## Strategic Anchors

**Mission**
To improve public safety by positively changing lives

**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

### Values
Cultivate an Environment of Integrity and Trust / Respectful and Inclusive Interactions / People's Safety / Positivity in Words and Actions / Supporting People’s Success

The Washington State Department of Corrections fundamentals map was developed by those staff closest to the work

### Goals

**Objectives**
- Decrease the first-year rate of return to institutions from 12% to 10% by 2023
- Establish continuity of care plans for 40% of incarcerating individuals with a substance use disorder, mental health, and/or chronic care condition by 2023
- Decrease the rate of violence from 0.93 to 0.90 per 100 incarcerated individuals at prison facilities by 2022
- Increase the rate of supervised individuals reporting from 64% to 70% by 2023
- Increase the rate of incarcerated individuals from 59% to 63% by 2023

**Goals**
- Improve Lives
- Establish continuity of care plans for 40% of incarcerating individuals with a substance use disorder, mental health, and/or chronic care condition by 2023
- Decrease the rate of violence from 0.93 to 0.90 per 100 incarcerated individuals at prison facilities by 2022
- Increase the rate of supervised individuals reporting from 64% to 70% by 2023
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## Strategies

### Programs
- **Education**
  - Increase Programming Options in the Community
  - Increase Use of Behavior Observation Entries (BOE)
- **Work Skills Training**
  - Identify and Implement New Work Skills Training Opportunities
- **Cognitive Behavioral Intervention (CBI)**
  - Expand CBI Services and Programs
- **Transition Services**
  - Expand outreach and engagement services
- **Rehabilitation Services**
  - Increase use of evidence-based programming

### Core Processes
- **Managing Case Plans**
  - Increase use of evidence-based programming
- **Preparing for Employment**
  - Expand outreach and engagement services
- **Engaging Community Partners**
  - Increase use of evidence-based programming

### Leading Indicators
- **Programming Hours per Incarcerated**
  - Increase use of evidence-based programming
- **Timely Release Plan Investigations**
  - Expand outreach and engagement services
- **Individuals Receiving Post Release Resources**
  - Increase use of evidence-based programming
- **Positive to Negative BOEs**
  - Expand outreach and engagement services
- **Individual Release Plans**
  - Increase use of evidence-based programming
- **Education Completions**
  - Expand outreach and engagement services

### Indicators
- **Releasing Individuals with Medicaid Applications**
  - Increase use of evidence-based programming
- **HS Release Plan Encounters**
  - Expand outreach and engagement services
- **Medication Assisted Treatment**
  - Increase use of evidence-based programming
- **Staff at CBI Standards**
  - Expand outreach and engagement services
- **Serious Contraband Discoveries**
  - Expand outreach and engagement services
- **Available CBI Capacity Utilized**
  - Expand outreach and engagement services
- **Search Compliance**
  - Expand outreach and engagement services
- **Available Education Capacity Utilized**
  - Expand outreach and engagement services
- **Risk/Needs Assessments Requiring Reassessment**
  - Expand outreach and engagement services
- **Discretionary Classification Overrides**
  - Expand outreach and engagement services
- **Timely Supervision Intakes**
  - Expand outreach and engagement services
- **Pre-Hearing Conferences**
  - Expand outreach and engagement services
- **Contact Standards**
  - Expand outreach and engagement services
- **Supervision Tolling Errors**
  - Expand outreach and engagement services
- **Earning Release Date Errors**
  - Expand outreach and engagement services
- **Supervision End Date Errors**
  - Expand outreach and engagement services

## Thousand Points of Light

**Director**
Steve Sinclair
DOC Secretary

**Deputy Secretary**
Julie Martin
DOC Deputy Secretary

**Administrative Assistant Secretary**
Jeannie Miller
AGD Assistant Secretary

**Assistant Secretary**
Mac Pevy
CCD Assistant Secretary

**Health Services Assistant Secretary**
Mary Jo Currey
Prisons Assistant Secretary

**Reentry Assistant Secretary**
Rob Herzog
DOC Secretary

**Assistant Secretary**
Danielle Armbruster
DOC Secretary

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