with coaching, education, and other assistance in meeting desired PEAR outcomes.

Seeking out technical assistance from the Office of Equity, the Correctional Leadership Association, and others who have led in this space so that we can do this work better and deliver on this effort.

Expanding and sustaining an active and engaged PEAR team with sub-groups to increase its capacity for eliminating inequities in the administration of the agency's discipline system.

Asking for additional funds in the 2023-2025 budget to build a more stable infrastructure that will allow for more voices of those impacted to help the DOC understand its impact on them. This includes incarcerated men and women, the staff who administer the discipline process (so they understand the why and what of our expectations), and the DOC leadership to support and hold themselves and staff accountable for the work.

**How does your investment address concerns and priorities identified by impacted communities/employees/other interested parties?**

- We will address concerns by:

The PEAR Team broke into small groups to develop these investments directly. Concerns that were shared among PEAR team members include a lack of adequate staffing levels, staff morale & safety during the COVID pandemic, rooting out inequities and racism, and a desire for staff to practice new behaviors to achieve cultural change. The DOC will address these concerns through the investments detailed in this strategic plan. More specifically, the concern around adequate staffing issues will be addressed through an investment described later in this plan that focuses on staff recruitment and retention, as well as budget requests for adequate staffing coverage, so that staff can attend training, take time out to be together, and learn. For concerns around staff safety and morale, the agency will continue to work with its labor partners to address safety concerns and more focused work on a human-centered culture which contributes greatly to staff safety and wellness. The DOC will include staff, labor representatives, and leadership in developing changes to existing practices and procedures to ensure these concerns are addressed. With respect to rooting out inequities and racism, the investment described in this section will specifically address racial and gender disparities in the prison discipline process. Lastly, concerning staff practicing new behaviors, the DOC is prioritizing EDIR so that all staff, at all levels of the organization, receive adequate time, resources, and technical assistance needed to effectively practice new behaviors.

- We will address priorities by:

The DOC has a focus on equity, diversity, inclusion, and respect as one of its strategic pillars. To achieve this, the DOC will intentionally bring more impacted people to the executive table. The priorities that were shared with the DOC relevant to the issue described here included staff morale and safety, treating staff and those under our care more humanely, and improving training, culture, and communication. The agency will address these priorities by creating a Secretary’s EDIR Roundtable so that impacted people, employees, and other interested parties are included in the development of strategies to address this issue.

**How will/could your investment increase or decrease benefits for communities/employees/other interested parties? Increase or decrease burdens? How will your agency identify and minimize any unintended harms?**

The investment described here has the potential to increase benefits and decrease burdens for all people who are incarcerated, but especially Black, Indigenous, and Hispanic men, as well as women. A more transparent and equitable disciplinary system should provide improved access to restorative opportunities, along with fewer barriers to successfully navigate the correctional environment. People who are incarcerated will also benefit from the equitable distribution of jobs and Good Conduct Time (GCT). For staff, a more transparent and accountable disciplinary system should improve relations between them and people who are incarcerated, which should then increase safety for everyone in the agency’s facilities.

If implementation is not done well this investment may increase burdens for people who are incarcerated and staff. An example of this involves safety. If the purpose of a new system of transparency and accountability is not communicated well, staff may feel that they are being targeted or unduly scrutinized. Also, if the implementation of the system is not communicated well, some staff may decide it is safer for them, in terms of maintaining their employment, to issue fewer disciplinary actions. This has the potential to lead to a less safe environment for both staff and people who are incarcerated, as well as reinforcing a negative culture within the agency.

To identify and address potential burden increases, the DOC will engage with staff at all levels of the organization to communicate the expectation for change, the purpose for this change, how and why the change will be implemented, and consequences for employees who do not comply.

To communicate the investment and its associated strategies with staff, communities, and others more effectively, the agency will be transparent in sharing these results. Tracking these metrics will be shared at the facility and management levels of the organization, as well as with incarcerated people and the public. Lastly, the agency will improve its institutional training on disciplinary processes and practices, as well as increase engagements by supervisors to reinforce lessons learned.

#### **PEAR Determinants of Equity supported by this investment:**

**PEAR Determinants of Equity Group(s) [Community Support Systems (Trunk), Family Support Systems (Branches), Community Infrastructure (Root System), Government Practices (Soil & Nutrients)] supported by this investment:**

The investment described in this section supports the Soil & Nutrients group of PEAR Determinants of Equity, specifically equity in state and local practices.

#### **Desired PEAR Outcome(s):**

The long-term desired outcomes for this investment include leadership at all levels understanding the why behind this investment. They will understand the importance of this investment, our goals, and how they individually contribute to it. Our efforts to eliminate disparities in the administration of our disciplinary process will be effective and transparent. Each employee will be accountable for advancing pro-equity, racial justice, access, and belonging. Having a workforce made of skilled, confident, change agents who actively apply PEAR knowledge to their work and daily lives. Our operations, programs, and services are equitable, anti-racist, and focus on where the needs are the greatest in our service delivery, process design, and measures. Staff have PEAR measures in their performance and development plans and are evaluated on these skills and competencies.

## **PEAR Habit(s) needed to achieve desired PEAR Outcomes:**

The habits needed to achieve the desired PEAR outcomes include:

- Avoid quick fixes – Focusing on processes and outcomes utilizing data and moving with the understanding that systemic change takes time.
- Build Capacity – Having the resources to advance the skills and abilities of staff and the supports and structure necessary for expanding their own cultural acumen.
- Leaders as Models – Leaders embracing, modeling, and investing in relationships to create and sustain an equitable and just culture.

## **PEAR Service Line Investment Lead or Team - Who is responsible for leading the actions?**

The Secretary and the DOC's Extended Leadership Team (ELT) are responsible for leading these actions. Leaders who are represented on the PEAR Team, along with others across the agency, will provide the leadership and direction for developing and implementing this investment.

## **Collaboration needs - Who does the agency need to collaborate with to make the investment?**

The agency's PEAR Team identified several parties with whom it will need to collaborate to fully realize the vision for this investment, including both internal and external entities. Internal entities consist of data staff, correctional officers, sergeants, lieutenants, captains, labor, people who are incarcerated, the agency's Disciplinary Program Manager, project managers, the agency's Training & Development Unit (TDU), and the Prison Division's two Assistant Secretaries.

## **What are the potential barriers, challenges, and/or risks of this investment?**

A challenge regarding this investment centers squarely on our ability to effectively articulate expectations for implementation and having the resources and infrastructure necessary to deliver on this. The DOC has over 13,000 incarcerated people and 9000 staff; this work will take additional resources to implement effectively.

It is also clear that without effective communication and action around this investment, staff may feel targeted and unreasonably scrutinized. This erroneous perception can lead to some staff writing fewer infractions for Black, Indigenous, and Hispanic men, or women, who are incarcerated, which could potentially decrease safety for everyone in the environment and does not address the need to fully understand principles of equity, justice, and inclusion.

Another anticipated challenge includes agency staff who may struggle adapting to new or different methods for identifying, interpreting, and addressing concerning behavior from people who are incarcerated. They will need added support for this work.

Another challenge involves gathering the information necessary to implement and monitor the investment. Historically, the DOC has only maintained certain data around discipline in its prisons. To effectively carry-out this investment, the agency will have to create new methods for gathering, tracking, analyzing, and acting on data.

The DOC recognizes that its discipline process influences several other aspects of people's lives who are incarcerated, including their classification & custody level; access to rehabilitative programming, education, and work; as well as their ability to earn Good Conduct Time (GCT).

**Solution(s) identified to address resource needs and barriers/challenges/risks:** The PEAR team Identified solutions including being intentionally inclusive of correctional staff in developing communications for this investment. Doing our due diligence to effectively communicate this investment with staff and those who are incarcerated is important as it will lay the foundation from which we will continue this work.

The DOC is hoping to secure funding so that all staff can receive training on changes to procedures and practices created from this investment which are critical for the agency to be able to diverge from current practices. Staff who may struggle to adapt to new or different discipline methods will receive coaching and other tools to aid them in meeting agency expectations. Supervisors will also need time and space to engage with employees to identify, discuss, and pivot, based on lessons learned.

The agency's Research and Data Analytics (RDA) program will coordinate with DOC's leadership and employees who perform the work to determine which specific data points are necessary to gather, analyze, report, and act-on. For essential data points that the DOC does not currently track, RDA will coordinate with the appropriate leadership and other agency resources to develop processes to gather, assess, and report the needed data. It will be important to use data to determine the effectiveness of the agency's interventions.

**PEAR Service Line Investment Start Date:** September 1, 2022

**PEAR Service Line Investment Target End Date:** February 28, 2024 (18 months)

**PEAR Performance Measure(s) - What measures will be used to determine effectiveness of investments? Were these measures informed by impacted communities/employees/interested parties?**

- **Outcome Measure 1:** Collect and examine the data concerning the rate of general infractions issued to Black, Indigenous, and Hispanic people, as well as women, who are incarcerated, compared with those issued to incarcerated people of other racial categories and men, respectively.

- **Outcome Measure 2:** Collect and examine the data concerning the rate of serious infractions issued to Black, Indigenous, and Hispanic people, as well as women, who are incarcerated, compared with those issued to incarcerated people of other racial categories and men, respectively.
- **Outcome Measure 3:** Collect and examine the data concerning the rate of infractions issued to Black, Indigenous, and Hispanic people, as well as women, who are incarcerated, within the first 90 days after transferring from one facility to another, compared with those issued to people of other racial categories and men, respectively.
- **Outcome Measure 4:** Collect and examine the data concerning the rate of hearing decisions resulting in sanctions, by infraction number, for Black, Indigenous, and Hispanic people, as well as women, who are incarcerated, compared with sanctions levied against incarcerated people of other racial categories and men, respectively.
- **Outcome Measure 5:** Collect and examine the data concerning the rate of hearing appeals that were filed by Black, Indigenous, and Hispanic people, as well as women, who are incarcerated, compared with those filed by incarcerated people of other racial categories and men, respectively.
- **Outcome Measure 6:** Collect and examine the data related to the rate of hearing appeal decisions, by type, for Black, Indigenous, and Hispanic people, as well as women, who are incarcerated, compared with the appeal decisions for incarcerated people of other racial categories and men, respectively.
- **Outcome Measure 7:** Determine what written statements will be used in Performance Development Plans (PDPs) going forward and set a target date that gets them into PDPs within the life of this plan.
- **Process Measure 1:** This investment will be considered complete once systems are built to collect the data sets noted in our outcome measures and the mechanisms and infrastructure are in place to routinely collect, assess, and report data that will tell us if our investments are impacting the outcome in the way we desire. The outcome we desire to see is the elimination of the disproportionate impact from discipline, making the agency's discipline process equitable, and having data show that disparities have been mitigated.

**PEAR Goals - What exactly will your agency achieve in the first 3 months (Quarter 1) after investment start date? Were these goals informed by impacted communities/employees/interested parties?**

- **Outcome Measure 1 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 2 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 3 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 4 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 5 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 6 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 7 Quarter 1 Goal:** Identify PEAR metrics and accountabilities for the agency's performance and development plans.
- **Process Measure 1 Quarter 1 Goal:** Create a means for tracking and reporting the status of outcome measures 1 through 8.

**What data sources will your agency use to measure success? Consider data sources created by impacted communities/employees/other interested parties if available.**

The agency will use data from its Offender Management Information Network (OMNI) database, as well as feedback from impacted communities, employees, and other interested parties.

**Describe the plan to partner, share, listen, adjust, and learn with impacted communities/employees/other interested parties during investment implementation:**

The DOC will continue to partner and engage with impacted communities, employees, and other interested parties including Local Family Councils, the Statewide Family Council, Victim's Council, Tribes, current & formerly incarcerated people, as well as organizations such as the Office of Corrections Ombuds and other advisory councils.



**Describe the plan to partner, share, listen, adjust, and learn with impacted communities/employees/other interested parties during investment evaluation:**

The agency will solicit feedback from its usual and customary stakeholders, employees, and other interested parties. This can be accomplished through surveys and bi-monthly meetings with the Statewide Family Council, NAACP, and other advisory groups. Since progress will be posted on our website, we anticipate this will generate a lot of interest, feedback, and opportunity to collect additional diverse feedback.

**VII. PEAR Service Line Investment 2**

**Agency Key Business Line(s):** Incarceration

**PEAR Service Line where the needs are greatest:** Data & Strategy Reporting

**PEAR Service Line Priority where the needs are greatest:** Anti-racist and decolonized data

**PEAR Service Line Investment 2 description - Summarize the policies, processes, practices, and procedures related to this investment:**

The DOC PEAR Team selected anti-racism and disaggregated data as its second investment, as it relates to examining the agency’s classification system, in what appears to be an over classification of Black, Indigenous, and Hispanic men, as well as all women, in the agency’s care and custody. This investment will facilitate the agency’s need to better understand the impact of our actions through data collection, analysis, and ongoing monitoring, as well as a review of policies, practices, and procedures related to the classification of people who are incarcerated. This investment will establish a system for gathering feedback from those impacted by our work; a review and possible rewrite of the DOC’s policies and procedures; and support for changing practices around the classification of incarcerated people.

**What disparities do you seek to decrease or eliminate with this investment?**

The agency is seeking to eliminate factors that create disparities for people who are incarcerated in terms of their classification within the correctional system. A person’s classification impacts several other areas of their incarceration experience, including housing, visiting, employment, and access to programming. It is believed that making the agency’s classification process more equitable will carry over into other areas of people’s experiences, ultimately improving them as well.

**Which people groups and/or places, with the greatest need, does this investment focus on?**

This investment will focus on people who tend to be classified at higher levels than others within the prison system. This includes people who have been convicted of more serious and/or violent crimes. Given the disparity within prison sentencing, which has shown that Black, Indigenous, and People of Color (BIPOC) are significantly more likely to receive longer sentences than their White counterparts, it is anticipated that this investment will indirectly focus on people affected by racial disparities in sentencing.

**Did your agency consult with tribal governments and Recognized American Indian Organizations (RAIOs)? How does this investment address the consultation they provided? Indicate N/A if not applicable.**

Yes. In recognition of Tribal Sovereignty, the DOC is collaborating with the 29 Federally Recognized Tribes of Washington to develop a Tribal Consultation Policy through the newly created Correctional Indian Policy Advisory Committee (CIPAC), co-chaired by DOC Secretary Strange and Loni Grainger, Deputy Director, Jamestown S’Klallam Tribe, to seek formal consultation from tribes. The Director of Tribal Relations is a member of the PEAR Team and once a formal consultation process is in place, their input can be formally received and recognized. Once the policy is in place, a Tribal chair or their designee representative will become a member of the PEAR team, and tribal input will be included in the PEAR Plan.

**What did impacted communities/employees/other interested parties identify as the root causes of the disparities? How will your investment address the root causes?**

- Root causes of disparities identified:

The root causes identified by the PEAR Team included not looking at how policy impacts people, not looking at content through a race-equity lens to inform policy through data, potentially biased risk assessment tools, and evaluating people entering the correctional system by their crime and not who they are as a person.

- We will address root causes by:

Gathering and assessing sufficient data to better understand the issue and make data-driven decisions.

Empowering the DOC PEAR team to assess the current practices and procedures around classification, determine whether and how resources can be used more effectively, and make recommendations for investments where needed.

Establishing a system to address staff biases more swiftly and provide staff with coaching, education, and other assistance in meeting desired PEAR outcomes.

Seeking out technical assistance from the Office of Equity, the Correctional Leadership Association, and others who have led in this space so that we can do this work better and deliver on this effort.

Expanding and sustaining an active and engaged PEAR team with sub-groups to increase its capacity for eliminating inequities in the administration of the agency's classification system.

Asking for additional funds in the 2023-2025 budget to build a more stable infrastructure that will allow for more voices of those impacted to help the DOC understand its impact on them. This includes incarcerated men and women, the staff who administer the classification process (so they understand the why and what of our expectations), and the DOC leadership to support and hold themselves and staff accountable for the work.

**How does your investment address concerns and priorities identified by impacted communities/employees/other interested parties?**

Concerns that were shared included rooting out inequities, centering people who are incarcerated in decisions that impact their lives, and how we train staff. The DOC will address these concerns through the investments detailed in this strategic plan. More specifically, this investment will directly address the concern for rooting out inequities, as this is its primary purpose. Regarding centering people who are incarcerated in decisions that impact their lives, the DOC will seek feedback from people who are or have been incarcerated, to better understand how the classification process has impacted them. With respect to how we train staff, the agency will evaluate how staff are trained to administer the classification process to determine areas for improvement.

**How will/could your investment increase or decrease benefits for communities/employees/other interested parties? Increase or decrease burdens? How will your agency identify and minimize any unintended harms?**

The investment described in this section has the potential to increase benefits for people who are incarcerated, their families, and the surrounding communities by minimizing the amount of time people who are incarcerated spend in higher custody levels. An equitable classification system can provide people who are incarcerated with additional opportunities to participate in rehabilitative programs and work, as well as reduce impacts from institutionalization. These effects have the potential to carry over into the community as people who release from incarceration enter communities better prepared to succeed, ultimately reduce recidivism, and increase public safety.

**PEAR Determinants of Equity supported by this investment:**

**PEAR Determinants of Equity Group(s) [Community Support Systems (Trunk), Family Support Systems (Branches), Community Infrastructure (Root System), Government Practices (Soil & Nutrients)] supported by this investment:**

The investment described in this section supports the Soil & Nutrients group of PEAR Determinants of Equity, specifically equity in state and local practices.

**Desired PEAR Outcome(s):**

The desired outcome for this investment is increased accessibility, transparency, and accountability to PEAR in the agency's classification process.

**PEAR Habit(s) needed to achieve desired PEAR Outcomes:**

The habits needed to achieve the desired PEAR outcomes include:

- Using community-centered data – Taking into consideration how the historical, cultural, and socioeconomic impacts of structural racism and colonization have historically been used to exclude and harm certain members of our community.
- Valuing storytelling – Seek out and elevate stories and lived experiences in our PEAR data analysis.
- Standardizing data management – Design and apply standards for the collection, analysis, and reporting of disaggregated data and intersectional data.

These habits will collectively improve the agency's ability to gather, understand, and share the impacts its classification process has on people which, in turn, will facilitate continuous improvements for the process and improve normalization for those who have spent a long time in prison.

**PEAR Service Line Investment Lead or Team - Who is responsible for leading the actions?**

The Secretary and the DOC's Extended Leadership Team (ELT) are responsible for leading these actions. Leaders who are represented on the PEAR Team, along with others across the agency, will provide the leadership and direction for developing and implementing this investment.

**Collaboration needs - Who does the agency need to collaborate with to make the investment?**

To effectively implement this investment, the PEAR Team will need to collaborate with the agency's Research & Development Analytics (RDA) section, people who are or were incarcerated, and representatives from the agency's Policy Office, Classification Unit, and Comprehensive Case Management section.

**What are the potential barriers, challenges, and/or risks of this investment?**

Acknowledging that change can be difficult, the DOC anticipates some challenges from staff once the investment reaches the point at which the PEAR Team would begin to make changes to the existing classification system. An additional layer to this challenge may involve reconciling prospective changes with the labor union.

Other challenges or barriers that were raised involved the need to organize and analyze our data differently and the difficulties around potentially making physical changes to the agency's prisons. Additionally, the DOC recognizes that its classification process both influences and is influenced by its discipline process, thereby complicating the ability to determine the direction for causality of the identified disparities.

**Solution(s) identified to address resource needs and barriers/challenges/risks:**

The agency will address the anticipated challenge of staff resistance to proposed changes within the classification system through effective communication on the change itself, as well as the data and reasoning behind it.

The DOC will address any challenges involving the union through its relationship with them.

As for challenges around data, the agency will identify the data points needed, collect the data or develop the means to do so, and work to educate staff and leaders on why the data is important.

The DOC will address challenges involving its physical structures by looking at where modifications are or are not feasible, then seeking alternative solutions where necessary.

**PEAR Service Line Investment Start Date:** September 1, 2022

**PEAR Service Line Investment Target End Date:** February 28, 2024 (18 Months)

**PEAR Performance Measure(s) - What measures will be used to determine effectiveness of investments? Were these measures informed by impacted communities/employees/interested parties?**

- **Outcome Measure 1:** Collect and analyze the data regarding the Initial Custody Designation (ICD) for people who are incarcerated, by race and gender, over a predetermined period.
- **Outcome Measure 2:** Collect and analyze the average and median length of time that people who are incarcerated spend in each custody level, by race and gender, over a predetermined period.
- **Outcome Measure 3:** Collect and analyze the average and median number of times that people who are incarcerated change custody levels, by race and gender, over a predetermined period.
- **Process Measure 1:** This investment will be considered complete once mechanisms are in place to regularly collect, analyze, and report data that is necessary for making the agency's classification process equitable.

**PEAR Goals - What exactly will your agency achieve in the first 3 months (Quarter 1) after investment start date? Were these goals informed by impacted communities/employees/interested parties? Choose 1 goal for each outcome and process measure.**

- **Outcome Measure 1 Quarter 1 Goal:** To compile a dataset that shows people's ICD, by race and gender, over a predetermined period.
- **Outcome Measure 2 Quarter 1 Goal:** To compile a dataset that shows the average and median length of time that people who are incarcerated spend in each custody level, by race and gender, over a predetermined period.
- **Outcome Measure 3 Quarter 1 Goal:** To compile a dataset that shows the average and median number of times that a person who is incarcerated changes custody levels, by race and gender, over a predetermined period.
- **Process Measure 1 Quarter 1 Goal:** Develop an accountability mechanism to track the quarterly gathering, assessment, and reporting of outcome measures 1 through 3.

**What data sources will your agency use to measure success? Consider data sources created by impacted communities/employees/other interested parties if available.**

The agency will use data from its Offender Management Information Network (OMNI) database, as well as feedback from impacted communities, employees, and other interested parties.

**Describe the plan to partner, share, listen, adjust, and learn with impacted communities/employees/other interested parties during investment implementation:**

The DOC will continue to partner and engage with impacted communities, employees, and other interested parties including Local Family Councils, the Statewide Family Council, Victim's Council, Tribes, current & formerly incarcerated people, as well as organizations such as the Office of Corrections Ombuds and other advisory councils.

**Describe the plan to partner, share, listen, adjust, and learn with impacted communities/employees/other interested parties during investment evaluation:**

The agency will solicit feedback from its usual and customary stakeholders, employees, and other interested parties. This can be accomplished through surveys and bi-monthly meetings with the Statewide Family Council, NAACP, and other advisory groups. Since progress will be posted on our website, we anticipate this will generate a lot of interest, feedback, and opportunity to collect additional diverse feedback.

## **VIII. PEAR Service Line Investment 3**

**Agency Key Business Line(s):** Administration

**PEAR Service Line where the needs are greatest:** Workforce Equity

**PEAR Service Line Priority where the needs are greatest:** Build a Culture of Pro-Equity, Access, Racial Justice, and Belonging

**PEAR Service Line Investment 3 description - Summarize the policies, processes, practices, and procedures related to this investment:**

The DOC PEAR Team selected Workforce Enlightenment for its third investment, as it relates to the problem we are examining, regarding the underrepresentation of certain racial and gender groups in various roles across the agency. This investment will facilitate the agency's need to better understand the impact of our actions through data collection, analysis, and ongoing monitoring, as well as the review of policies and practices related to the recruitment and retention of employees. This investment will provide the agency the opportunity to expand on current efforts to create a shared space for staff at all levels to learn and receive support and resources; ultimately leading to a more inclusive culture and a greater sense of belonging.

**What disparities do you seek to decrease or eliminate with this investment?**

The Department of Corrections seeks to decrease turnover among staff of different races and genders by providing a shared space for employees to learn, find support, and heal, thereby giving people space to be their authentic selves and enhancing a sense of belonging among these groups.

**Which people groups and/or places, with the greatest need, does this investment focus on?**

This investment will focus on staff from underrepresented races and genders to include Black, Indigenous, and people of color, women, and people who identify as non-binary.

**Did your agency consult with tribal governments and Recognized American Indian Organizations (RAIOs)? How does this investment address the consultation they provided? Indicate N/A if not applicable.**

Yes. In recognition of Tribal Sovereignty, the DOC is collaborating with the 29 Federally Recognized Tribes of Washington to develop a Tribal Consultation Policy through the newly created Correctional Indian Policy Advisory Committee (CIPAC), co-chaired by DOC Secretary Strange and Loni Grainger, Deputy Director, Jamestown S’Klallam Tribe, to seek formal consultation from tribes. The Director of Tribal Relations is a member of the PEAR Team and once a formal consultation process is in place, their input can be formally received and recognized. Once the policy is in place, a Tribal chair or their designee representative will become a member of the PEAR team, and tribal input will be included in the PEAR Plan.

**What did impacted communities/employees/other interested parties identify as the root causes of the disparities? How will your investment address the root causes?**

- Root causes of disparities identified:

The root causes of identified by the PEAR Team included not enough diversity to have a welcoming environment, people to lean on, or people to relate to and see as mentors. Moving the culture from “the way it has always been done” to giving staff what they need to succeed in their work. The agency’s most diverse employees are its younger staff members who, along with women, tend to have higher rates of turnover. Philosophical differences between newer staff and more seasoned staff, such as generational differences. Balancing the retention of existing staff and with the recruitment of new staff.



- We will address root causes by:

Expanding and streamlining the following programs as well as finding more opportunities to gather and analyze additional data.

Diversity Advisory Councils (DACs): serve as advisory boards to the Equity Diversity Inclusion & Respect team. DACs are made up of employees who represent a cross-section of the agency. The DACs actively foster equity and inclusion in the workplace and community to further the agency's Strategic Anchors; ultimately improving relations for staff, the justice-involved people, and the surrounding communities.

Employee Resource Groups (ERGs): are voluntary, employee-led groups that are organized around common identities, interests, and backgrounds. The DOC currently has one ERG, the Native American & Alaska Native ERG, to provide space for employees to create an inclusive environment to build community, network, and maximize their personal potential and value to the organization.

AMEND: a program that draws on public health, occupational health, and correctional principles and practices from the Norwegian Correctional Service to improve the health and wellbeing of correctional staff and incarcerated people.

Mentorship groups: onboarding buddy system for new employees, creating pathways to leadership, and building leadership skills.

Staff surveys (statewide employee engagement survey, labor union surveys, increase specificity of surveys, not too many new survey initiatives), exit interview data, begin a suggestions box.

Direct engagement with staff, consistency, follow up, and follow through.

### **How does your investment address concerns and priorities identified by impacted communities/employees/other interested parties?**

- We will address concerns by:

The PEAR Team's concerns regarding lack of staff representation in race and gender included the ability for DOC's staff to be more representative of the community it serves, advancement opportunities, succession planning, greater cultural understanding, and increasing creativity and innovation in the workplace. The DOC will address these concerns through the investments detailed in this strategic plan. Regarding staff representation, the DOC will gather and analyze data on the agency's recruitment process, while investing in Workforce Enlightenment to increase a sense of belonging among staff.

- We will address priorities by:

The initial priority regarding Workforce Equity will be building a culture of pro-equity, access, racial justice, and belonging. The DOC will address this priority by expanding and streamlining current programs that emphasize these tenets. Additionally, the DOC will create a Secretary's Roundtable so that employees and other interested parties are included in the development of strategies to address this issue.

**How will/could your investment increase or decrease benefits for communities/employees/other interested parties? Increase or decrease burdens? How will your agency identify and minimize any unintended harms?**

The investment described here has the potential to increase benefits and decrease burdens for all DOC's staff. A commitment to increase staff representation at all levels can positively enhance communication, attitudes, behaviors, and outcomes. In turn, this enhanced culture can positively impact the community served.

**PEAR Determinants of Equity supported by this investment:**

**PEAR Determinants of Equity Group(s) [Community Support Systems (Trunk), Family Support Systems (Branches), Community Infrastructure (Root System), Government Practices (Soil & Nutrients)] supported by this investment:**

The investment described in this section supports the Soil & Nutrients group of PEAR Determinants of Equity.

**Desired PEAR Outcome(s):**

The desired outcomes for this investment include increased psychological safety. Accessible and culturally appropriate environments, which ensure all employees can come to work and experience belonging. In the long term, having increased diversity at all levels of our government to reflect the diversity of our projected 2040 population, including racial/ethnic, gender, language, and disability.

**PEAR Habit(s) needed to achieve desired PEAR Outcomes:**

The habits needed to achieve the desired PEAR outcomes include:

- Workforce Experience – Creating an atmosphere that allows employees to show up to work as their full selves; feel welcomed, safe, and valued; and find their work is fulfilling and valued

- **Relatable Workforce** – Ensure the cultural, linguistic, and racial/ethnic representation of our workforce can relate to the lived experiences of our communities
- **Employee Voice** – Elevating our employees’ voices in our strategies to advance pro-equity, racial justice, access, and belonging.

**PEAR Service Line Investment Lead or Team - Who is responsible for leading the actions?**

The Secretary and the DOC’s Extended Leadership Team (ELT) are responsible for leading these actions. Leaders who are represented on the PEAR Team, along with others across the agency, will provide the leadership and direction for developing and implementing this investment.

**Collaboration needs - Who does the agency need to collaborate with to make the investment?**

Beyond the PEAR Team members, the DOC will need to collaborate with Human Resources, the Office of Financial Management, the Diversity Advisory Councils, Employee Resource Groups, AMEND, and mentor groups.

**What are the potential barriers, challenges, and/or risks of this investment?**

Potential challenges with this investment may include communicating with staff across the agency about the PEAR Strategic Plan, educating them on its purpose, as well as helping staff understand expectations around its implementation. Another challenge may be the sheer number of staff at the DOC, the geographical distribution of facilities and staff, as well as the unique culture at each location.

**Solution(s) identified to address resource needs and barriers/challenges/risks:**

Solutions that were identified to address the challenges noted above include taking intentional steps to include staff voices from different races and genders (at all levels and DOC’s locations) in all phases of this investment.

**PEAR Service Line Investment Start Date:** September 1, 2022

**PEAR Service Line Investment Target End Date: March 31, 2024 (19 Months)**

PEAR Performance Measure(s) - What measures will be used to determine effectiveness of investments? Were these measures informed by impacted communities/employees/interested parties?

- **Outcome Measure 1:** Collect and examine disaggregated data concerning the racial and gender makeup of staff currently employed with the DOC.
- **Outcome Measure 2:** Collect and examine disaggregated data concerning the racial and gender makeup of staff at each stage of the hiring process over a specified period.
- **Outcome Measure 3:** Collect and examine data from the Employee Engagement Survey.
- **Outcome Measure 4:** The number of Diversity Advisory Councils that are active across the agency.
- **Outcome Measure 5:** The number of Diversity Advisory Council members within the agency.
- **Outcome Measure 6:** The number of Employee Resource Groups that are active within the agency
- **Outcome Measure 7:** The number of employees participating in Employee Resource Groups
- **Outcome Measure 8:** The number of employees, by race and gender, who participate in mentor groups.
- **Process Measure 1:** This investment will be considered complete once systems are built to routinely collect, assess, and report data that will tell us if our investment is impacting outcomes in the desired way. The outcomes desired are to mitigate inequities in the agency's hiring process and to improve retention through an increase in the psychological safety and sense of belonging among employees at all levels of the agency.

**PEAR Goals - What exactly will your agency achieve in the first 3 months (Quarter 1) after investment start date? Were these goals informed by impacted communities/employees/interested parties?**

- **Outcome Measure 1 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 2 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 3 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 4 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 5 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 6 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 7 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Outcome Measure 8 Quarter 1 Goal:** Create a structure for gathering, analyzing, and reporting the measure as described.
- **Process Measure 1 Quarter 1 Goal:** Create the means for tracking and reporting the status of outcome measures 1 through 8.

**What data sources will your agency use to measure success? Consider data sources created by impacted communities/employees/other interested parties if available.**

The agency will use data gathered from the Human Resource Information System (HRIS), NEOGOV, the Employee Engagement Survey, as well as data sets generated to track the number of employee groups within the agency and the extent of their memberships.

**Describe the plan to partner, share, listen, adjust, and learn with impacted communities/employees/other interested parties during investment implementation:**

The DOC's Executive Team will share PEAR communication and education materials within their divisions, share the DOC PEAR Team email address and hold space in the Diversity Advisory Councils and existing Native American/Alaskan Native Employee Resource Group for people to comment and share their thoughts.

**Describe the plan to partner, share, listen, adjust, and learn with impacted communities/employees/other interested parties during investment evaluation:**

The DOC will share progress on the PEAR Strategic Action Plan and hold listening sessions with staff, share the DOC PEAR Team email address and hold space in the Diversity Advisory Councils and existing Native American/Alaskan Native Employee Resource Group for people to comment and share their thoughts.

*“In closing, we are excited about what is to come over the next few years, and to continue working with the Department’s Pro-Equity Anti-Racist (PEAR) Team, our partners in state government, and stakeholders as we foster a PEAR culture in Washington State. PEAR has allowed us to enhance coordination with internal and external experts on the Department’s key business lines and to prioritize our initial service line investments. The Department is committed to continuing this journey and appreciate guidance from the Office of Equity. Please reach out to me or our PEAR Team with questions or ideas.” - Cheryl Strange, DOC Secretary*



PRO-EQUITY ANTI-RACISM (PEAR) STRATEGIC PLAN

## **Appendix A: Charts and Tables**

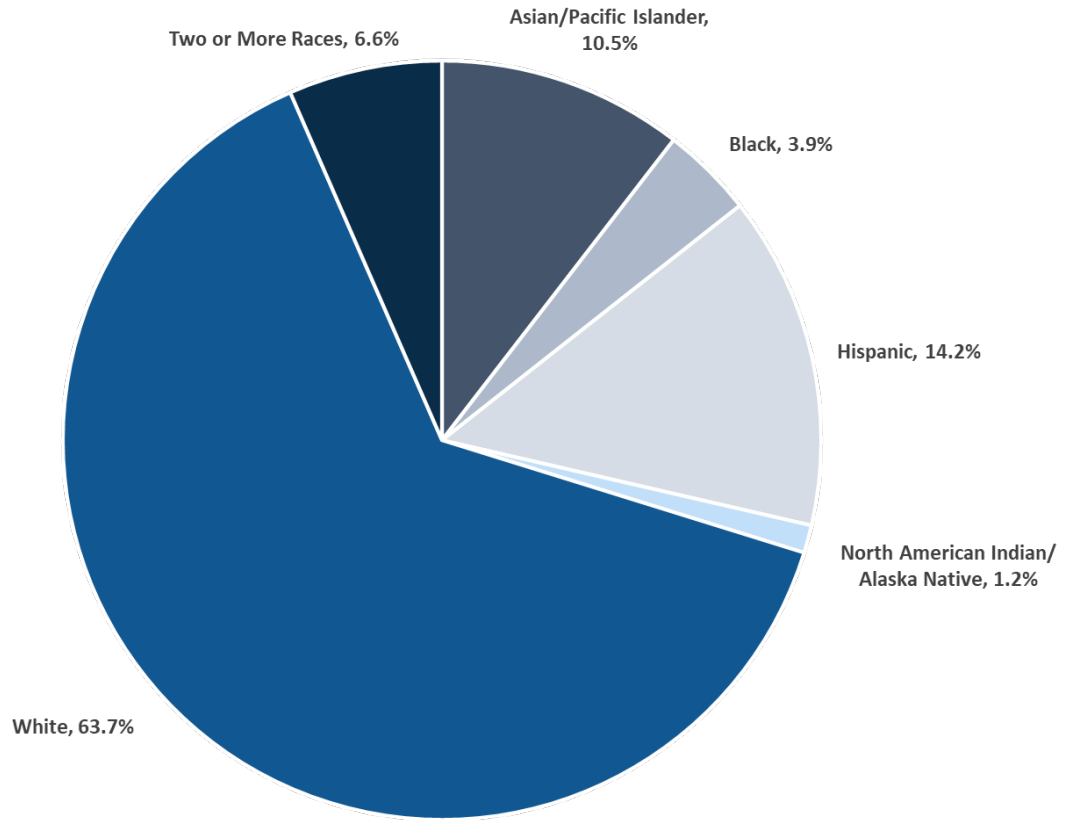
**July 2022**



# Washington State Population

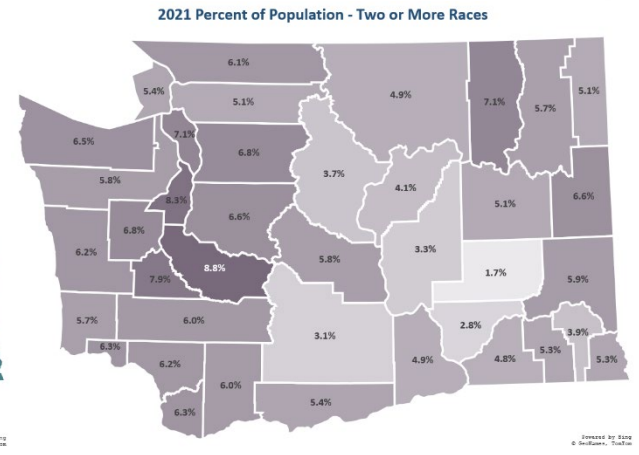
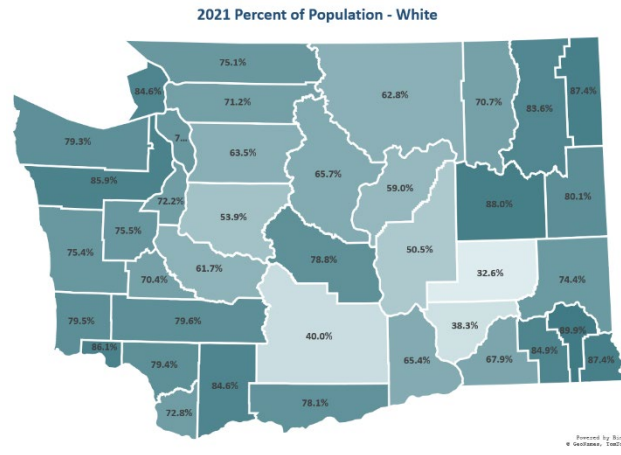
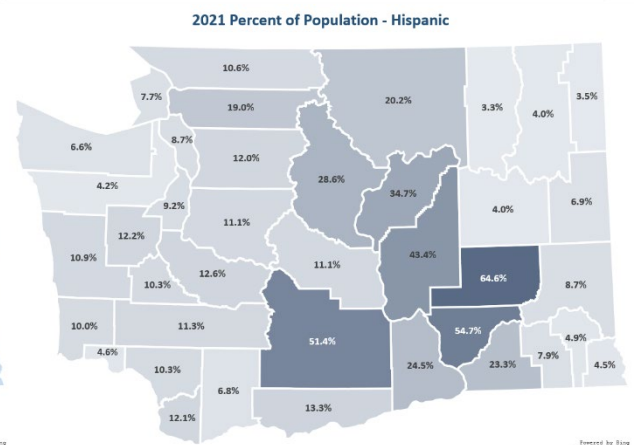
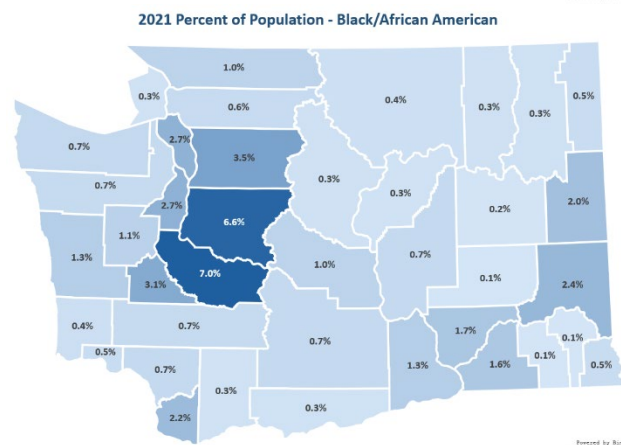
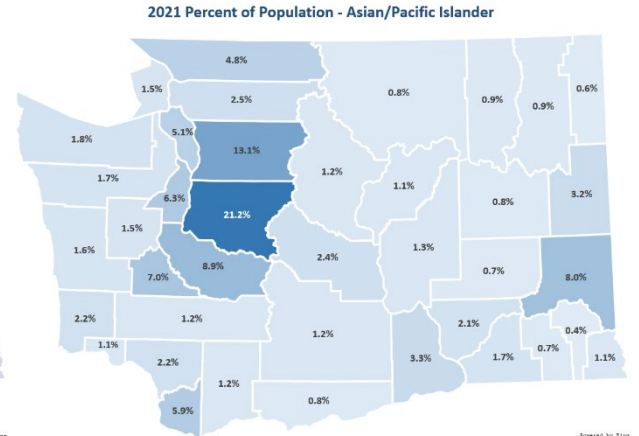
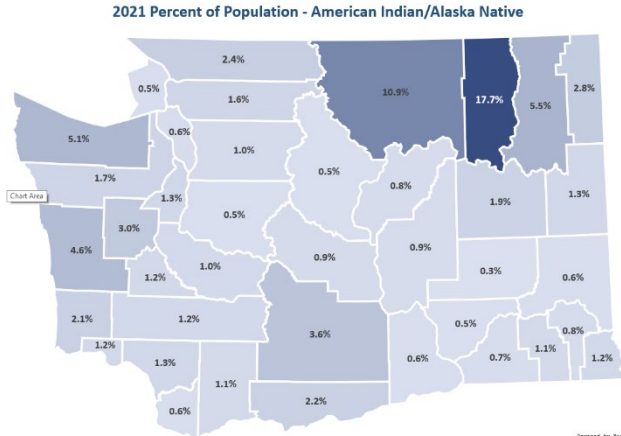


**More than one third of Washington's population are people of color.**



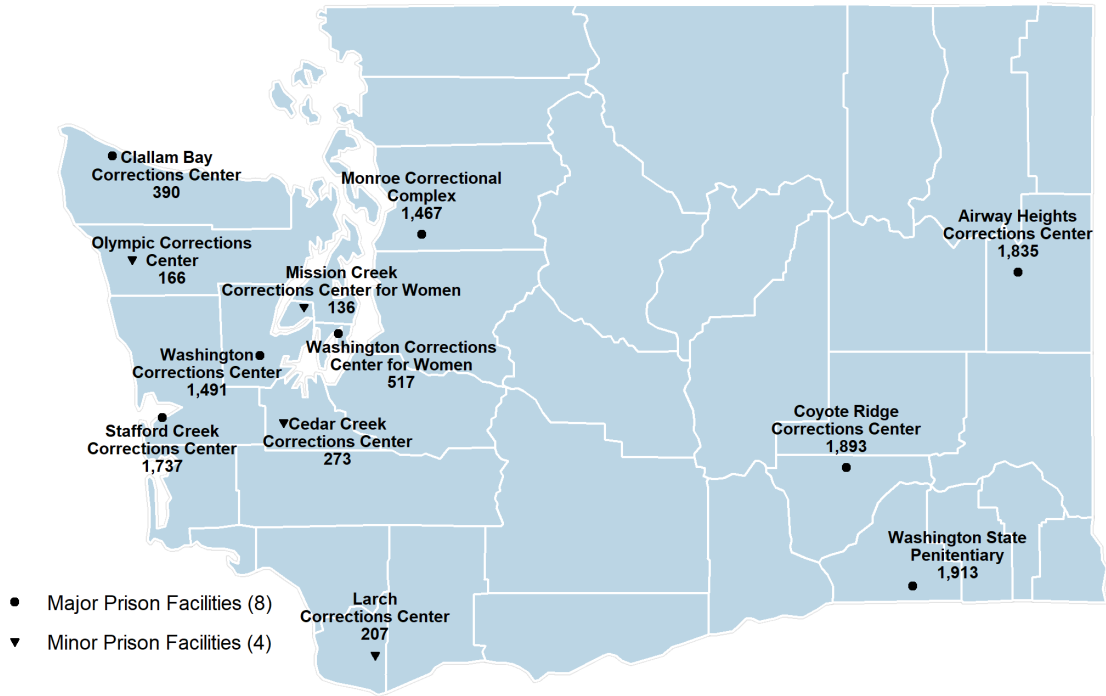
Sources: 2021 Washington State Population – Office of Financial Management 2021 April 1 Population Estimates

The distribution of the population across the state varies by racial category.



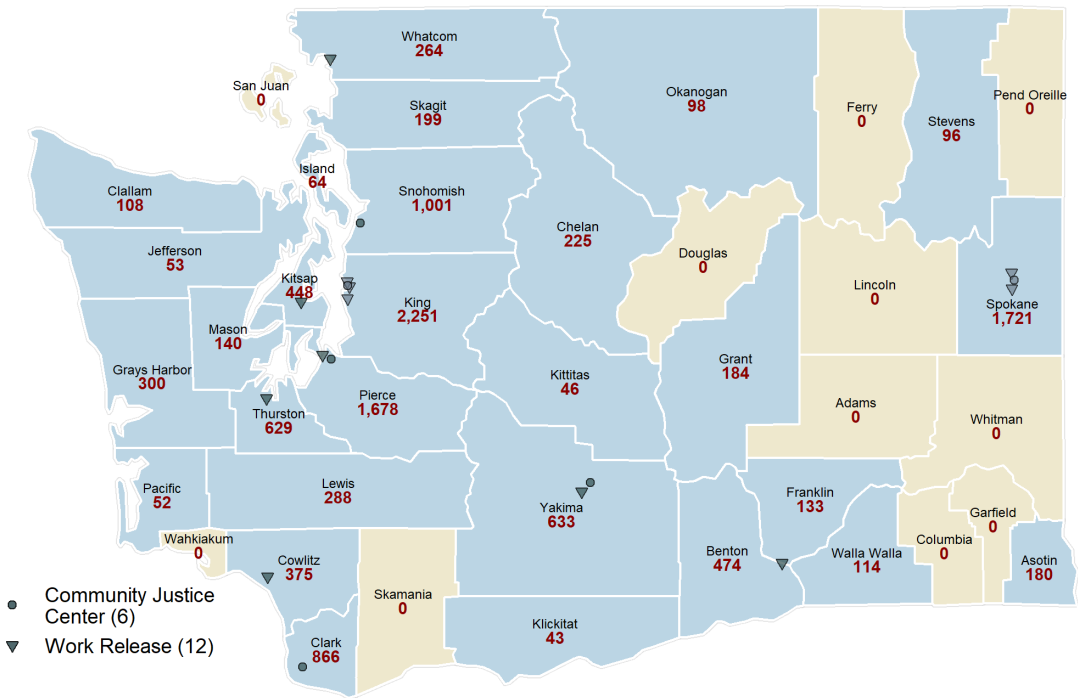
# Department of Corrections - Population

### Washington Prisons

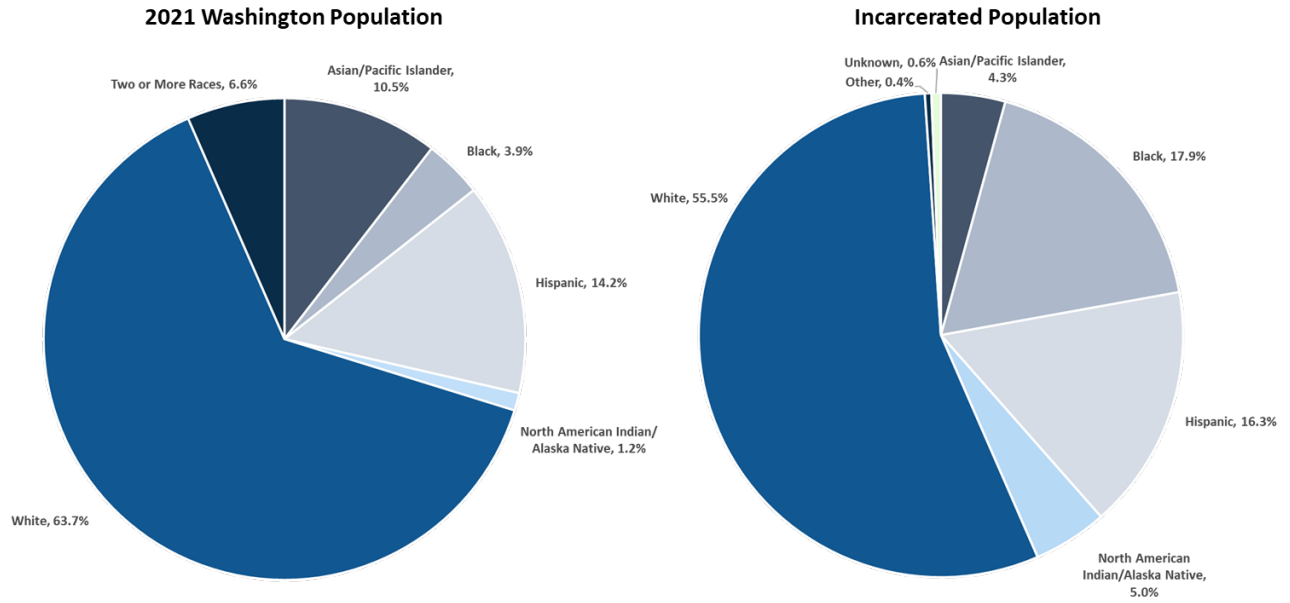


### WADOC Individuals Supervised on June 30, 2022

(N = 12,663)



**Individuals who are Black or North American Indian/Alaska Native are overrepresented in the prison population compared to the general population**

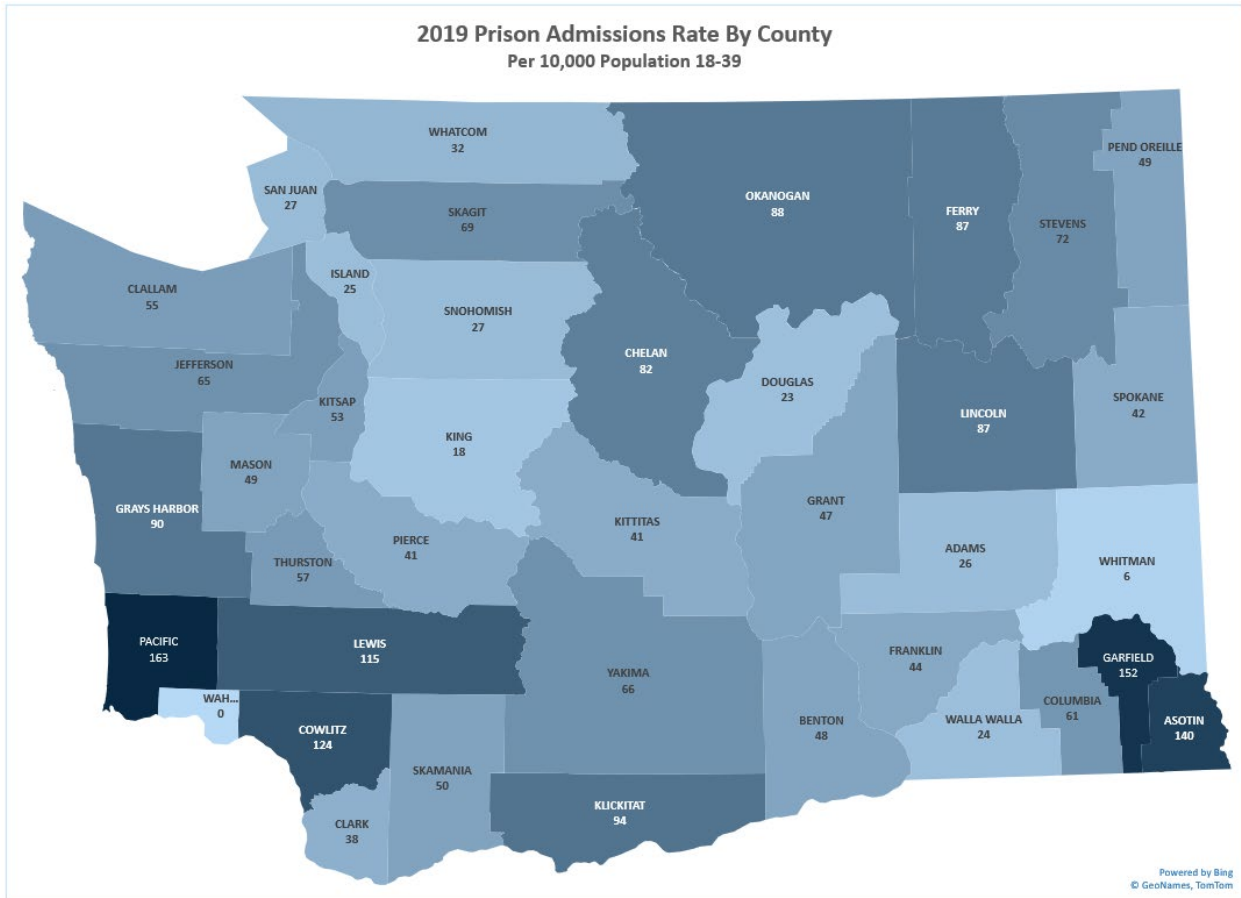


Sources: 2021 Washington State Population – Office of Financial Management 2021 April 1 Population Estimates; Incarcerated Population – OMNI Population and admission/release data as of 1/31/2022 – Non-violators who were physically in a Department of Corrections facility as of 31DEC2021 are included in the counts. If an individual indicated Hispanic origin, they are classified as Hispanic regardless of their race.

According to the Washington State Statistical Analysis Center’s CrimeStatsOnline, the following counties had the highest rates of prison admission in 2019:

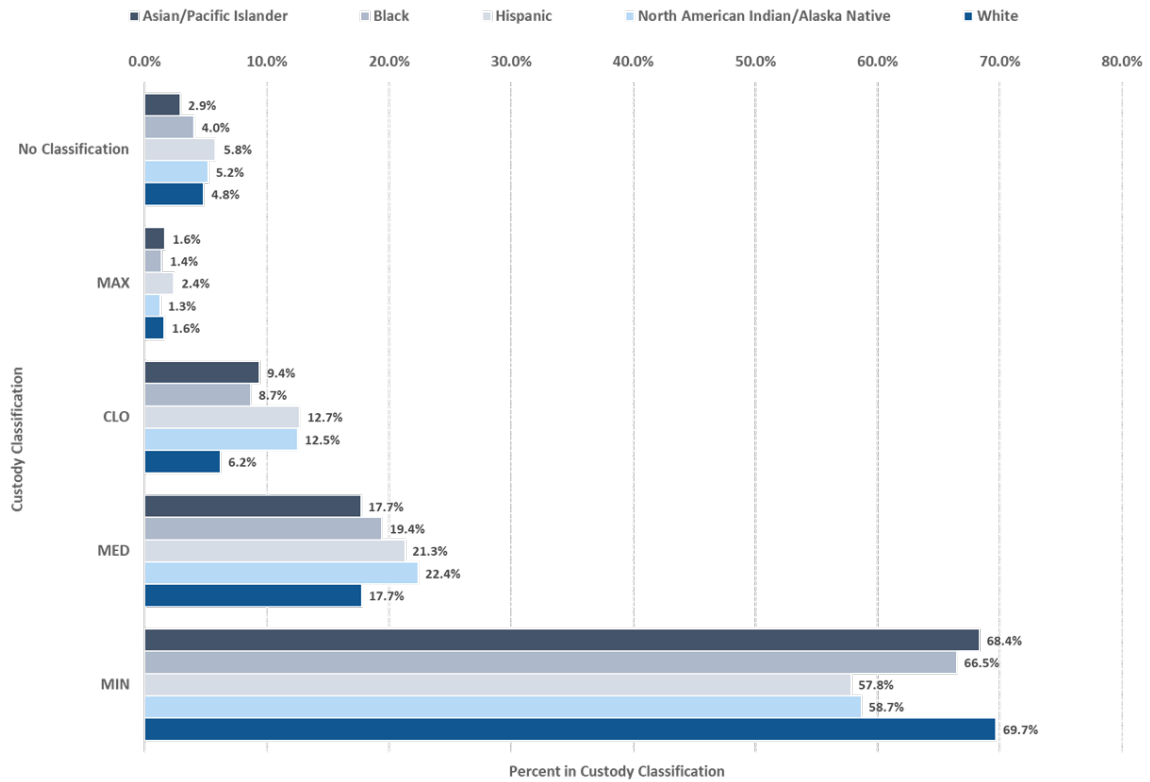
County	Rate per 10,000 Population 18-39
PACIFIC	163
GARFIELD	152
ASOTIN	140
COWLITZ	124
LEWIS	115
KLICKITAT	94
GRAYS HARBOR	90
OKANOGAN	88
FERRY	87
LINCOLN	87 <sup>1</sup>

The map below provides 2019 prison admission rates for all counties in Washington.



<sup>1</sup> <https://sac.ofm.wa.gov/data>

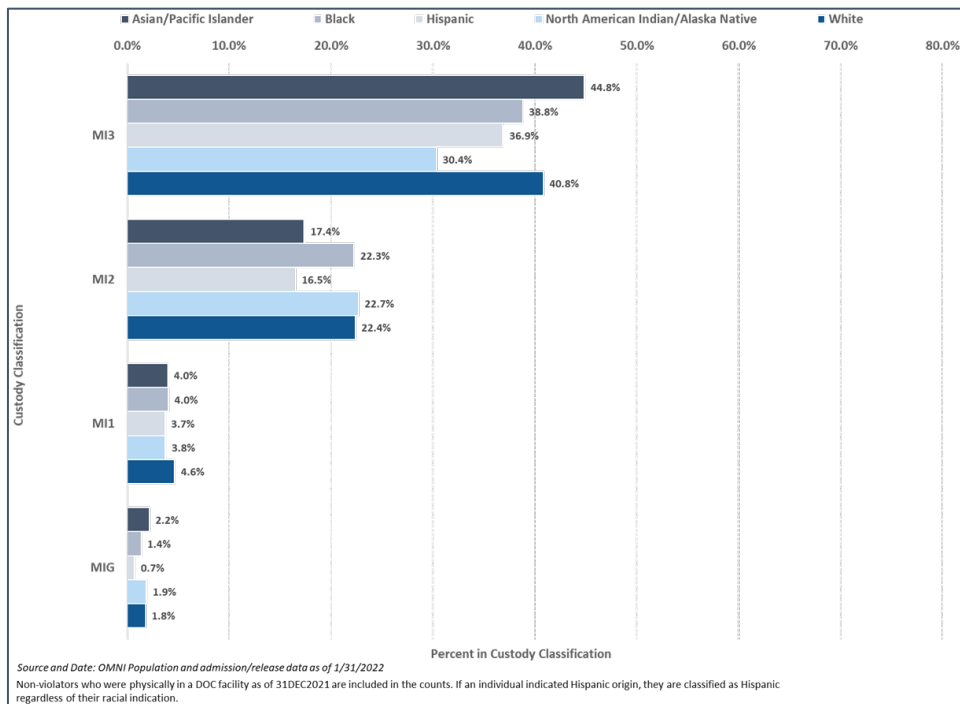
**Incarcerated individuals who are Hispanic or North American Indian/Alaska Native are more likely to be assigned CLOSE custody than individuals of other races, and Hispanic individuals are more likely to be assigned MAX custody.**



Source and Date: OMNI Population and admission/release data as of 1/31/2022

Non-violators who were physically in a DOC facility as of 31DEC2021 are included in the counts. If an individual indicated Hispanic origin, they are classified as Hispanic regardless of their racial indication.

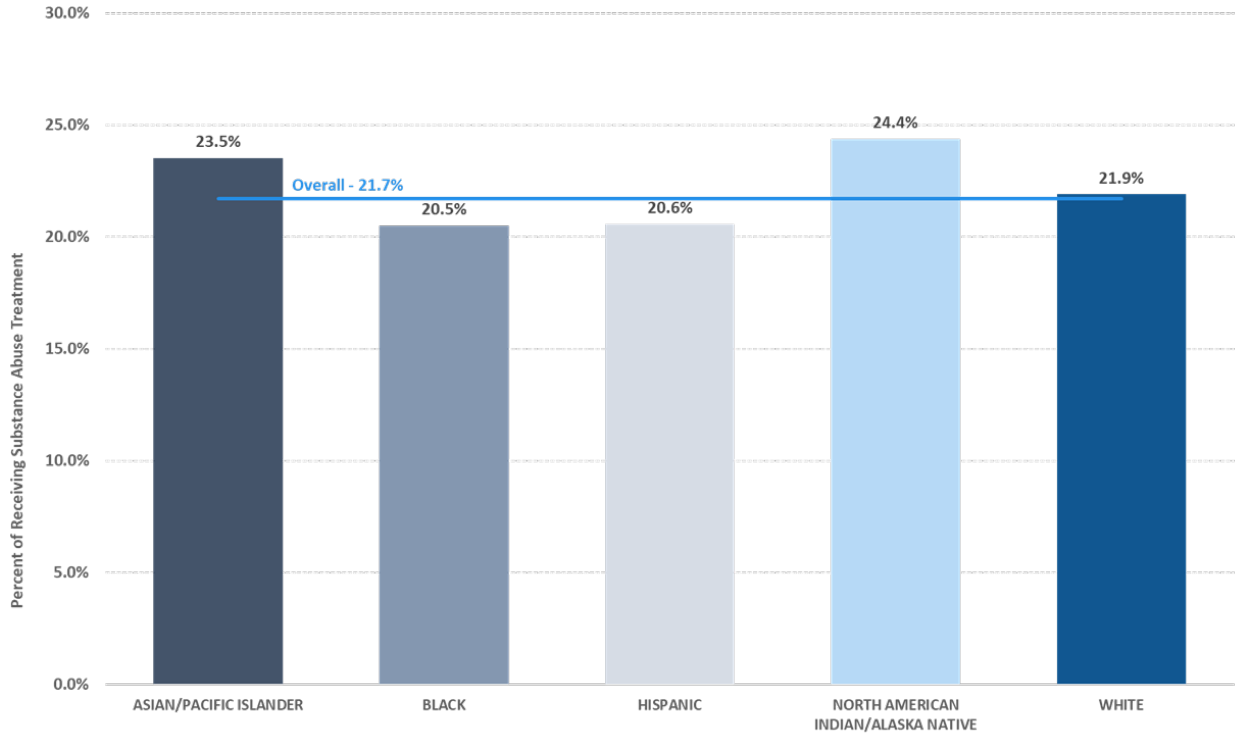
**Additional detail on minimum custody categories**



Source and Date: OMNI Population and admission/release data as of 1/31/2022

Non-violators who were physically in a DOC facility as of 31DEC2021 are included in the counts. If an individual indicated Hispanic origin, they are classified as Hispanic regardless of their racial indication.

**Just over 1 in 5 incarcerated individuals needing substance abuse treatment received treatment.**

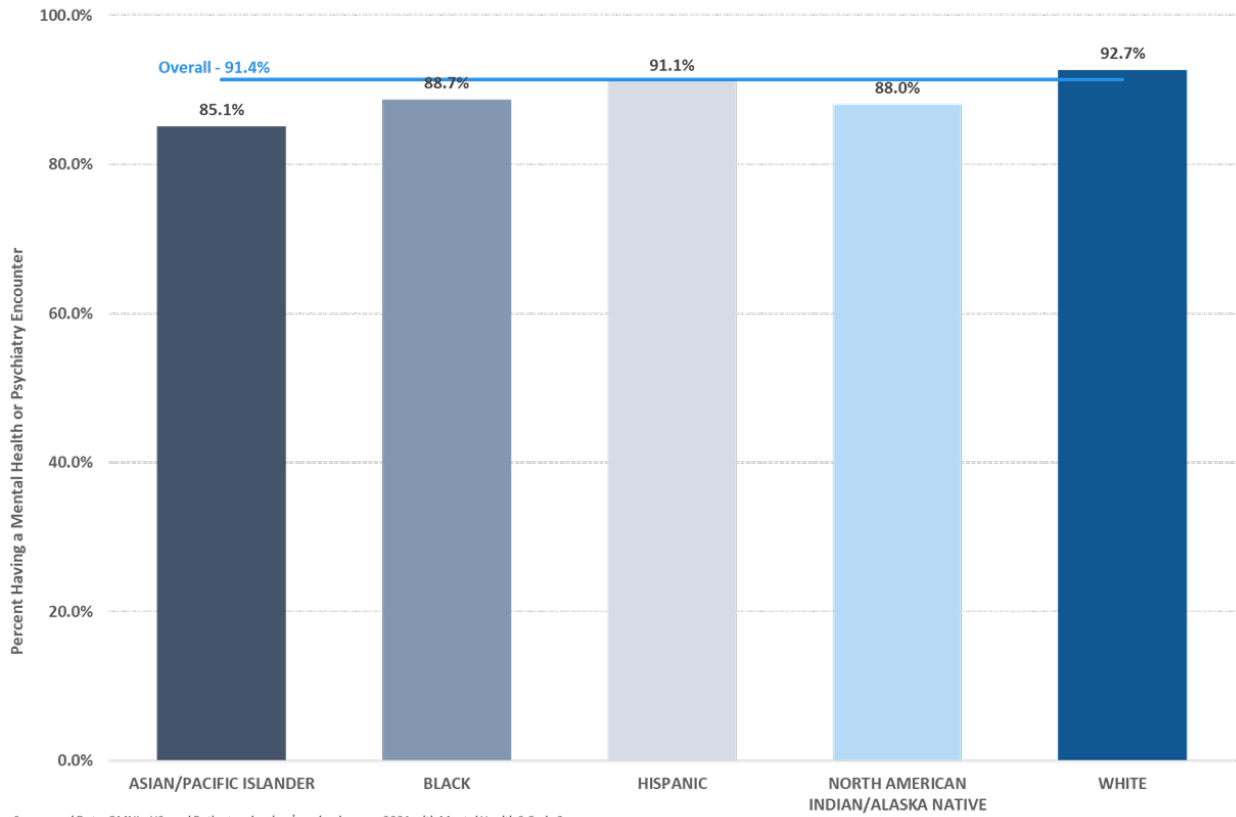


*Data Source(s) and Date: OMNI Population data as of 12/31/2021*

Includes carceral periods longer than 1 month where the release took place after 01JAN2019 and the associated individual expressed, or was assessed to have, a substance abuse need and/or participated in SA programming. For a period to have a yes for "NEED\_ESTABLISHED" the incarcerated individual would have had to personally indicate wanting treatment in the Substance abuse Pre-screen, received a SAAP assessment+diagnosis, been admitted on a DOSA, served on a drug offense in that admission, or had Substance abuse treatment as a condition of their sentence. The start date of the assignment would also have to occur between the admission and release date of the relevant period. For a period to have a "YES" in "TREATMENT\_ACCESSED" the individual would have had to been assigned to an In/Outpatient Substance Abuse Treatment program and started within the period of confinement. There was no programming in April/May of 2020, and the last 18 months of programming have been at half capacity.



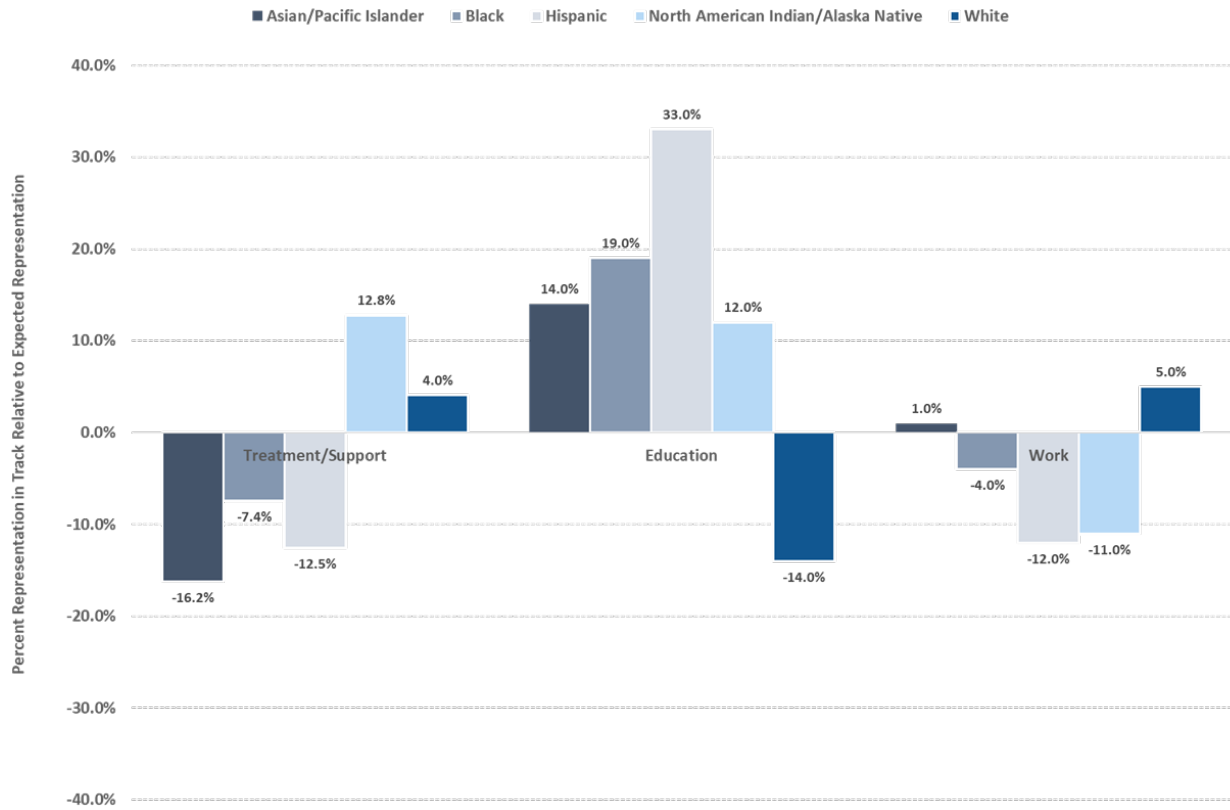
**Over 90% of individuals who at the time of their release had an 'S' code of 2 or greater had a mental health or psychiatry encounter during their admissions period**



Source and Date: OMNI - HS and Patients releasing in calendar year 2021 with Mental Health S Code 2+

Population releasing from a Health Service Covered Facility who at the time of release had an 'S' code of 2 or greater and had a Mental Health or Psychiatry encounter coded during their admissions period.

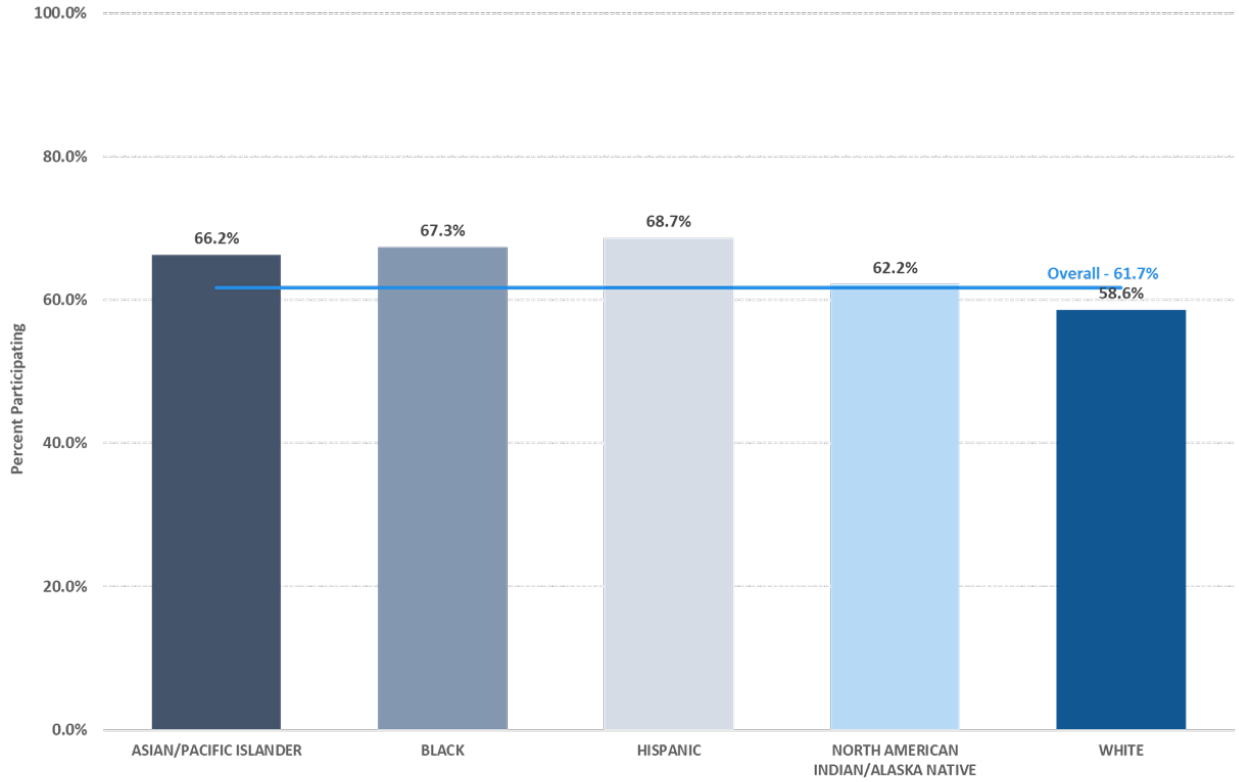
Individuals who are Asian/Pacific Islander, Black, Hispanic or North American Indian/ Alaska Native were more likely to select into the education program track than individuals who are White.



Source: OMNI Population is individuals releasing between 1/1/2017 and 1/31/2022 after 1 to 10 years of confinement.

Multiple data reduction techniques, including principal components analysis, non-negative matrix factorization (NMF), and k-means clustering, were used to represent program participation as a set of program tracks. Positive values indicate group overrepresentation, and negative values are group underrepresentation in a program track given group share of the total population.

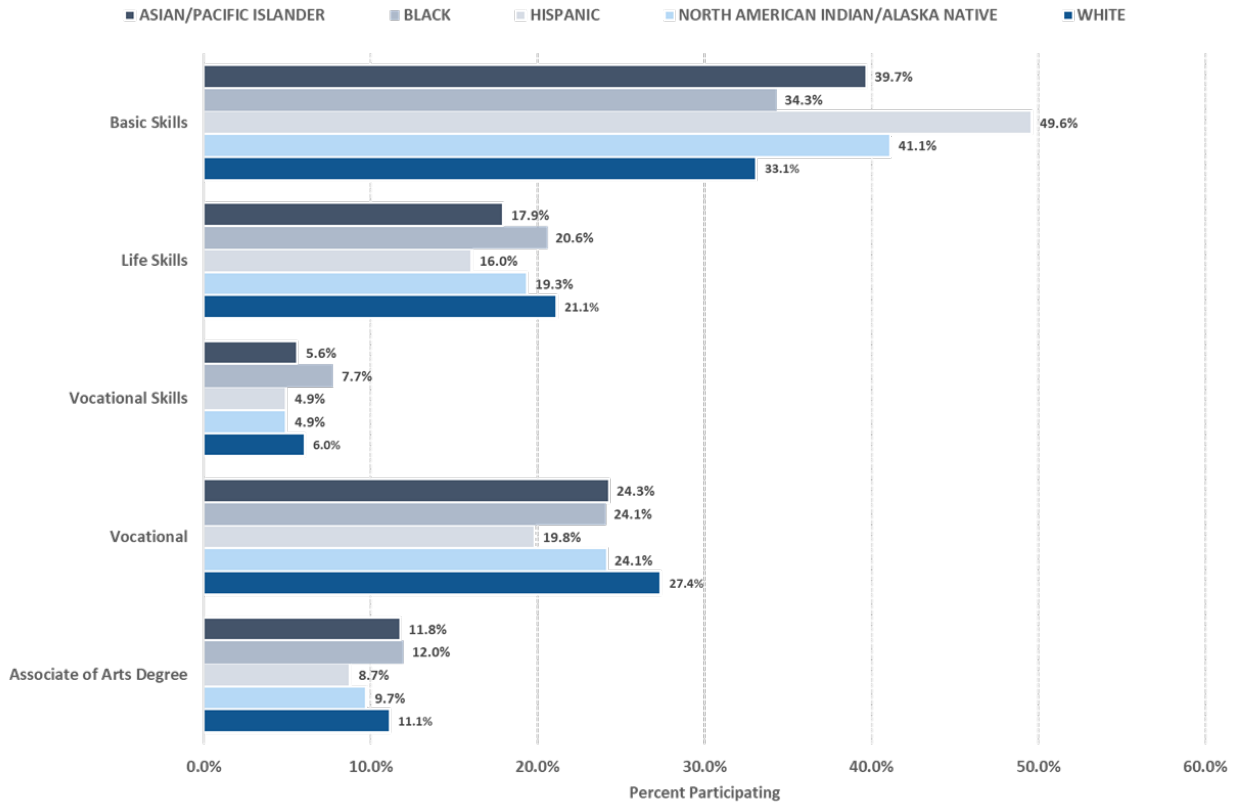
**Incarcerated individuals who are White are less likely to have participated in an education program than individuals of other races.**



Source and Date: OMNI Population and admission/release data as of 1/31/2022

Released from an INMATE admission type The same individual may be counted multiple times in the population due to having multiple releases in the last five years. Carceral periods less than six months were excluded, and educational programming was only included if the programming took place during each unique period. A program was only counted if the start date was between the admission and release dates of periods of incarceration greater than six months where release occurred in the last five years. The counts do not distinguish between participation in vs. completion of a course. An individual need only begin a program to have it counted.

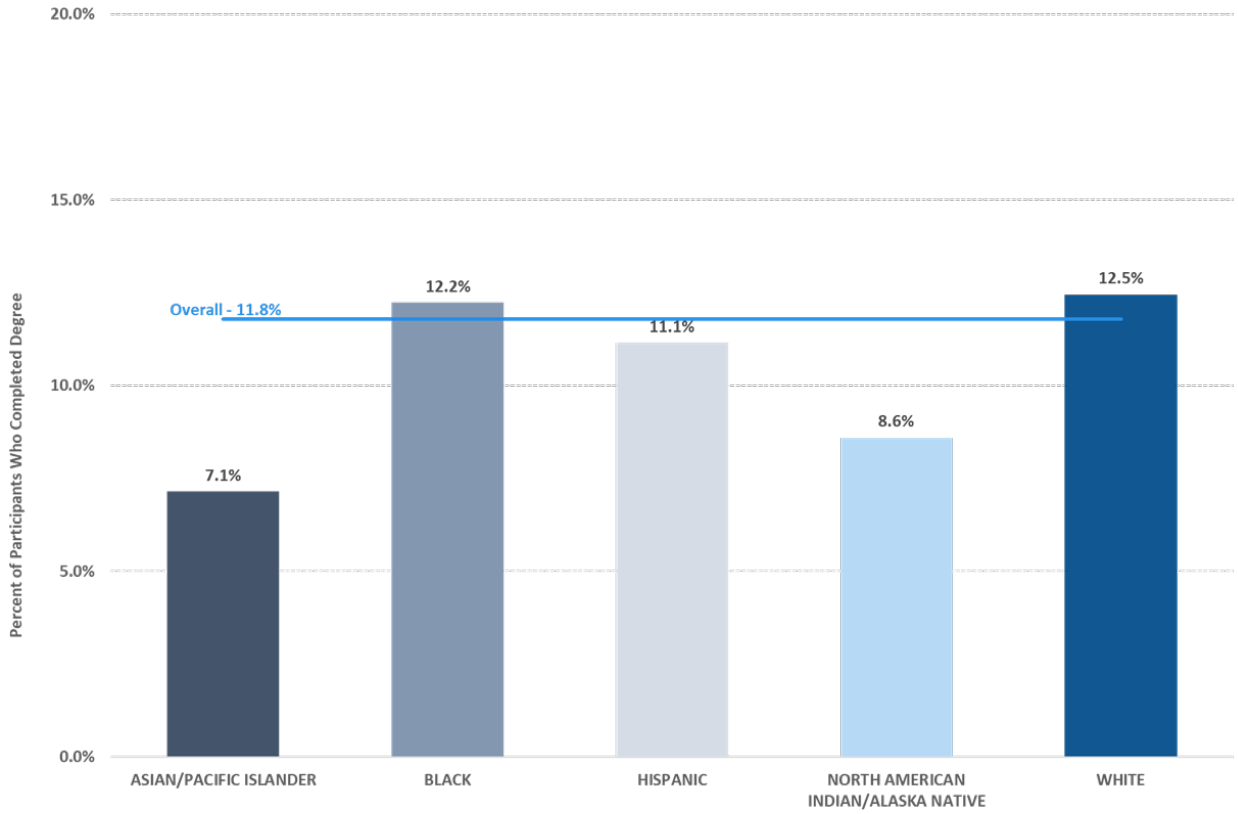
Individuals released in the last five years by education programming category participation and race.



Source and Date: OMNI Population and admission/release data as of 1/31/2022

Released from an INMATE admission type The same individual may be counted multiple times in the population due to having multiple releases in the last five years. Carceral periods less than six months were excluded, and educational programming was only included if the programming took place during each unique period. A program was only counted if the start date was between the admission and release dates of periods of incarceration greater than six months where release occurred in the last five years. The counts do not distinguish between participation in vs. completion of a course. An individual need only begin a program to have it counted.

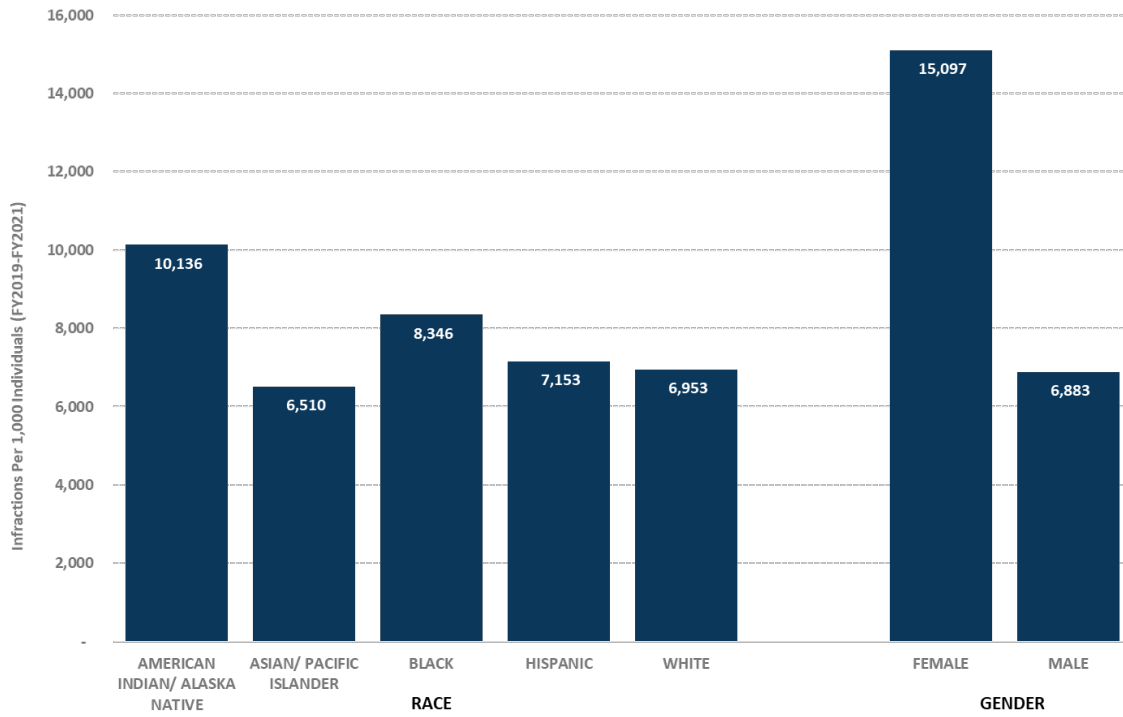
Approximately 1 in 10 individuals who start an Associate of Arts Degree complete the degree.



Source and Date: OMNI Population and admission/release data as of 1/31/2022

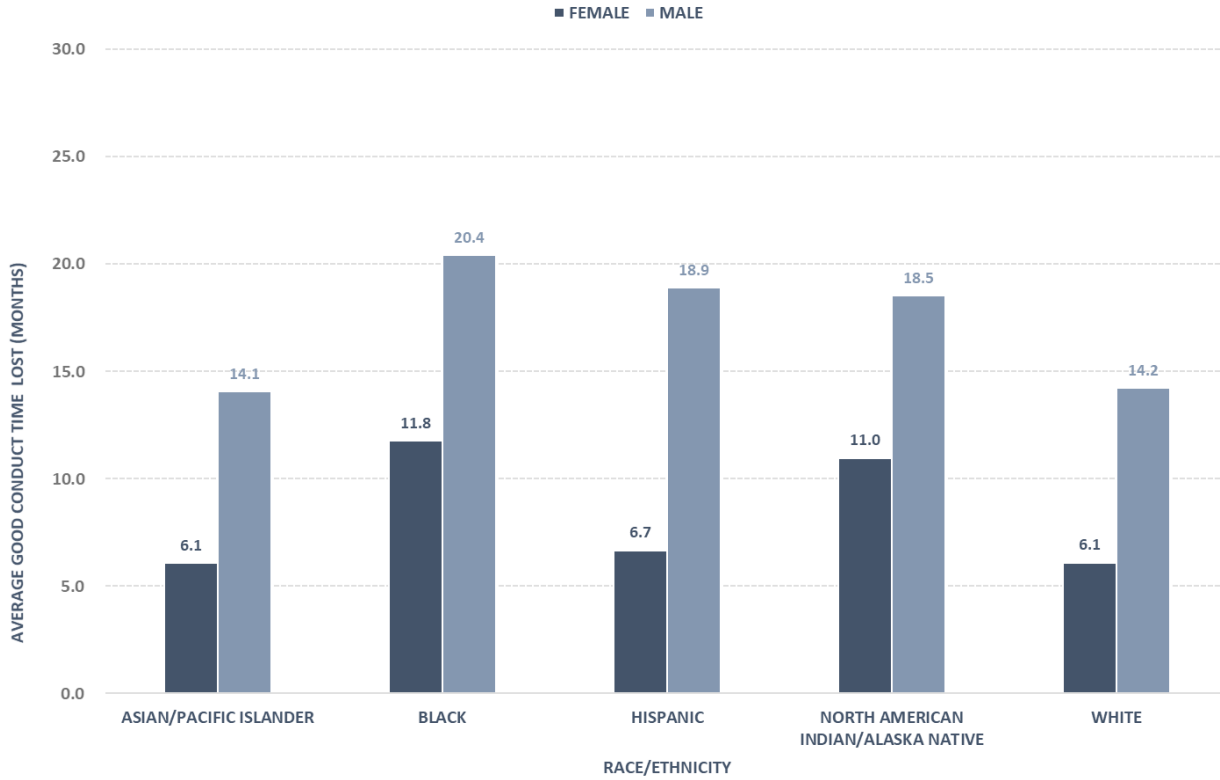
Released from an INMATE admission type. The same individual may be counted multiple times in the population due to having multiple releases in the last 5 years. Carceral periods less than 6 months were excluded and educational programming was only included if the programming took place during each unique period. A program was only counted if the start date was between the admission and release dates of periods of incarceration greater than 6 months where release occurred in the last 5 years.

The rate of infractions for individuals who are American Indian/Alaska Native are higher than for individuals of other races. The rate of infractions for females is more than twice the rate for males.



Data Source(s) and Date: OMNI Prison Population data as of 9/30/2021. All individuals of Hispanic origin are shown as Hispanic regardless of race.

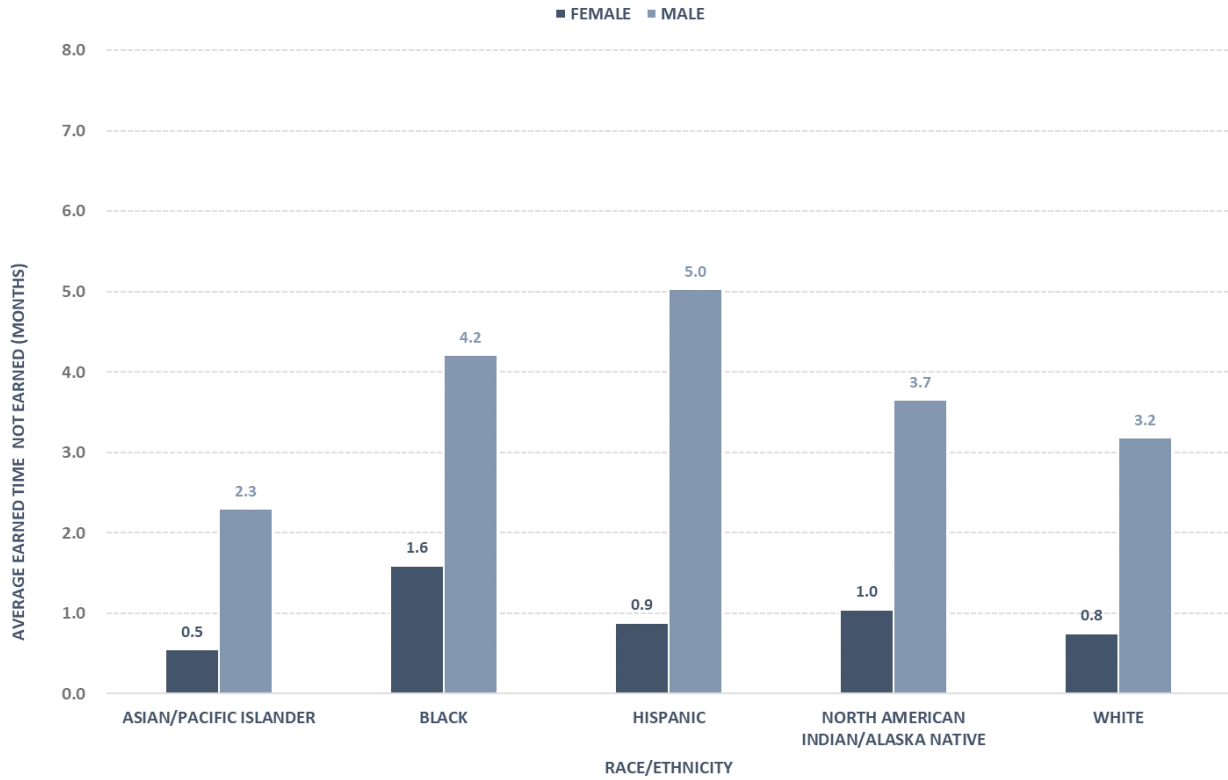
On average, incarcerated individuals who are male lost more Good Conduct Time (GCT) than incarcerated individuals who are female. Males who are Black, Hispanic, and North American Indian/Alaska Native, on average, lost more GCT than males who are White or Asian/Pacific Islander. Females who are Black or North American Indian/Alaska Native lost more GCT than females of other races/ethnicities.



Data Source(s) and Date: OMNI sentencing data as of 1/31/2021

The amount of potential Good Conduct Time (GCT) depends on the length of the sentence and the seriousness of the crime being served. GCT is documented in Policy 350.100, which details how GCT can be taken away from an individual. Since GCT can change during the confinement period, the amount is calculated using the date of release for that individual's period of confinement. Chart represents GCT lost between 01/01/2016 and 12/31/2021

**On average, incarcerated individuals who are male had more unearned Earned Time (ET) than incarcerated individuals who are female.**

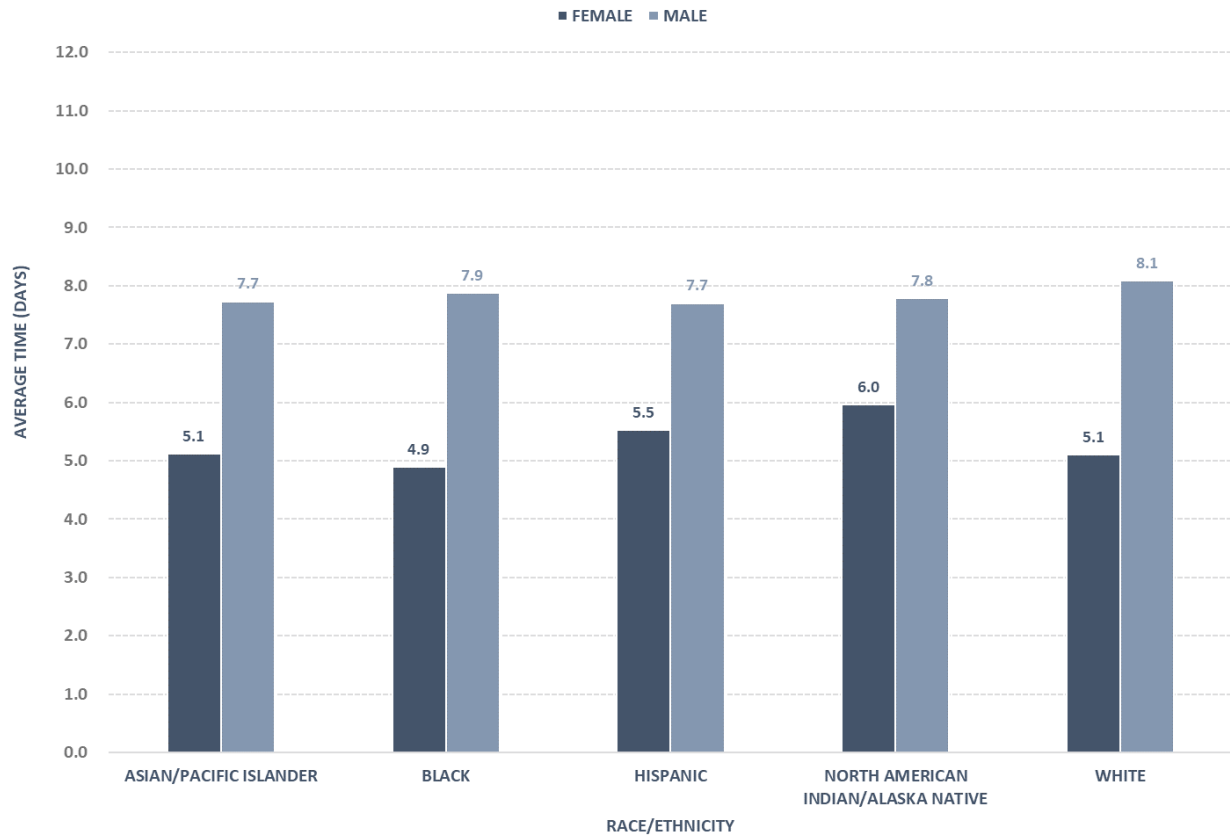


*Data Source(s) and Date: OMNI sentencing data as of 1/31/2021*

The amount of potential Earned Time (ET) depends on the length of the sentence and the seriousness of the crime being served. ET is documented in Policy 350.100, which details how ET can be taken away from an individual. Since ET can change during the confinement period, the amount is calculated using the date of release for that individual's period of confinement. Chart represents ET lost between 01/01/2016 and 12/31/2021

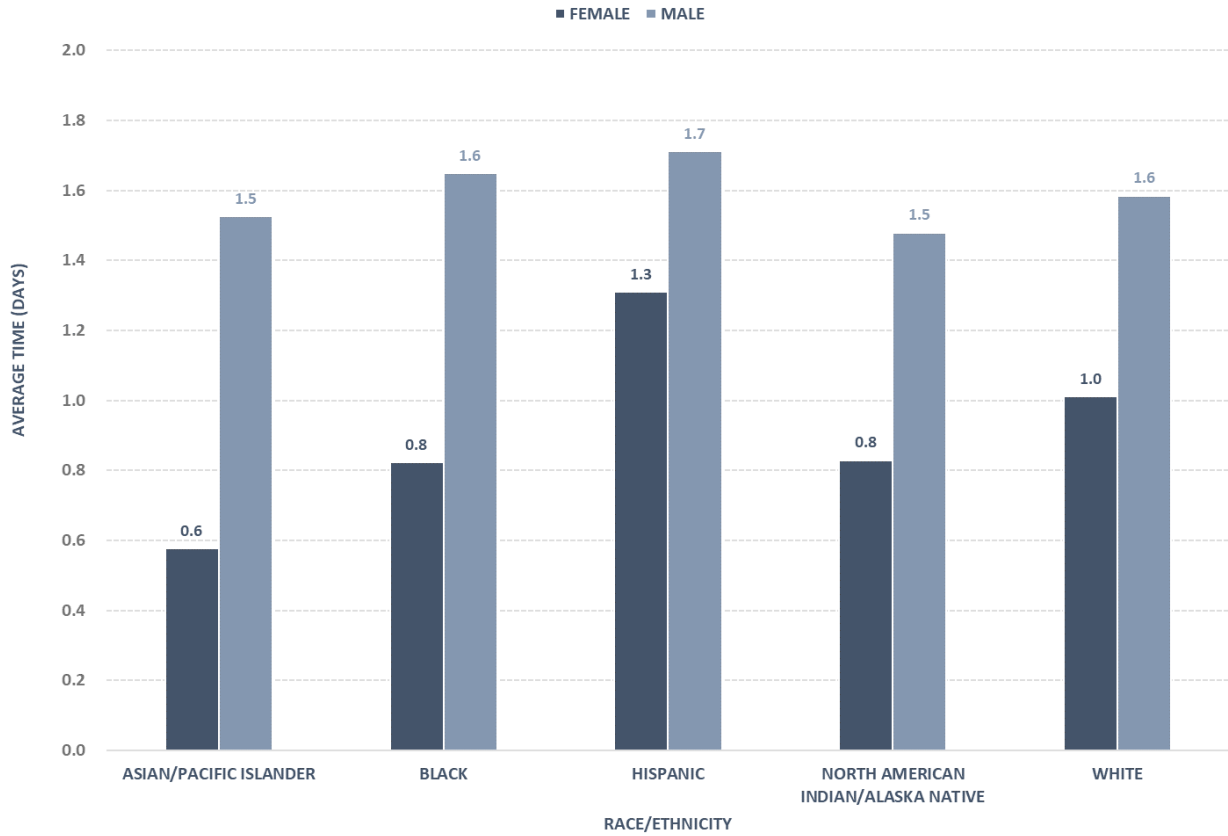


Incarcerated individuals who are male have a longer wait, on average, between the report of an incident and the hearing on the incident.



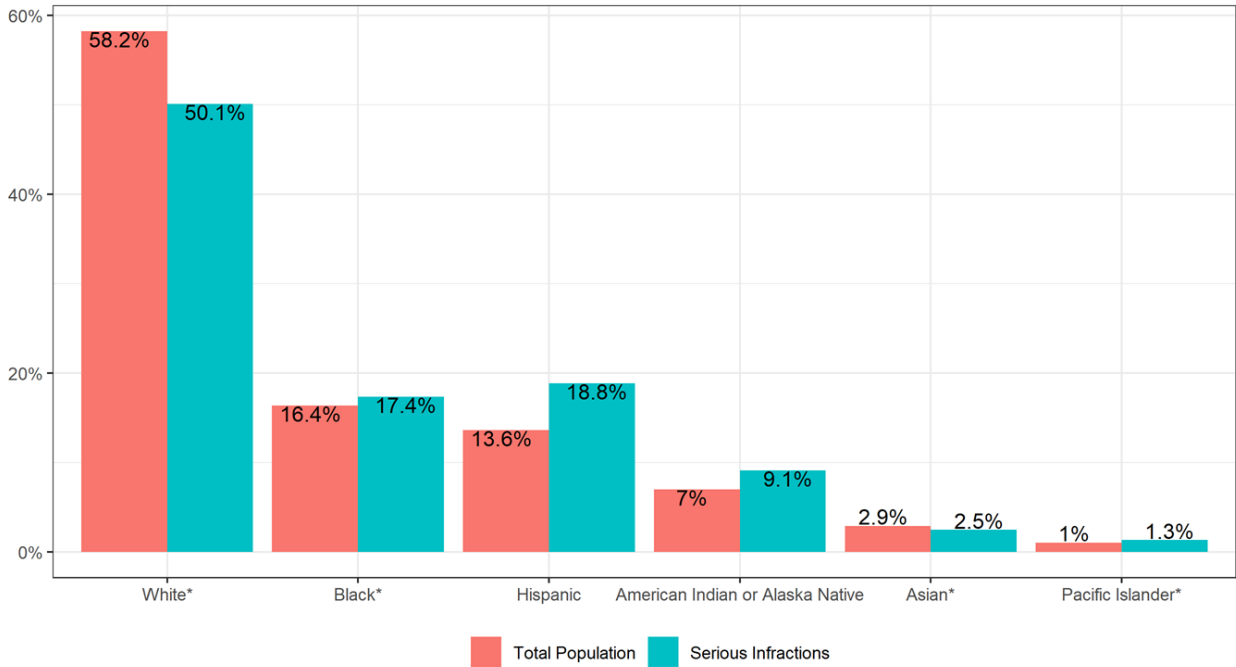
Data Source(s) and Date: OMNI sentencing data as of 1/31/2021 (SP4673)

Incarcerated individuals who are male have a longer wait, on average, between the hearing on an incident and the disposition.

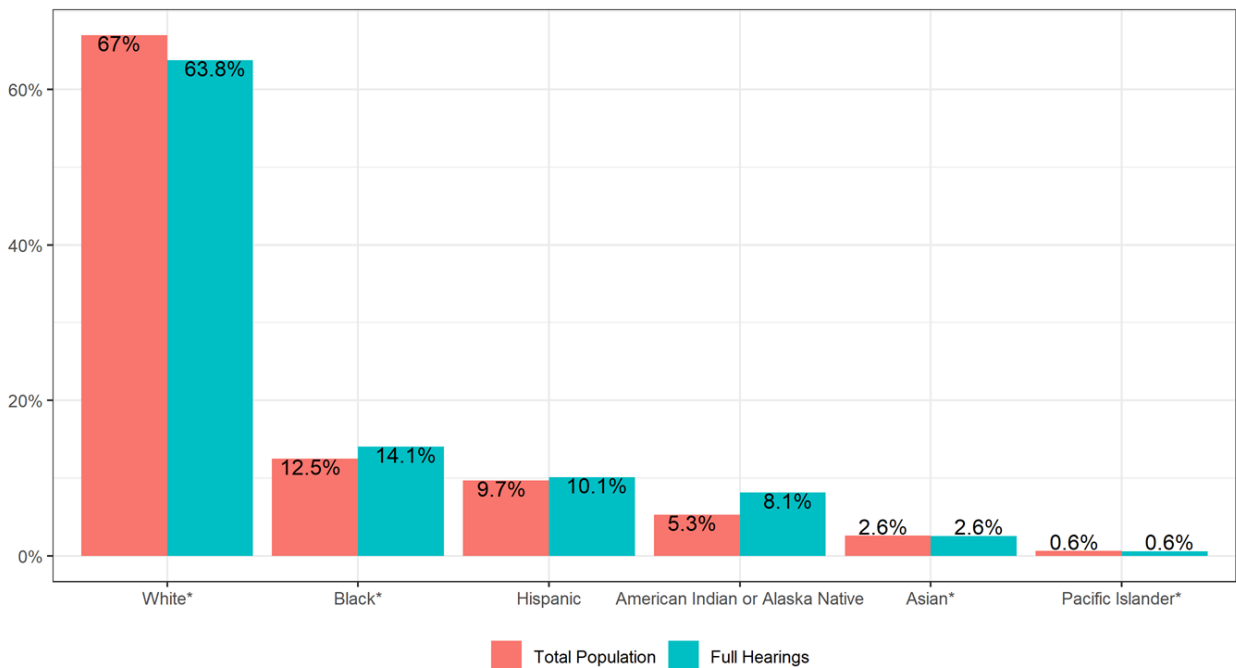


Data Source(s) and Date: OMNI sentencing data as of 1/31/2021 (SP4673)

**Racial/ethnic composition of prison population and persons found guilty of serious misconduct, January 1 to June 30, 2021.**



**Racial/ethnic composition of field population and persons subject to a full disciplinary hearing, January 1 to June 30, 2021.**



**Incarcerated Individuals by County from Which They Were Admitted and Their Current Facility**

COUNTY OF ADMISSION	PRISON													GRAND TOTAL
	AHCC	CBCC	CCCC	CRCC	LCC	MCC	MCCCW	OCC	SCCC	WCC	WCCW	WSP		
KING	202	86	49	353	30	334	18	16	366	243	77	323	2,097	
PIERCE	172	62	74	286	43	231	19	30	389	217	82	300	1,905	
SPOKANE	307	34	8	168	8	66	10	8	67	111	37	180	1,004	
SNOHOMISH	81	38	23	138	7	158	5	14	137	100	33	131	865	
CLARK	95	24	17	127	24	94	9	19	144	99	29	112	793	
YAKIMA	133	33	7	97	11	66	10	3	37	92	15	151	655	
THURSTON	58	10	14	71	15	57	8	11	87	94	16	51	492	
KITSAP	44	7	16	66	10	59	11	5	78	64	24	55	439	
BENTON	109	9	3	77	1	17	4	7	17	42	24	74	384	
LEWIS	29	8	10	48	6	36	5	6	52	59	17	46	322	
COWLITZ	39	12	8	48	15	31	6	6	52	46	8	35	306	
SKAGIT	30	6	9	30	5	58	2	3	33	32	11	48	267	
WHATCOM	41	8	4	40	3	48	3	6	33	41	12	37	276	
GRAYS HARBOR	33	4	6	40	8	40	3	2	33	38	17	43	267	
GRANT	65	9	5	38	2	8	3	2	18	23	9	39	221	
OTHER COUNTIES	397	40	20	266	19	164	20	28	194	190	106	288	1,732	
<b>TOTAL</b>	<b>1,835</b>	<b>390</b>	<b>273</b>	<b>1,893</b>	<b>207</b>	<b>1,467</b>	<b>136</b>	<b>166</b>	<b>1,737</b>	<b>1,491</b>	<b>517</b>	<b>1,913</b>	<b>12,025</b>	

Data Source(s) and Date: OMNI Population and Sentencing Data as of 6/30/2022

Note: An additional 887 individuals are in CPA, GRE, work release, out-of-state, juvenile centers, or are violators.

**Individuals Under Community Custody by Facility from Which They Released and Their County of Supervision**

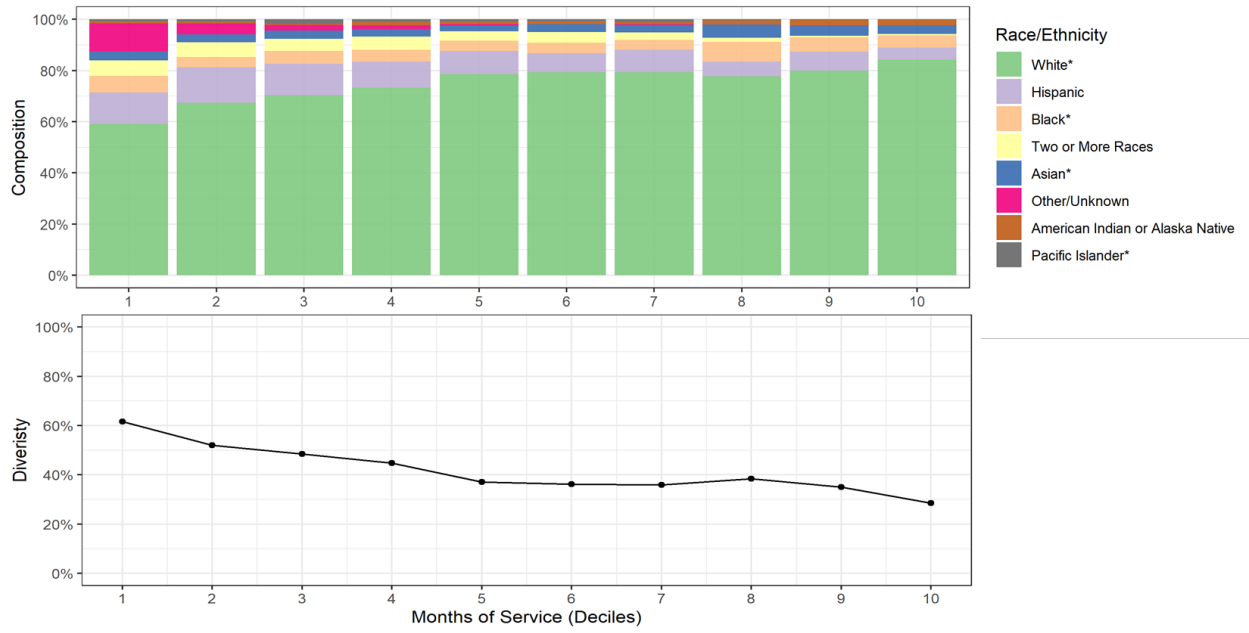
PRISON	COUNTY OF SUPERVISION																GRAND TOTAL
	KING	PIERCE	SPOKANE	SNOHOMISH	CLARK	YAKIMA	THURSTON	BENTON	KITSAP	COWLITZ	HARBOR	WHATCOM	LEWIS	SKAGIT	CHELAN	OTHER COUNTIES	
AHCC	161	62	228	66	48	79	29	52	25	17	17	11	16	9	12	98	930
CBCC	32	16	5	16	8	6	7	2	8	8	1	3	5	4	4	10	135
CCCC	15	19	5	10	7	1	9	1	2	5	4	2	6	3	1	6	96
CRCC	117	68	86	59	36	44	25	50	24	13	12	15	16	12	12	63	652
LCC	8	20	3	6	11	3	7	3	6	8	3	7	7	2	2	7	96
MCC	315	130	46	180	73	25	79	13	35	31	26	33	25	14	7	48	1,080
MCCCW	6	10	7	3	5	4	5	1	3	4	4	1	1	4	2	7	67
OCC	18	16	7	14	9	2	5	3	3	1	5	6	3	3	2	11	108
SCCC	114	67	17	44	37	12	38	6	26	21	23	12	6	7	4	31	465
WCC	250	128	54	76	67	54	54	49	38	26	21	21	27	25	15	57	962
WCCW	55	55	23	24	20	15	11	7	16	7	11	12	9	2	8	26	301
WSP	100	72	72	48	33	57	24	38	30	20	16	13	8	9	11	60	611
<b>TOTAL</b>	<b>1,191</b>	<b>663</b>	<b>553</b>	<b>546</b>	<b>354</b>	<b>302</b>	<b>293</b>	<b>222</b>	<b>213</b>	<b>159</b>	<b>148</b>	<b>132</b>	<b>129</b>	<b>94</b>	<b>80</b>	<b>424</b>	<b>5,503</b>

Data Source(s) and Date: OMNI Population and Sentencing Data as of 6/30/2022

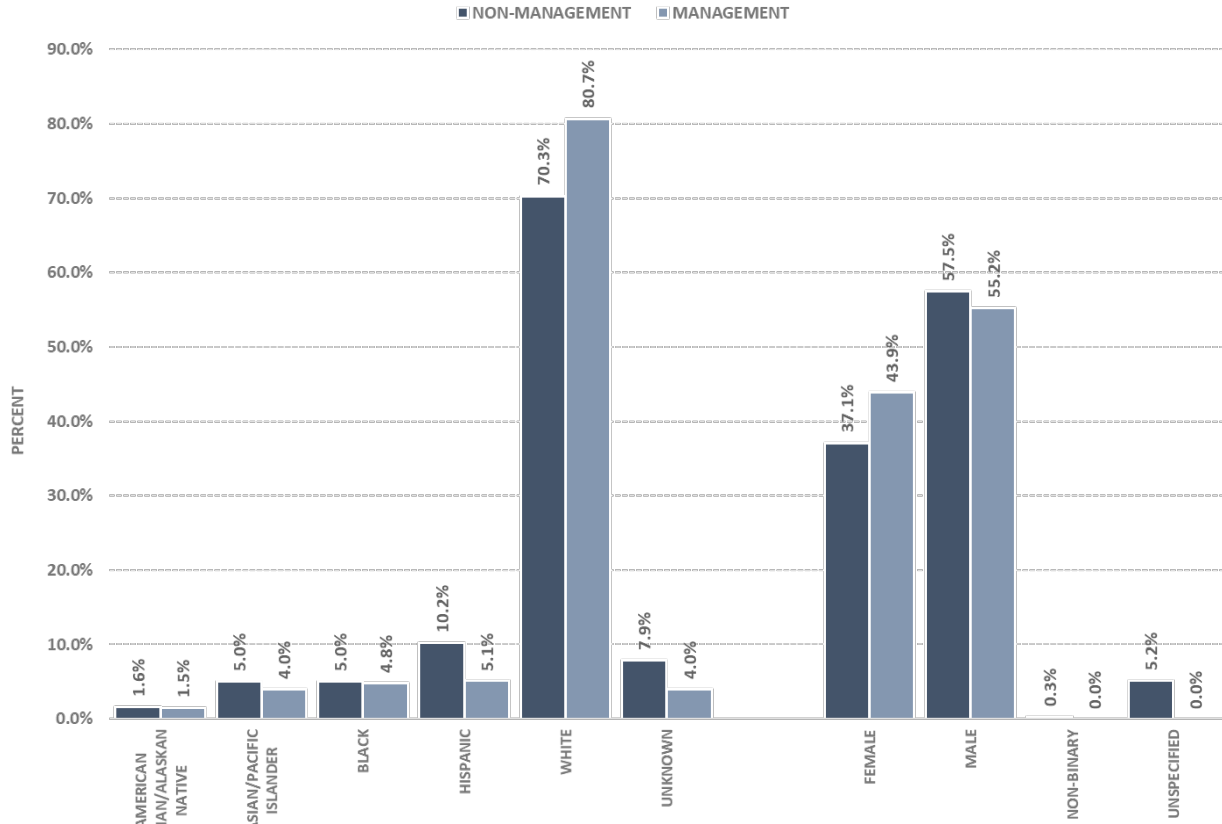
Note: Only includes individuals releasing from prisons.

## **Department of Corrections - Staff**

**More recent hires present a greater degree of racial and ethnic diversity than longer term staff.**



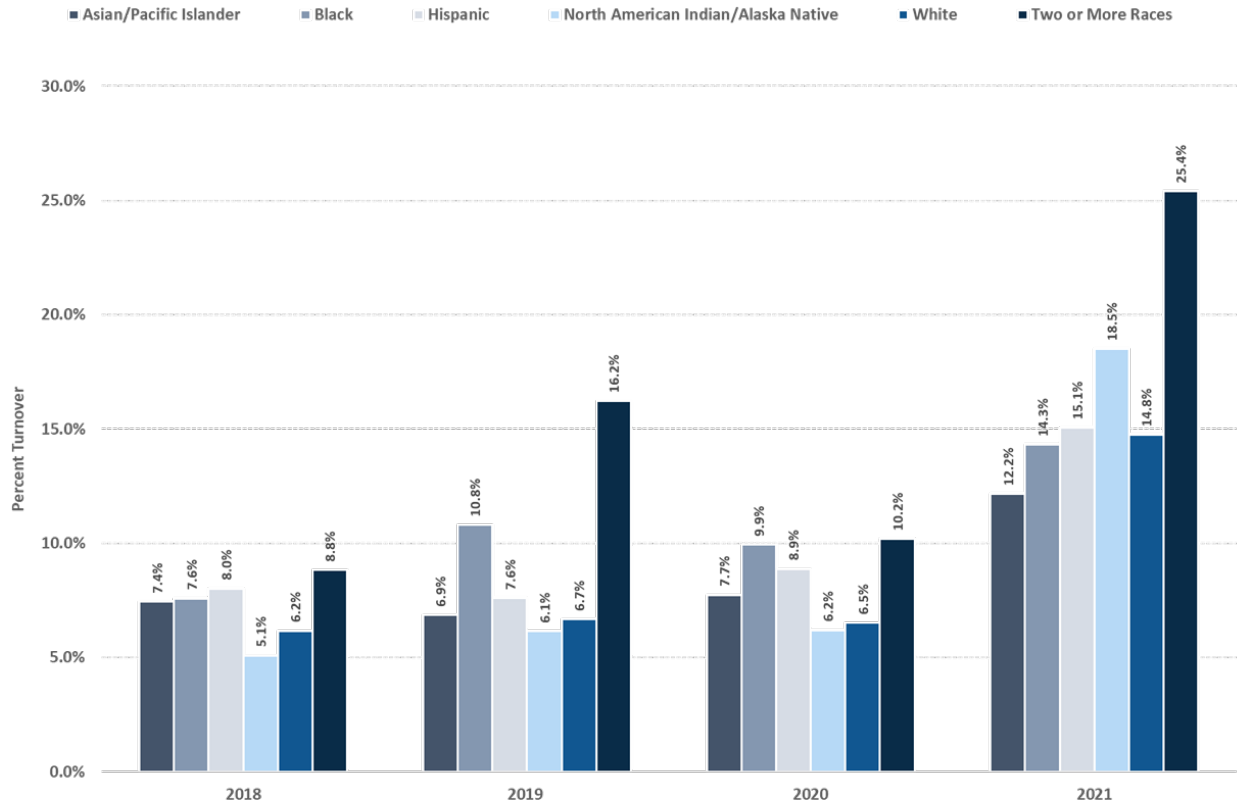
Individuals who are White are overrepresented in management when compared to non-management positions. Individuals who are female are overrepresented in management when compared to non-management positions.



Source: [Washington Workforce Metrics Dashboard | Office of Financial Management](#)  
 Note: Data selection was "Most Recent Data" (viewed on 7/17/2022) for Department of Corrections

Additional workforce information is available on the Office of Financial Management’s Workforce Metrics Dashboard at: <https://ofm.wa.gov/state-human-resources/workforce-data-planning/washington-workforce-metrics-dashboard>.

Staff turnover in 2021 was higher than in any of the previous three years. Staff who are North American Indian/Alaska Native or Multiracial experienced the highest rates of turnover in 2021.

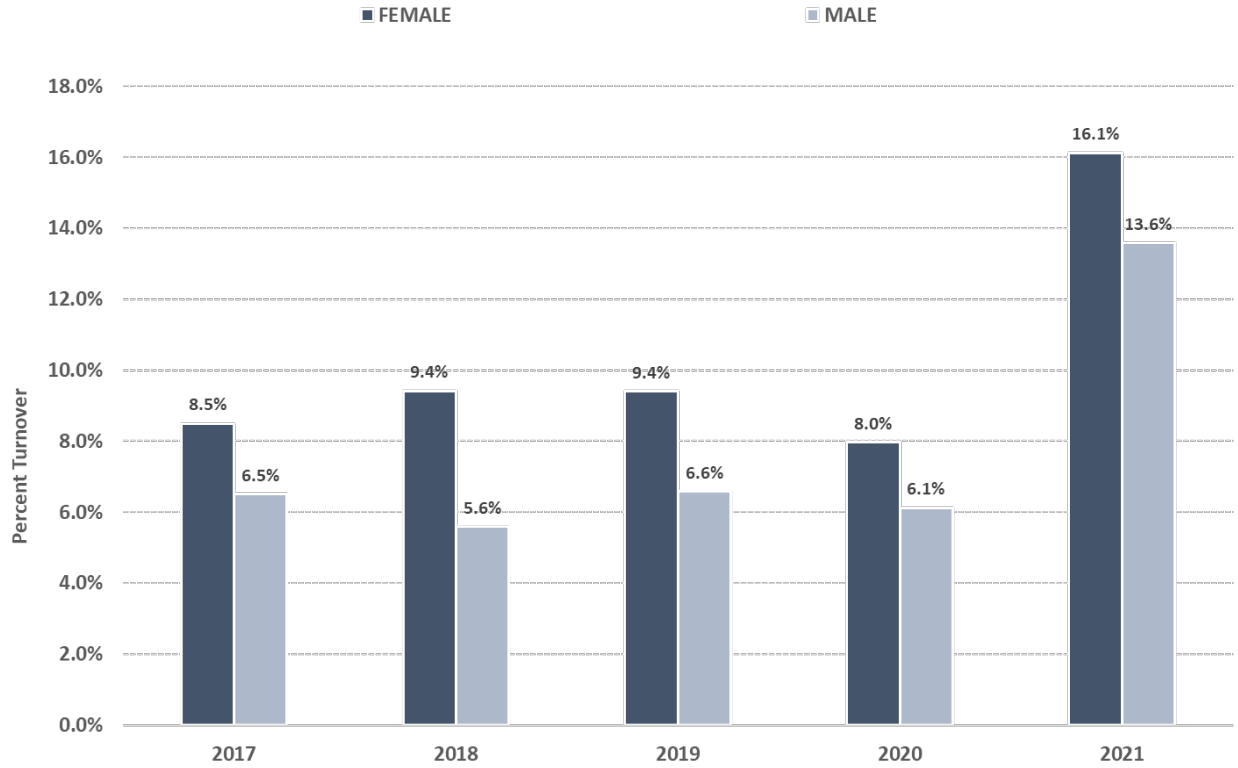


Source and Date: HRMS snapshot data, as of 01/25/2022; HRMS data, as of 2/23/2022; and data provided by HR, as of 1/25/2022

This report contains all separation data between 01/01/2017 and 01/25/2022. Turnover includes anybody with separation of employment with DOC, including separation to other state agencies, private organizations, and other departure reasons. Individuals may be counted more than once during a calendar year for each separation of employment from DOC. Estimates include all separations for voluntary and involuntary reasons except deaths, retirements and individuals at the end of appointments.



**Staff members who are female experience higher rates of turnover than staff members who are male.**

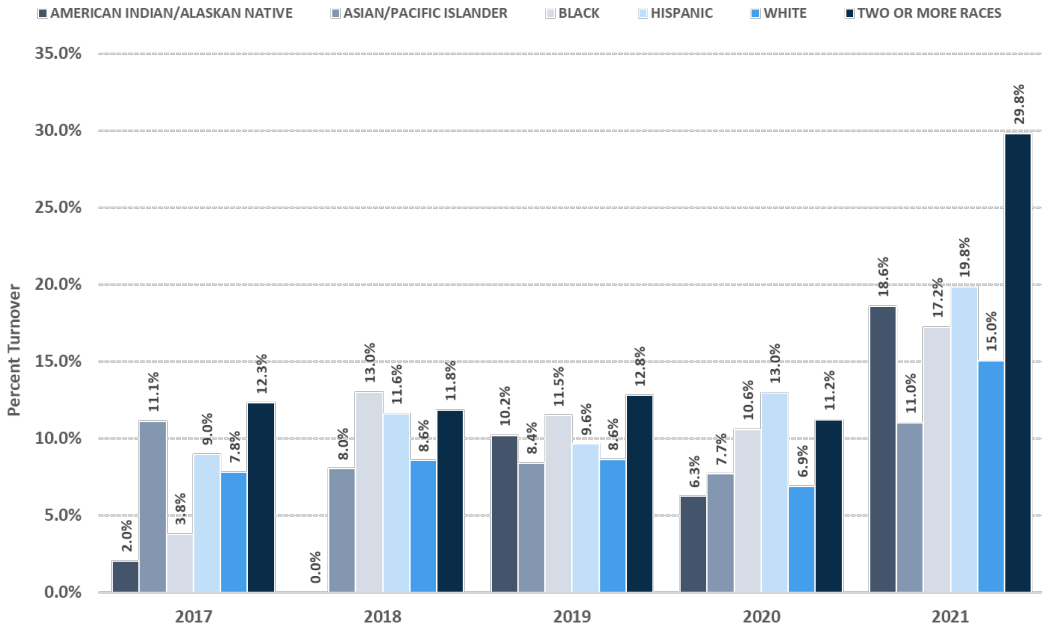


Source and Date: HRMS snapshot data, as of 01/25/2022; HRMS data, as of 2/23/2022; and data provided by HR, as of 1/25/2022

This report contains all separation data between 01/01/2017 and 01/25/2022. Turnover includes anybody with separation of employment with DOC, including separation to other state agencies, private organizations, and other departure reasons. Individuals may be counted more than once during a calendar year for each separation of employment from DOC. Estimates include all separations for voluntary and involuntary reasons except deaths, retirements and individuals at the end of appointments. Gender X/Non-binary results

## Staff Turnover by Gender and Race

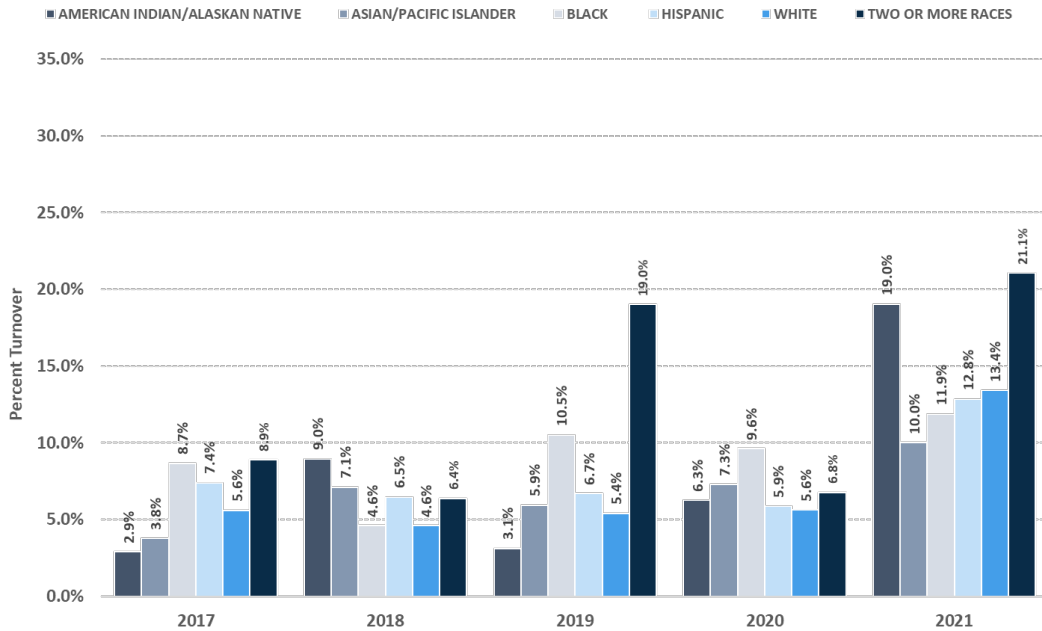
### Staff Turnover - Females



Source and Date: HRMS snapshot data, as of 01/25/2022; HRMS data, as of 2/23/2022; and data provided by HR, as of 1/25/2022

This report contains all separation data between 01/01/2017 and 01/25/2022. Turnover includes anybody with separation of employment with DOC, including separation to other state agencies, private organizations, and other departure reasons. Individuals may be counted more than once during a calendar year for each separation of employment from DOC. Estimates include all separations for voluntary and involuntary reasons except deaths, retirements and individuals at the end of appointments.

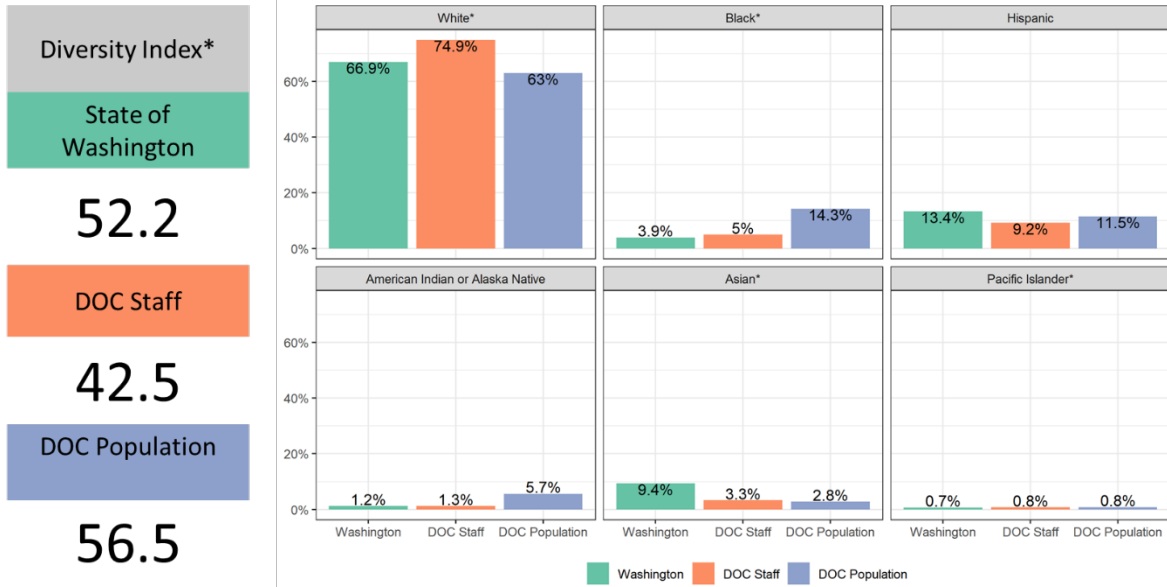
### Staff Turnover - Males



Source and Date: HRMS snapshot data, as of 01/25/2022; HRMS data, as of 2/23/2022; and data provided by HR, as of 1/25/2022

This report contains all separation data between 01/01/2017 and 01/25/2022. Turnover includes anybody with separation of employment with DOC, including separation to other state agencies, private organizations, and other departure reasons. Individuals may be counted more than once during a calendar year for each separation of employment from DOC. Estimates include all separations for voluntary and involuntary reasons except deaths, retirements and individuals at the end of appointments.

**DOC staff is less racially and ethnically diverse than Washington; DOC staff and Washington are both less racially and ethnically diverse than the population under DOC jurisdiction**



\* Simpson Diversity Index - probability of any two randomly drawn people in a group being of different race or ethnicity

**Distribution of Staff by Race/Ethnicity and Prison**

RACE/ETHNICITY	PRISON											
	AHCC	CBCC	CCCC	CRCC	LCC	MCC	MCCCW	OCC	SCCC	WCC	WCCW	WSP
American Indian/Alaska Native	1.8%	4.8%	0.0%	0.5%	1.0%	1.0%	1.4%	2.3%	1.4%	0.2%	1.0%	0.4%
Asian/Pacific Islander	2.0%	1.7%	6.3%	1.6%	3.9%	4.7%	8.2%	0.0%	0.9%	4.5%	6.6%	1.6%
Black	3.0%	3.4%	10.8%	1.6%	7.8%	8.2%	8.2%	1.1%	0.7%	5.3%	14.8%	1.8%
Hispanic	6.6%	7.2%	3.6%	23.8%	4.9%	6.6%	1.4%	5.7%	5.8%	6.1%	6.9%	19.5%
White	79.7%	78.8%	68.5%	58.4%	64.1%	67.4%	65.8%	86.2%	79.9%	79.7%	60.7%	72.4%
Two or More Races	2.2%	2.0%	2.7%	1.8%	4.9%	3.3%	6.8%	0.0%	1.2%	2.2%	5.2%	2.0%
No Selection	4.6%	2.0%	8.1%	12.2%	13.6%	8.8%	8.2%	4.6%	10.2%	2.0%	4.9%	2.3%

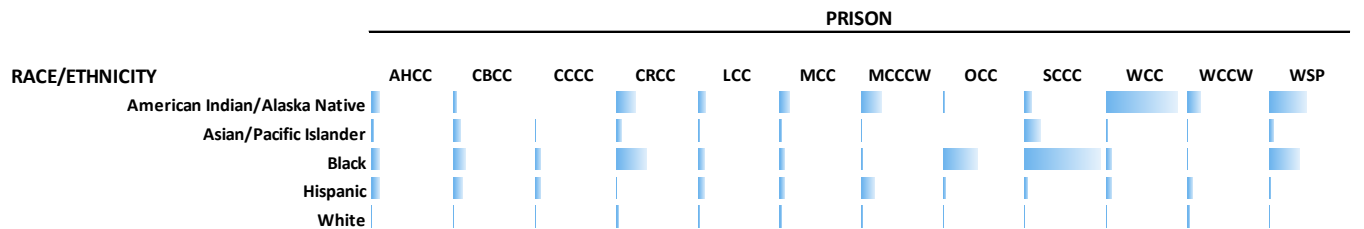
Data Source(s) and Date: HRMS snapshot data, as of 01/25/2022; HRMS data, as of 2/23/2022; and data provided by HR, as of 1/25/2022

**Distribution of Incarcerated Persons by Race/Ethnicity and Prison**

RACE/ETHNICITY	PRISON											
	AHCC	CBCC	CCCC	CRCC	LCC	MCC	MCCCW	OCC	SCCC	WCC	WCCW	WSP
American Indian/Alaska Native	5.5%	8.8%	4.3%	4.3%	3.1%	4.3%	11.2%	1.9%	4.5%	5.5%	5.4%	5.6%
Asian/Pacific Islander	2.4%	5.8%	4.6%	4.0%	4.4%	4.1%	3.7%	5.6%	5.8%	5.0%	4.1%	3.9%
Black	9.8%	17.5%	29.2%	19.5%	22.1%	18.6%	8.4%	15.6%	20.4%	15.4%	11.8%	20.8%
Hispanic	21.6%	28.9%	8.9%	17.7%	12.8%	14.9%	7.5%	8.8%	10.7%	16.8%	15.7%	17.3%
White	58.9%	38.5%	52.7%	53.0%	57.5%	57.1%	67.3%	67.5%	57.4%	56.4%	61.8%	51.8%
Other	0.3%	0.3%	0.4%	0.3%	0.0%	0.5%	0.0%	0.6%	0.6%	0.4%	0.7%	0.4%
Unknown	1.4%	0.3%	0.0%	1.3%	0.0%	0.5%	1.9%	0.0%	0.6%	0.6%	0.6%	0.3%

Data Source(s): DOC Agency Fact Card - May 2022 (<https://doc.wa.gov/docs/publications/reports/100-RE005.pdf>)

**Ratio of Incarcerated Individuals Race/Ethnicity to Staff Race/Ethnicity Representation by Prison**



Data Source(s): DOC Agency Fact Card - May 2022 (<https://doc.wa.gov/docs/publications/reports/100-RE005.pdf>); HRMS snapshot data, as of 01/25/2022; HRMS data, as of 2/23/2022; and data provided by HR, as of 1/25/2022

Note: Larger bars indicate a larger proportion of race/ethnicity category among incarcerated individuals relative to the proportion of staff in the same race/ethnicity category

**Distribution of Staff by Race/Ethnicity and CCD Region**

RACE/ETHNICITY	CCD Region						
	EAST REGION - SECTION 1	EAST REGION - SECTION 2	SW REGION - SECTION 3	SW REGION - SECTION 4	NW REGION - SECTION 5	NW REGION - SECTION 6	SW REGION - SECTION 7
American Indian/Alaska Native	1.0%	1.7%	1.9%	2.2%	1.3%	0.7%	0.6%
Asian/Pacific Islander	2.5%	2.6%	5.2%	9.6%	15.6%	5.6%	4.8%
Black	1.5%	3.4%	4.3%	15.2%	9.8%	3.5%	2.4%
Hispanic	5.0%	28.8%	8.1%	7.0%	8.0%	5.6%	6.0%
White	82.1%	53.6%	72.0%	61.7%	59.8%	76.8%	81.9%
Two or More Races	0.5%	2.1%	3.8%	2.2%	3.6%	4.2%	1.2%
No Selection	7.5%	7.7%	4.7%	2.2%	1.8%	3.5%	3.0%

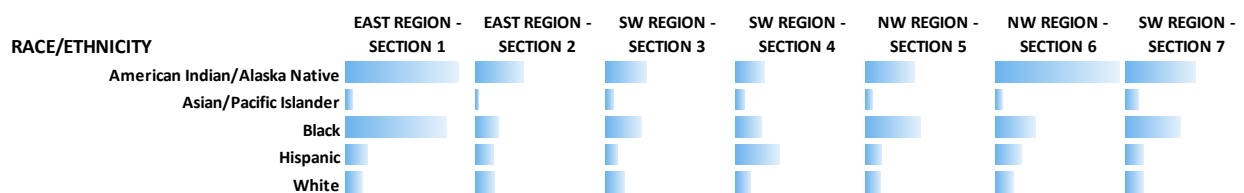
Data Source(s) and Date: HRMS snapshot data, as of 01/25/2022; HRMS data, as of 2/23/2022; and data provided by HR, as of 1/25/2022

**Distribution of Individuals Under Active Supervision by Race/Ethnicity and CCD Region**

RACE/ETHNICITY	CCD Region						
	EAST REGION - SECTION 1	EAST REGION - SECTION 2	SW REGION - SECTION 3	SW REGION - SECTION 4	NW REGION - SECTION 5	NW REGION - SECTION 6	SW REGION - SECTION 7
American Indian/Alaska Native	5.8%	4.3%	4.1%	3.3%	3.5%	4.5%	2.2%
Asian/Pacific Islander	1.0%	0.5%	2.5%	5.1%	6.9%	2.4%	3.6%
Black	7.8%	4.4%	8.0%	21.8%	28.3%	7.3%	7.0%
Hispanic	5.8%	27.8%	5.6%	16.3%	7.5%	7.9%	5.8%
White	75.7%	55.1%	78.1%	51.3%	51.9%	76.3%	77.9%
Other	0.3%	0.1%	0.1%	1.0%	0.4%	0.4%	0.4%
Unknown	3.7%	7.7%	1.5%	1.3%	1.6%	1.3%	3.1%

Data Source(s): DOC Agency Fact Card - May 2022 (<https://doc.wa.gov/docs/publications/reports/100-RE005.pdf>)

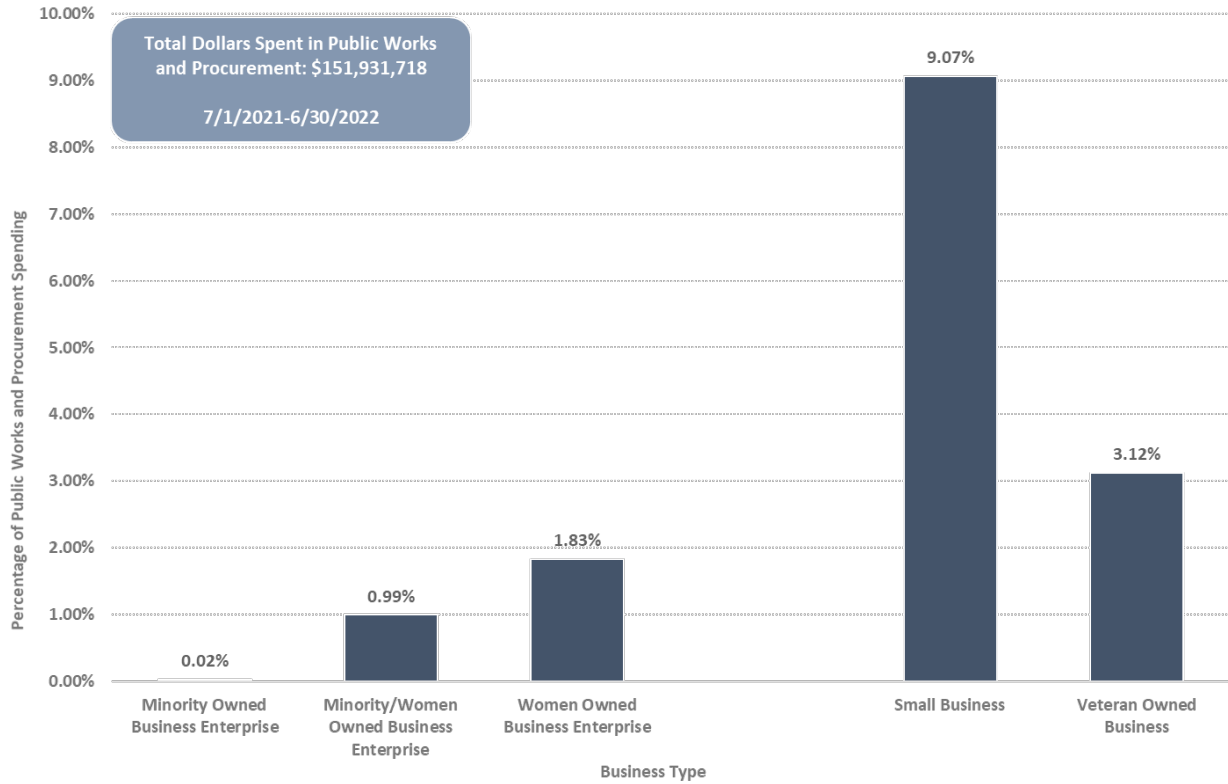
**Ratio of Individuals on Active Supervision Race/Ethnicity to Staff Race/Ethnicity Representation by CCD Region**



Data Source(s): DOC Agency Fact Card - May 2022 (<https://doc.wa.gov/docs/publications/reports/100-RE005.pdf>); HRMS snapshot data, as of 01/25/2022; HRMS data, as of 2/23/2022; and data provided by HR, as of 1/25/2022

Note: Larger bars indicate a larger proportion of race/ethnicity category among supervised individuals relative to the proportion of staff in the same race/ethnicity category

## Percentage of Public Works and Procurement Spending on OMWBE Certified Firms, and Veteran and Small Firms

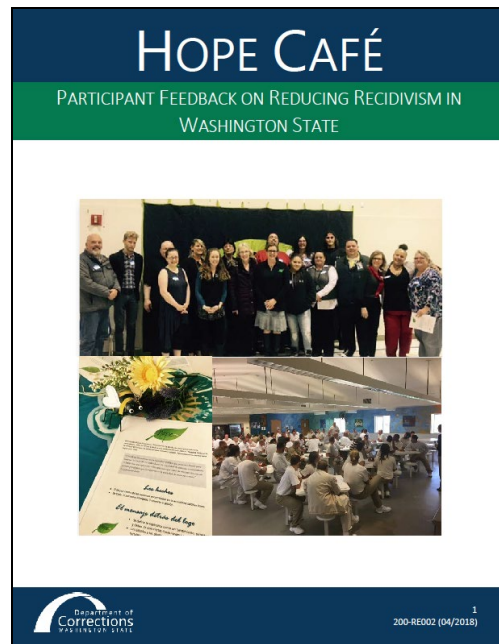
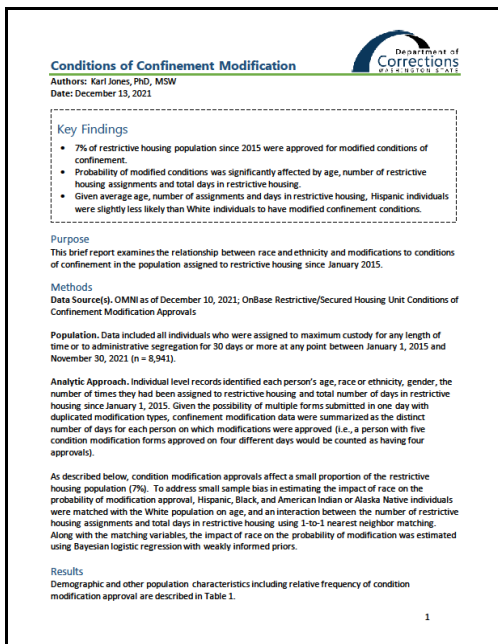
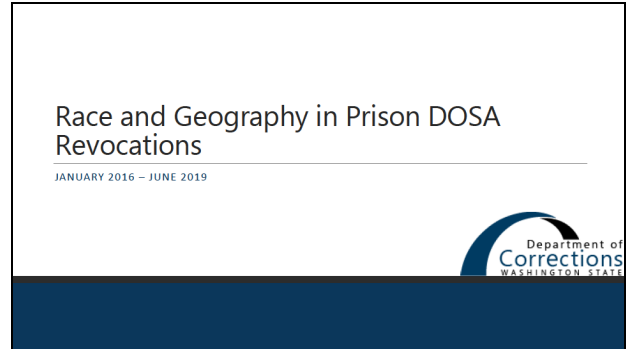


Source: OMWBE Supplier Diversity Participation Report (7/1/2021-6/30/2022).

Note: Payments made to the same firm may be found under multiple certifications/registrations.

## **Additional Resources**

The following resources can be accessed by clicking on the item.



Additional DOC statistics can be found on the Expanded Agency Fact Card:

<https://doc.wa.gov/docs/publications/reports/100-RE005.pdf>

Detailed analyses of prison misconduct and race:

<https://www.doc.wa.gov/docs/publications/reports/100-RE003.pdf>



## **How has the Department of Corrections' key business line of Incarceration impacted you or someone you know?**

### **Staff**

- **Staff bullying, harassment, discrimination**
- **Some Staff feel superior to incarcerated**
- **Confusing and Contradictory info**
- **Hiring and Promotions**
- **Disciplinary and Investigations fear of reporting**
- **Pandemic fatigue/overtime/vacancies/sick time**
- **Staff silos**
- **Staff seem ok with use of force/business as usual**
- **Trained to not trust and always be wary**
- **Labeled snitch if don't allow the inappropriate conduct**
- **How minorities are prepared for opportunities**

## How has the Department of Corrections' key business line of Incarceration impacted you or someone you know?

### Incarcerated

- Disciplinary and Investigations
- Classification
- Programming/Education and work opportunities (lack of)
- Transition time dependent on crime
- Pandemic fatigue/overtime/vacancies/sick time (Causes programming and visiting to close)
- Lack of education and empathy for differences
- Uses of force on incarcerated
- long lasting negative effects of institutionalization on individuals

## **What do you believe is the root cause of each of the impact(s) you described above?**

### **Root Causes**

- **education and training around equity and anti-racism would greatly improve employee work life and relations**
- **creating a path for employees to report, be heard and get these issues addressed.**
- **some staff may consider themselves to be "different" from the incarcerated population because they don't believe (or want to believe) that they could do the same thing or end up in the same situation**
- **Some staff see an incarcerated person as something other than a good person, which is akin to dehumanization**
- **lack of clear, concise communication... at times differing interpretations of policy per institution or work release center as well as internal personnel**
- **Not enough expertise within the agency, not enough resources to do the work**
- **Lack of activities, visitation for the population**
- **Knowledge and Culture.**
- **The lack of cultural competencies and no tolerance policies for accountability**
- **Bad policy! Excessive sentences require a longer transition time.**
- **Systemic racism in the system and culture that surrounds us.**
- **Negative perceptions of incarcerated people.**

## **What solutions may help? (How can DOC decrease or eliminate negative impacts or increase positive ones?)**

### **Solutions**

- **Training and education for all employees and a stronger process for employees to report that makes them comfortable to do so**
- **DOC needs to be very thorough and intentional about not treating people like cogs in a machine**
- **Every reference to a person, no matter their legal status, needs to remain person-centered. The moment we start replacing people with labels (i.e. offender, incarcerate, inmate, resident, etc.) in our communications is the moment we begin to lose sight of their humanity**
- **engage all levels of staff in decision making and implementation... i.e. broad management teams inclusive of representatives throughout the chain of command**
- **Review and revise policies related to staff investigations and discipline removing conscious and unconscious bias**
- **Revamp hiring and selection processes, remove bias from interview questions, provide staff training to understand how to conduct interviews for any and all persons sitting on interview panel**
- **Promotional opportunities for underrepresented**
- **Open programming, education and visitation back up.**

## **What solutions may help? (How can DOC decrease or eliminate negative impacts or increase positive ones?)**

### **Solutions Continued**

- **Focus on hiring and retention**
- **Ensure supervisors shut down inappropriate behavior**
- **Consistent accountability to the established agency values**
- **Listen to understand let people know you truly care. Follow up and understand that trust and respect looks different to cultures that have been historically discriminated against.**
- **Train staff to treat incarcerated people like fellow human beings and be interested and invested in seeing both co-workers and people in our care and custody thrive.**
- **Revamp policies related to time to transition (Murder 1 to camp sooner)**
- **Provide opportunity where traditional rules may not permit inclusion.**
- **More touchpoints with family and friends while incarcerated, a strong support network during and after incarceration**
- **enhanced workforce training and assistance finding a housing and a family wage job.**

**What might be some unintended consequences (either positive or negative) for the solutions proposed in Question #3?**

**Unintended Consequences**

- **it may help people to check themselves in their daily interactions with others and adjust the way they behave or treat others, whether intentionally or subconsciously**
- **we may come to find out that keeping people connected with their humanity does more for preventing recidivism than we think**
- **changes of personnel resulting in restarting multiple times. union issues?**
- **Might lose some staff who are treating people poorly, Could spread the virus to more incarcerated**
- **We learn how to better support each other each day.**
- **Top priority is focus on career success . Build trust and be helpful in career. Don't wait until year end to discuss performance. consequences people will quit or not give their all and work below performance.**
- **Resistance among staff**
- **It will allow time to adjust to the greater freedoms and to recognize and deprogram themselves from institutionalization that results from the more than 2 decades served.**
- **The DOC has made a positive by increasing is recruitment focus to attract and retain a more diverse work force**
- **The agency now takes all IDC complaints serious and takes appropriate action against employees that are exhibiting these inappropriate behaviors**
- **Others who have been provided opportunity in the past may be overlooked**

**How has the Department of Corrections' key business line of Community Corrections impacted you or someone you know**

**Staff**

- **Investigations & Disciplinary Actions**
- **Inconsistent Practices, responsibilities unclear**
- **CCO actively help people**
- **Hiring Practices**
- **Intimidating presence**
- **Community Corrections Case Management**
- **Responding to Violations**
- **iCoach**
- **Criteria for staff selection, recruitment, promotion and discipline**
- **How people of color are prepared for opportunities**

**How has the Department of Corrections' key business line of Community Corrections impacted you or someone you know**

**Supervised Individual**

- **Programming**
- **Classification**
- **Administering Discipline**
- **Positive Outcome**
- **Medical and Benefits**



**How has the Department of Corrections' key business line of Community Corrections impacted you or someone you know**

**Community**

- **Public safety, crime rates**
- **Negative perceptions of supervision**
- **Mistrust in the system**

## **What do you believe is the root cause of each of the impact(s) you described above?**

### **Root Causes**

- **I believe the justice system is trying to improve and identify I/I that may benefit from life outside incarceration inside a facility. There has been a huge push from the public to reform the justice system**
- **lack of knowledge of cultural norms, insular planning (not including key outside resources in plan development)**
- **No enough expertise within the agency, not enough resources to do the work**
- **Not understanding what is required of DOC by law and conditions set forth by the courts**
- **Hiring managers not being accountable to recruitment rules that are set for equal opportunity for all that qualify. .**
- **It's a historical issue in the state and across country**
- **Misguided efforts towards safety**
- **surveillance supervision model, where DOC is always looking to catch their clients doing something wrong**
- **If you don't have a good case manager that responds to violations timely the supervised individual is most likely not going to be successful**
- **Systemic racism in the system and culture that surrounds us.**

**What solutions may help? (How can DOC decrease or eliminate negative impacts or increase positive ones?)**

**Solutions:**

- trust the experts
- Public, employees and incarcerated, their opinions and input need to be considered
- research and data collection is needed for the policy and law changes that have been made recently
- We need adequate training and opportunity for to employees to ensure they have the tools they need to succeed
- institute family team decision plans where the inmate/individual identifies key persons to include in their plan including the individual to establish plan and everyone has buy in for accountability
- Review and revise policies related to staff investigations and discipline removing conscious and unconscious bias
- Revamp hiring and selection processes, remove bias from interview questions, provide staff training to understand how to conduct interviews for any and all persons sitting on interview panel
- Promotional opportunities for underrepresented
- Explain what we are obligated to do. Share how iCoach will help improve outcomes for supervised people
- Agency values are the guide, coupled with accountability for hiring managers in all divisions of the agency.
- Seek, speak and listen. Build trust and be supportive. Provide equitable opportunities.
- Dress appropriately for the situation at hand, perform job discretely and with professionalism
- The iCoach supervision model should not only remedy this. But boost more successful transitions.
- I believe the new i-COACH supervision model will make them all better case managers, which will make the supervised individuals more likely to be successful.
- Provide opportunity where traditional rules may not permit inclusion.

**What might be some unintended consequences (either positive or negative) for the solutions proposed in Question #7?**

**Unintended Consequences:**

- **This is a controversial topic for many and will cause anger. I believe it is an important topic and will eventually lead to positive outcome for a better justice system for everyone**
- **more time needed in plan development impacting caseload...caseloads need to be manageable**
- **Some staff not supporting iCoach**
- **Have consistent fairness for all to compete, thrive and grow.**
- **People will leave and you loose productivity**
- **Resistance from staff could be consequence, solution would be working collaboratively with those concerned**
- **iCoach could result in increased public support for the DOC's Reentry and rehabilitation efforts.**
- **I think that some CCO's will struggle with the transition to the i-COACH model, because some of the seasoned CCO's are focused heavily on the enforce side of supervision**
- **Others who have been provided opportunity in the past may be overlooked**

**How has the Department of Corrections' key business line of Health Services impacted you or someone you know?**

**Staff:**

- **Short staffing negatively impacts staff**
- **Fatigue**
- **Morale**
- **Health**
- **Hiring of people of color, indigenous and women**
- **Investigative and Disciplinary actions**
- **Lack of standard business processes**
- **DOC Nurses Desk (positive)**
- **Staff selection, recruitment, promotion, discipline**
- **How minorities are prepared for opportunities**

**How has the Department of Corrections' key business line of Health Services impacted you or someone you know?**

**Incarcerated:**

- **Short staffing makes difficult to be provided best care**
- **How BIPOC/women/transgender/ LGBTQ+ are cared for in our system**
- **Classification**
- **Discipline**
- **Who gets what programming**
- **Scrutiny from Gov office due to bad practices**
- **Lack of standard business processes**
- **SOTAP**
- **Lack of care for medical conditions (surgery not performed)**
- **how incarcerated individuals access programs, medical, are disciplined or access benefits.**

**What do you believe is the root cause of each of the impact(s) you described above?**

**Root Causes:**

- **Difficulty of job, below average pay, and smaller pool to draw from for recruitment**
- **Not enough expertise within the agency, not enough resources to do the work**
- **Lack of standard business processes. Not doing an effective job to explain the issue and develop a strong short plan to turn things around. Focusing on too many initiatives to improve,**
- **Providing individuals proper and necessary care. Providing individuals treatment to reduce risk of re-offending.**
- **Denying prisoners needed healthcare is rooted in a belief (and practice) that prisoners are less than human**
- **The Correctional Industries Food is linked to many prisoner healthcare issues**
- **Systemic racism in the system and culture that surrounds us.**

**What solutions may help? (How can DOC decrease or eliminate negative impacts or increase positive ones?)**

**Solutions:**

- **Pay increases**
- **More employee involvement in decision making**
- **Collaborative efforts for recruitment**
- **Review and revise policies related to staff investigations and discipline removing conscious and unconscious bias**
- **Revamp hiring and selection processes, remove bias from interview questions, provide staff training to understand how to conduct interviews for any and all persons sitting on interview panel**
- **Promotional opportunities for underrepresented**
- **Current plans should help with and EHR, person centered care model. Need to improve trust of team and develop standard business process throughout the system. Scheduling is a huge issue should be a key focus**
- **Expand TX opportunities for individuals that are confined and in the community.**
- **Don't let it be a flavor of the month. Let be a culture change part of the core values that everyone can see in action.**
- **Provide the same standard of healthcare that citizens receive in society. Stop serving Correctional Industries Food and order facilities to return to buying food from the local vendors.**
- **Provide opportunity where traditional rules may not permit inclusion.**



**What might be some unintended consequences (either positive or negative) for the solutions proposed in Question #11?**

**Unintended Consequences:**

- **Higher staffing levels and happier, healthier employees**
- **Better care for the incarcerated**
- **significant improvement in health care accessibility and treatment**
- **Decrease in risk and improve opportunities for individuals to be successful in community**
- **Buying food from local vendors helps boost the local economy where facilities are located. Providing prisoners with the same level of care as ordinary citizens has many benefits.**
- **Others who have been provided opportunity in the past may be overlooked**

**How has the Department of Corrections' key business line of Rehabilitation impacted you or someone you know?**

**Staff:**

- **Poor staffing and COVID have limited ability to provide programming**
- **How we hire, promote, prepare BIPOC, women**
- **Investigative and Disciplinary Actions**
- **CI provide skills to I/I**
- **Agency focus continues to expand**
- **Recruitment, promotion, discipline**
- **How minorities prepared for opportunities**

**How has the Department of Corrections' key business line of Rehabilitation impacted you or someone you know?**

**Incarcerated:**

- **Lack of programming due to COVID and poor staffing**
- **How we care for BIPOC, women, transgender, LGBTQ+, in our prison system**
- **Classification**
- **Discipline**
- **Who goes into what program**
- **Pay for the I/I that work in CI**
- **GRE confusing as to who qualifies**
- **Not all get jobs with CI**
- **Releasing with only \$40**
- **Denying programming early in sentence for long term sentences, especially people of color**
- **Successful supervision (positive)**
- **iCoach (looking forward to)**
- **how incarcerated individuals access programs, medical, are disciplined or access benefits.**

**How has the Department of Corrections' key business line of Rehabilitation impacted you or someone you know?**

**Families of Incarcerated:**

- **Confusion over GRE and who qualifies**
- **Disappointment**

**What do you believe is the root cause of each of the impact(s) you described above?**

**Root Causes:**

- **Many employees are not in their bid posts performing these important jobs because they are having to just fill the basic staffing to safely run the facilities**
- **how do we measure rehabilitation**
- **No enough expertise within the agency, not enough resources to do the work**
- **Too few jobs for the population, and some are not eligible due to their classification**
- **Incarcerated many times have to choose between education and work not able to do both**
- **Most individuals are in need of some form of rehabilitation to manage successfully in the community.**
- **Insufficient planning and resources**
- **A failure to do a Racial Impact Analysis on all the policies and practices. A failure of the legislature to do a Racial Impact Analysis on all legislation impacting programing in the DOC.**
- **If you don't have a good case manager that responds to violations timely the supervised individual is most likely not going to be successful**
- **Systemic racism in the system and culture that surrounds us.**

**What solutions may help? (How can DOC decrease or eliminate negative impacts or increase positive ones?)**

**Solutions:**

- **Improve pay**
- **Better recruitment and retention efforts**
- **Include employee input to improve current situation**
- **Review and revise policies related to staff investigations and discipline removing conscious and unconscious bias**
- **Revamp hiring and selection processes, remove bias from interview questions, provide staff training to understand how to conduct interviews for any and all persons sitting on interview panel**
- **Promotional opportunities for underrepresented**
- **Target recruitment efforts to markets not familiar to us**
- **More timely investigations of alleged bullying, discrimination, retaliation.**
- **Review and remove bias in our classification system for incarcerated**
- **Meet with underrepresented incarcerated to understand their experiences and remove barriers for access to key programs and services.**
- **Use gender specific assessment tools (risk and needs, classification) for women, separate from men.**
- **Define needs, stagger work and education classes so you could attend both. Add a certain amount of money on to everyone's account regardless of ability to earn money or families sending in money.**
- **Increase communication with community providers prior to release, invest in reentry**
- **Do a Racial Impact Analysis on all policies**
- **It is important to stop the practice of denying programming to all long-term prisoners.**
- **I believe the new i-COACH supervision model will make them all better case managers, which will make the supervised individuals more likely to be successful.**
- **Provide opportunity where traditional rules may not permit inclusion.**

**What might be some unintended consequences (either positive or negative) for the solutions proposed in Question #15?**

**Unintended Consequences:**

- **Higher staffing levels**
- **Improved morale and health of staff and incarcerated**
- **Would giving money for commissary negatively impact those who want to work and would not need to work?**
- **Mitigate risk and increase successful reentry**
- **First day of incarceration is first day of Rehabilitation and Transformation and making community safer**
- **iCoach may be challenging for some of seasoned CCO's who focus heavily on the enforcement side of supervision**
- **Others provided opportunities in the past may be overlooked**

## Appendix B: Summary Qualitative Data

**How has the Department of Corrections' key business line of Administration impacted you or someone you know?**

**Staff:**

- **Training and provision of services lacking due to COVID and understaffing**
- **Recruitment and Retention has stalled**
- **Internal Investigative process broken**
- **Investigators not qualified to determine whether discrimination occurred**
- **not giving access to our business needs for BIPOC, as well as woman owned vendors, suppliers**
- **How we hire, promote, prepare BIPOC, women**
- **Administration all over map in terms of service lines and impacts are unique**
- **Don't have sufficient staffing or processes to move quickly with changes or new implementation**
- **Many unfunded processes that get added to infrastructure**
- **Records, sentence structure and budget are all very complex and difficult. Many functions carried out by hand for accuracy**
- **Public Records requests with not enough staffing**
- **Disciplinary actions against staff are hard to carry out**
- **Investigations take way too long**
- **Need outside training and funding and time to attend**
- **Onboarding of new employees**
- **Hiring and retention of people of color**
- **Promotion of people of color**
- **Dismissal of data and reports especially around racial disparity**
- **Fear of retaliation, being labeled a snitch or not completing probationary period if they speak up about discrimination or racial issues**



**How has the Department of Corrections' key business line of Administration impacted you or someone you know?**

**Incarcerated:**

- **How we care for BIPOC, women, transgender, LBGTQ+, in our prison system**
- **how incarcerated individuals access programs, medical, are disciplined or access benefits.**

**Community:**

- **Many small businesses can't compete with CI**

**What do you believe is the root cause of each of the impact(s) you described above?**

**Root Causes:**

- Covid
- Low staffing, low pay, low morale
- most efforts around internal investigations work to minimize disruptions to our business, rather than determining the veracity of staff's complaints
- failure to seek them out and provide support to navigate our RFP process
- Significant amount of work added to areas without increase in staff, tools, resources
- Working in large agency and not knowing others work or having patience to work together
- Historically not making it a priority
- Hiring and retaining talent difficult due to inequities at every level of the organization "Good ole Boy" syndrome
- No racial impact analysis completed
- people operating with preconceived notions that are either 1) no racial biases engrained in DOC operations, or 2) that racial bias does affect operations but in a narrowly defined scope
- likely that we're not equipped to respond with anything besides incremental next steps which run the risk of turning into kicking the can down the road.
- Systemic racism in the system and culture
- Correctional Industries is able to offer inexpensive goods, often making them the lowest bidder.
- Not knowing what opportunities for advancement are available and how to pursue them

**What solutions may help? (How can DOC decrease or eliminate negative impacts or increase positive ones?)**

**Solutions:**

- **Training and promotional processes**
- **Ramp up recruitment and retention**
- **Better pay**
- **Reorganize/revamp Internal Investigations (rewrite position descriptions, more oversight by Sec or Dep Sec)**
- **Tool kit to navigate system**
- **Standard processes**
- **Acknowledge extra work that has been added to each area without increase in staffing or tools**
- **Professional Development contracts between staff and supervisor**
- **Cognitive approach to uncovering racism not keeping it underground, checks and balances starts with leadership**
- **Adopt a risk tool that is not racially biased.**
- **More staff training around anti-racism, history of policing etc.**
- **Positive steps being made in recruitment and retention**
- **Amend is a positive**
- **How to present information with reporting that anticipates reactivity**
- **Provide opportunity where traditional rules may not permit inclusion**
- **Business Diversity Education**

**What might be some unintended consequences (either positive or negative) for the solutions proposed in Question #19?**

**Unintended Consequences:**

- **Improved staffing numbers**
- **Better morale**
- **Safer facilities**
- **Better service, improved outcomes to those we serve**
- **Increased professionalism**
- **Losing staff that don't buy in**
- **Racism could be driven deeper if not done correctly and thoughtfully**
- **challenges getting some of the more seasoned staff to buy into Amend**
- **Others who have been provided opportunity in past may be overlooked**
- **many benefits to business diversity (addressing disparities, reinvesting in local economy, strengthening supply chains, driving competition)**

## **What are your top concerns for DOC's business lines?**

### **Concerns:**

- **Staffing levels, staff morale and safety**
- **examining critically enough to make needed changes**
- **rooting out meaningful inequities and racism**
- **delivering gender informed services**
- **How we train staff**
- **Not enough focus on incremental change by staff. Change doesn't occur overnight, must practice**
- **Too many projects (too much change in motion) at once**
- **Fairness in hiring and promotions**
- **Staff culture not truly centering incarcerated and their families in decisions that impact their lives**
- **staff makeup not reflective of the population**
- **Racial Impact Analysis**
- **Incarceration/re-entry experience, staff needs, and business diversity in agency spending.**
- **Tackling too much at once**

## **What are your top priorities for DOC's business lines?**

### **Priorities:**

- **Improve morale and staff safety**
- **Incarceration, CCD, and Health Services**
- **Removing conscious and unconscious biases**
- **Hiring, promotions, discipline, classification**
- **Providing an equitable and inclusive culture for those in our care and our employees**
- **Implement Amend**
- **Treat staff and those under our care more humanely**
- **Accountability for all to agency values**
- **Improve training, culture and communication**
- **Inviting community to be more involved in incarceration and reentry**
- **Produce solution focused reports on racial disparity**
- **Incarceration/reentry experience**
- **Business diversity in spending**