Department of Corrections (DOC)
2019–2023 Strategic Plan
Achieving Results
I am pleased to share with you our new strategic plan for years 2019 through 2023. In this
document, the Department shares its goals and priorities, which support the Governor’s
priorities and our agency mission of improving public safety by positively changing lives.

There are a couple of key themes I would like to highlight in the strategic plan and the
work we will accomplish. First is the “how” we will perform the work and that is defined in
our values which we must be committed to upholding at all times while we perform our
challenging work. Simply stated, our values have an enhanced focus on how we treat
people.

The next theme is the “what” and that is defined by the measurable results we achieve
through Results DOC. Results DOC is an outcome-based management system designed so
individuals at all levels of the organization can engage in process improvement and
ultimately help us achieve the agency’s four key goals.

Building on the prior strategic plans, this plan focuses on people, achieving results, and
supporting successful reentry. We will accomplish our mission by achieving results in four
goal areas:

- Improve Lives
- Keep People Safe
- Engage and Respect Employees
- Achieve Organizational Excellence

Division business plans further detail the strategies and actions each operational area is
committed to implementing to further the department’s goals and priorities. Quarterly
results reviews will occur at all levels of the organization to ensure our fundamental work is
aligned with these priorities and we identify and act on opportunities to improve.

To do this well, our workforce must be talented individuals who are committed to our core
values: people’s safety; supporting people’s success; respectful and inclusive interactions;
cultivating an environment of integrity and trust; and positivity in words and actions. We
will hire, train, promote and recognize individuals who share our core values.

I am proud of our department. We have accomplished a great deal together with help from
many and there remains much work left to do. This plan sets the course forward and
working as one team will help guide our future actions to achieve our shared mission.
**Strategic Anchors**

**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

**Our 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.
Achieving Results

The mission of DOC is clear – to improve public safety by positively changing lives.

The intent of this strategic plan, like all strategic plans, is to set a course forward. It is a guiding document, not a detailed roadmap. It provides clarity about what is important to achieve.

The plan was developed in collaboration with all levels of the organization, community partners, and agency leaders. Building on the agency strategic anchors – mission, vision, values, and commitment – the Executive Strategy Team established seven measurable and time-bound objectives found in this plan.

Division leadership teams and staff developed strategies tied to the seven objectives. Work within and throughout the divisions will carry out these strategies and projects to achieve each objective. Quarterly Results Reviews will guide and monitor our progress.

The Executive Strategy Team values teamwork and recognizes we can only accomplish our agency’s goals by working together. We all play a role – officers, counselors, nurses, and everyone in between – we all have an important job. There is not one job, role, or division that is more important than the other. By working together, we can achieve results and improve public safety by positively changing lives.

Executive Strategy Team

- Stephen Sinclair
  Secretary
- Julie Martin
  Deputy Secretary
- Jeannie Miller
  Assistant Secretary for Administrative Operations
- Mac Pevey
  Assistant Secretary for Community Corrections
- Mary Jo Currey
  Assistant Secretary for Health Services
- Robert Herzog
  Assistant Secretary for Prisons
- Danielle Armbruster
  Assistant Secretary for Reentry
- Michael Steenhout
  Budget Director
- Jeremy Barclay
  Engagement and Outreach Director
- Janelle Guthrie
  Communications Director
- Melia Olsen
  Human Resources Director
- Tim Lang
  Senior Assistant Attorney
  General for the Office of the Attorney General
Improve Lives
Objective: Reduce Recidivism

Importance
In 2016, 7,849 people released from incarceration. Of those, 946 (12%) returned to prison within one year. This is a 2% increase over the previous five-year average.

Approach
An integrated reentry approach focuses resources that help prepare, transition, and stabilize individuals. DOC alone cannot solve the issues of reentry and recidivism. Collaborating with other agencies and community-based organizations, we help individuals choose to break the cycle of incarceration.

Benefits
- Redirected resources focused on successful transition
- Reduced re-offense and return rates
- Improved public safety

Decrease the first-year rate of return to institutions from 12% to 10% by 2023

Division Strategies to Achieve Results
Community Corrections / Prisons / Reentry
- Increase the number of individuals who receive reentry transition services.
- Maximize use of available programs.
- Utilize continuous case management principles.
- Increase the number and utilization of formal agreements with community-based organizations and governmental agencies.
**Improve Lives**

**Objective: Improve Continuity of Health Care**

**Importance**

Individuals under the jurisdiction of DOC tend to have a high need for medical, dental, mental health, and substance use treatment. It is important to share information with healthcare professionals for those who are incarcerated, in transition back into the community, and in continuing care after release.

**Approach**

Create individualized, structured continuity of care plans including mental health, substance use disorder, and physical health treatment needs. Advocate for a universal electronic health records system to share data and information effectively and establish seamless transition of care, especially between community and government agencies.

**Benefits**

Individuals who take an active role in their health and wellness are more likely to sustain employment, reduce the risk of other infectious disease and chronic care conditions, live longer, and have higher self-worth, while reducing associated taxpayer costs.

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**Establish continuity of care plans for 40% of releasing incarcerated individuals with a substance use disorder, mental health, and/or chronic care condition by 2023**

Medicaid applications is one aspect of continuity of care plans.

**Division Strategies to Achieve Results**

*Health Services*

- Create structured continuity of care plans to include mental health, substance use disorder, and physical health providers.

- Adopt an interagency, multi-disciplinary team approach to continuity of care planning.
Keep People Safe
Objective: Decrease Prison Violence

Importance
DOC does a great deal to reduce violence; however, conflicts related to contraband and gang-related activity continue to threaten safety and security within the prison system.

Approach
DOC will continue involving employees and advisory committees in safety, security, and risk mitigation with increased emphasis on training employees to (a) reduce contraband introduction and gang-related activities, (b) use data to inform tactics, and (c) engage the incarcerated population to help reduce violence.

Benefits
- Decreased harm and associated costs
- Reduced sanctions for incarcerated individuals
- A safer place to live, work, and visit

Decrease the rate of violence from 0.93 to 0.90 per 100 incarcerated individuals at prison facilities by 2022

Division Strategies to Achieve Results
Prisons / Reentry
- Reduce introduction of contraband in state correctional facilities.
- Improve classification assessment to address risk and need areas for program and custody points.
- Increased individual engagement in violence reduction.
- Maximize Cognitive Behavioral Intervention capacity.
Keep People Safe
Objective: Improve Reporting and Engagement

Importance
Currently, over 19,000 people are being supervised in the community. Thirty-six percent of those are not meeting their court-mandated sentence requirements.

Approach
DOC will emphasize engagement early in supervision and leverage our investment in continuous case management. We will advocate for adopting alternatives to confinement, help individuals connect with transition resources, and promote incentivized supervision.

Benefits
- Improved safety
- Improved engagement with supervised individuals
- Decreased cost of supervision
- Lower use/cost for confinement beds

Increase the rate of supervised individuals reporting from 64% to 70% by 2023

Division Strategies to Achieve Results
Community Corrections / Reentry
- Implement Failure to Report reduction model statewide.
- Explore Swift and Certain alternatives to confinement.
- Improve coordination of reentry and transition services for supervised individuals.
Engage and Respect Employees
Objective: Focus on Equity, Diversity, Inclusion, and Respect (EDIR)

Importance
Promote and sustain a culture of acceptance, respect, and inclusion for employees.

Approach
DOC will encourage participation and connection that values each individual’s unique contributions within the construct of equity, diversity, inclusion, and respect. The EDIR Index reflects positive staff response to annual survey questions 1, 7, 11, 13, 15, 17 & 19.

Benefits
■ Engaged employees
■ Increased productivity
■ Increased job satisfaction
■ Improved communication practices
■ Increased employee retention

Increase the Equity, Diversity, Inclusion, and Respect Index from 59% to 63% by 2023

Division Strategies to Achieve Results
Community Corrections / Health Services / Prisons / Reentry / Administrative Operations / Office of the Deputy Secretary
■ Communicate the business case for equity, diversity, inclusion, and respect.
■ Hire, train, promote, and recognize to DOC core values and competencies.
■ Deploy quarterly EDIR Index survey and develop action plans.
■ Create, implement, and support succession planning around core values and competencies.
Achieve Organizational Excellence
Objective: Manage Capacity

Importance
Currently, we are experiencing over capacity in Washington’s prison system. Forecasts predict the demand for prison beds will continue to rise in the future. Operating over capacity threatens the ability to maintain a safe, humane, and effective corrections system.

Approach
Short-term: Maximize the use of partial confinement options and develop strategies to reduce the use of prison beds for community violators.
Long-term: Advocate for sustainable solutions to address both current needs as well as future forecasts.

Benefits
- Safer prisons
- Increased capacity for programming
- Decreased associated costs
- More effective and efficient operations
- Safer communities

Provide full and partial confinement options within 100% of capacity by 2023

Division Strategies to Achieve Results
Administrative Operations / Office of the Deputy Secretary / Community Corrections / Reentry

- Implement a balanced classification system that includes gender responsivity.
- Advocate for resources to address emergent and long-term capacity needs.
- Increase the use of non-confinement sanction options for community violations.
- Continue working collaboratively with external stakeholders on sentencing reform.
Achieve Organizational Excellence
Objective: Establish Integrated Outcome Based Management

Importance
Washingtonians require an effective, transparent and accountable government. Results DOC is our latest iteration of an outcome based management framework. It is designed to ensure that managers and staff at all levels are engaged in using data to evaluate the effectiveness of programs, manage process performance, improve efficiency, and reduce costs. (RCW 43.17.385)

Approach
Results DOC establishes a framework that focuses on outcomes at the agency level, and aligns the routine work of Division operations around strategies and activities to achieve those outcomes. We will train and support employees in problem solving skills, and use regular reviews of data to identify opportunities for improvement.

Benefits
- Engaged employees
- Increased efficiency
- Increased job satisfaction
- Informed decision making
- Enhanced public confidence

Establish Integrated Outcome Based Management in 100% of Divisions by 2020

Division Strategies to Achieve Results
Community Corrections / Health Services / Prison / Reentry / Administrative Operations / Office of the Deputy Secretary

- Engage employees in developing division fundamental maps.
- Develop comprehensive division business plans
- Establish division and agency level Quarterly Results Reviews (QRR).
- Train and support division results facilitators.
“Reentry represents a continuum of services that engage the population, our employees, and community partners.”

Danielle Armbruster
Assistant Secretary for Reentry

“Continuity of care planning is critical for the patient’s long-term health.”

Mary Jo Currey
Assistant Secretary for Health Services

“Safe and humane work environments for employees and the incarcerated is directly related to our legitimate exercise of authority.”

Rob Herzog
Assistant Secretary for Prisons

“Engagement during community supervision is vital to supporting positive change in individuals. Engagement also enhances employee and community safety.”

Mac Pevey
Assistant Secretary for Community Corrections

“In order to drive results, we need to connect with the people doing the work.”

Jeannie Miller
Assistant Secretary for Administrative Operations

“When we ensure that all employees are treated equitably, we embrace diversity, and we are inclusive of all. That is the gold standard of respect.”

Julie Martin
Deputy Secretary

“Managing confinement capacity is critical to operating a safe and humane corrections system.”

Stephen Sinclair
Secretary
Helpful Links

Additional information specific to Division Results is provided below:

Reentry
- Reentry Business Plan
- Reentry Fundamentals Map

Health Services
- Health Services Business Plan
- Health Services Fundamentals Map

Prisons
- Prisons Business Plan
- Prisons Fundamentals Map

Community Corrections
- Community Corrections Business Plan
- Community Corrections Fundamentals Map

Administrative Operations
- Administrative Operations Business Plan
- Administrative Operations Fundamentals Map