Department of Corrections
2019–2023 Strategic Plan
Achieving Results
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I am pleased to share with you our new strategic plan for years 2019 through 2023. In this document, the Department shares the goals, objectives, and strategies that support the agency mission of improving public safety.

Building on the prior strategic plans, this plan focuses on people, achieving results, and the fundamentals of Corrections. We will accomplish our mission by achieving results in four areas:

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

The Washington State Department of Corrections has long been nationally known as a safe, secure, and innovative corrections system. We will continue to strive for a system that is both safe and humane, a department that is committed to successful transition and reentry for those individuals under our supervision, and an agency that cares about people equally.

Finally, an organization that faces challenges head on, is willing to try new methods and approaches, and one that is focused on achieving results for all Washingtonians.

I am proud of our department. We have accomplished a great deal together with help from many; but 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
To improve public safety.

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 safe communities.

Staff As Our Greatest Asset
We are committed to the personal and professional development of our staff, and actively seek staff involvement and a shared sense of commitment and service at all levels.

Respect for Individuals
We recognize the diversity of individuals and their contributions, and we strive to treat all people with dignity and understanding.

Professionalism and Quality of Service
As correctional professionals, we demonstrate our commitment through competency, accountability, ethics, and pride in work.

Clear, Open, Honest Communication
We encourage communication that promotes unity, productivity, and understanding.

Community Interaction and Partnerships
We encourage positive interaction with the community as we strive to promote public safety, community protection, and public understanding.

A Safe, Healthy Work Environment
We are committed to providing a safe and healthy environment for staff and inmates.

People's Ability to Grow and Change
We acknowledge people have the need and ability to grow and change and we support those endeavors.
Achieving Results

The mission of DOC is clear – to improve public safety.

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, not how to achieve it.

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 six measurable and time-bound objectives found in this plan. A Strategy Development Team consisting of employees across the agency developed strategies tied to the six objectives. Results Teams will carry out these strategies and projects to achieve each objective. Goal Teams 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.

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
  Interim Assistant Secretary for Health Services (not pictured)
- Robert Herzog
  Assistant Secretary for Prisons
- Danielle Armbruster
  Assistant Secretary for Reentry
- Michael Steenhout
  Budget Director
- Jeremy Barclay
  Engagement and Outreach Director
- Melia Olsen
  Human Resources Director
- Alex MacBain
  Executive Policy and Legislative Affairs Director
- Tim Lang
  Senior Assistant Attorney General for the Office of the Attorney General
Improve Lives
Objective: Reduce Recidivism

The Challenge
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.

The 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.

The 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
- Increase the number of individuals who receive reentry transition services
- Increase the number and utilization of formal agreements with community-based organizations and governmental agencies
Improve Lives
Objective: Improve Continuity of Health Care

The Challenge
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.

The Approach
Create individualized, structured chronic 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 government agencies.

The 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.

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

- Create structured chronic 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

The Challenge
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.

The 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.

The 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 and work release facilities by 2022
- Reduce introduction of contraband in state correctional facilities
- Improve classification assessment as it relates to security threat groups and incarcerated individuals with violent histories and/or tendencies
- Increase individual engagement in violence reduction
Keep People Safe
Objective: Improve Reporting and Engagement

The Challenge
Currently, over 19,000 people are being supervised in the community. Twenty-two percent of those are not meeting their court-mandated sentence requirements.

The 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.

The 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 78% to 80% by 2023
- Implement Failure To Report reduction model statewide
- Improve coordination of reentry and transition services for supervised individuals
Engage and Respect Employees
Objective: Focus on Equity, Diversity, Inclusion, and Respect

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

The Approach
DOC will encourage participation and connection that values each individual's unique contributions within the construct of equity, diversity, inclusion, and respect.

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

Increase the Equity, Diversity, Inclusion, and Respect Index from 61% to 65% by 2023
- Communicate the business reason for equity, diversity, inclusion, and respect using measurable data and narrative
- Develop and implement a process for policy creation and revision that is inclusive of all employees
- Create, implement, and support a leadership mentoring program for first time supervisors
Achieve Organizational Excellence
Objective: Manage Capacity

The Challenge
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.

The 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.

The 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
- 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

Establish integrated outcome based management in 100% of Divisions by 2023
- Develop and implement Division fundamentals maps, scorecards and business plans that connect operations to DOC strategic goals and objectives
- Establish local and Division results reviews and capacity for problem solving
- Prioritize and manage portfolios of projects, initiatives and programs
“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
Interim Assistant Secretary for Health Services

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

Robert 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

“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