

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.

Our Values

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.

Professionalism  
and Quality of Service

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

A Safe, Healthy Work  
Environment

We are committed to providing a safe and healthy environment for staff and inmates.

Respect  
for Individuals

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

Clear, Open, Honest  
Communication

We encourage communication that promotes unity, productivity, and understanding.

People’s Ability to  
Grow and Change

We acknowledge people have the need and ability to grow and change and we support those endeavors.

Community Interaction  
and Partnerships

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

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
- Increase the number and utilization of formal agreements with community-based organizations and governmental agencies

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

- 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

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

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

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

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

- 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