Achieve Organizational Excellence

Mission
To improve 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 Safety Positivity and inclusive interactions People's Success Integrity and trust. We foster openness and 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.

2019 – 2023 Goals, Objectives, and Strategies

Improve Lives
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
- 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

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

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

- Reduce introduction of contraband in state correctional facilities
- Improve classification assessment to address risk and need areas for program and custody points
- Increase individual engagement in violence reduction
- Maximize Cognitive Behavioral Intervention capacity

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

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

- 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

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

- Implement a balanced classification system that includes gender responsibility
- Advocate for resources to address emergent and long-term capacity needs
- Increase the use of non-confinements sanctions options for community violations
- Continue working collaboratively with external stakeholders on sentencing reform

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

- Engage employees in developing Division fundamentals maps
- Develop comprehensive Division business plans
- Establish Division and Agency level Quarterly Results Reviews (QRR)
- Train and support Division Results Facilitators

Department of Corrections
2019–2023 Strategic Plan

www.doc.wa.gov
100-SP002 (10/2019)