



Department of Corrections (DOC)
2019–2023 Strategic Plan

Achieving Results



www.doc.wa.gov

100-SP001 (10/2019)

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Secretary's Message



Stephen Sinclair
Secretary

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
- Engage and Respect Employees
- Keep People Safe
- 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.

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.

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.

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.

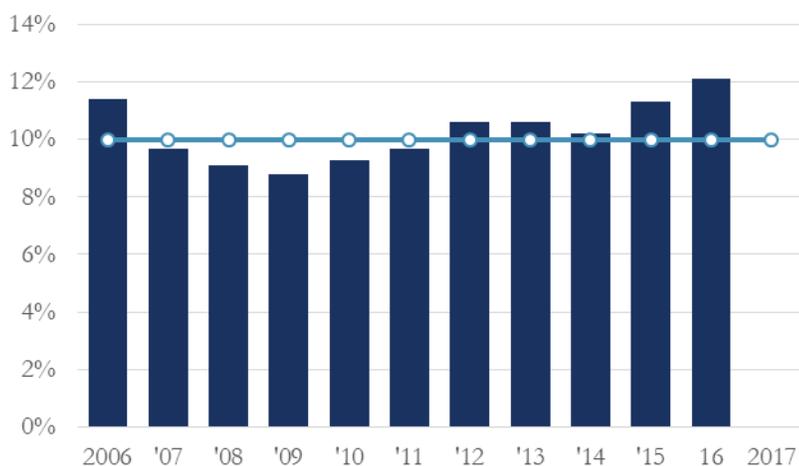
Approach

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

Rate of Return to Institutions
First Year After Release



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

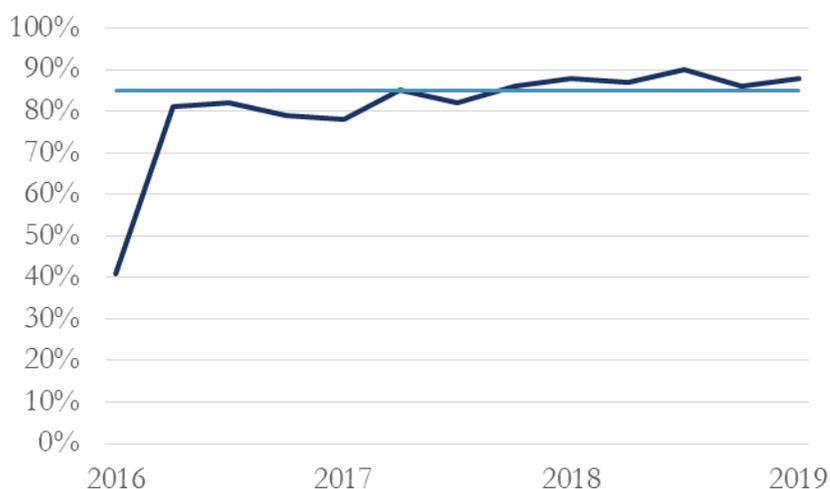
Approach

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.

% of Incarcerated individuals releasing with Medicaid application completed



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

Rate of Violence
In Prisons



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

Rate of Supervised Individuals Reporting



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.

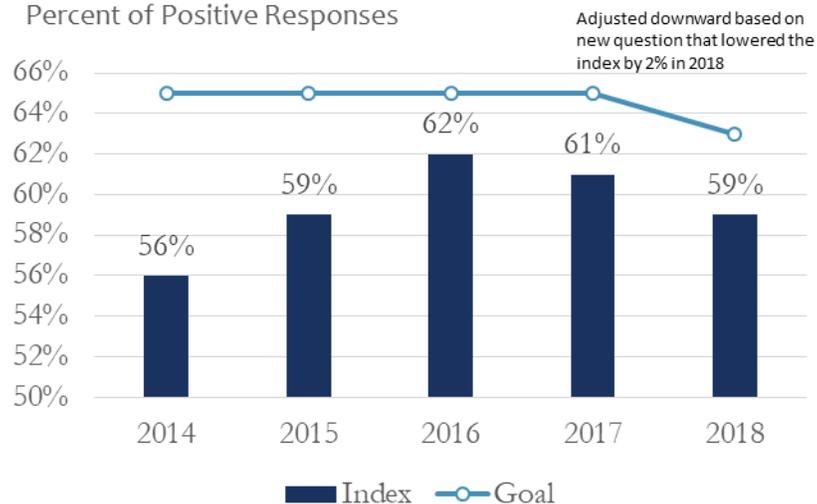
Approach

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

Equity, Diversity, Inclusion, and Respect Index
Percent of Positive Responses



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

Confinement Population vs. Operating Capacity



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 responsiveness.
- 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)

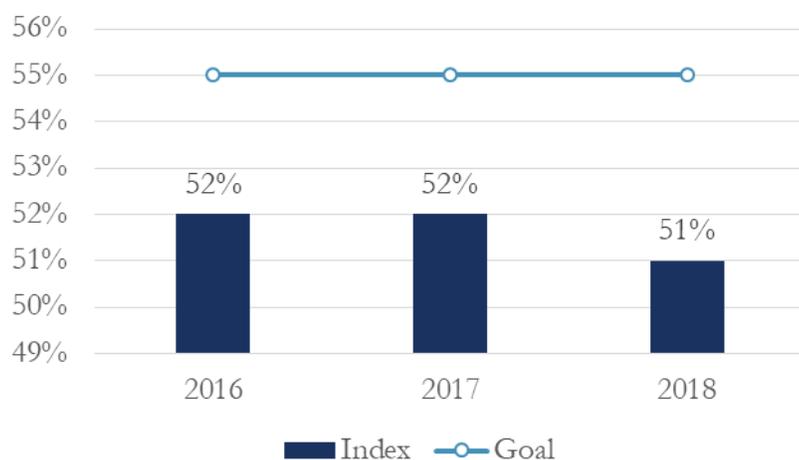
Approach

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

Results Index - Percent of Positive Responses to Employee Survey Questions 1,3,10,12,&15



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.



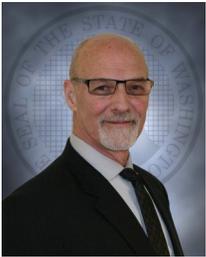
“Reentry represents a continuum of services that engage the population, our employees, and community partners.”

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](#)