Department of Corrections
2019–2023 Strategic Plan

Vision
Working together for safe communities.

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.

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

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 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
- Implement Failure To Report reduction model statewide
- Improve coordination of reentry and transition services for supervised individuals