Community Corrections Division

2019–2023 Business Plan

Achieving Results
Executive Summary

The Community Corrections Division (CCD) supports the Department of Corrections (DOC) mission of

**Improving public safety by positively changing lives**

by helping improve lives today for better communities tomorrow.

Our business plan provides a detailed roadmap for how the work of the Community Corrections Division connects to and furthers DOC goals and core values. It is our commitment to following through with measurable objectives and strategies that align with agency priorities.

The DOC goals are the desired results of our work:

- Improve lives
- Keep people safe
- Engage and respect employees
- Achieve organizational excellence

The DOC core values are the principles that guide us daily in creating a culture where engaged employees achieve quality results:

- Cultivate an environment of integrity and trust
- Respectful and inclusive interactions
- People’s safety
- Positivity in words and actions
- Supporting people’s success

Our core values are foundational to how we recruit, train, evaluate performance, promote, and recognize exceptional performance.

“Engagement during community supervision is vital to supporting positive change in individuals. Engagement also enhances employee and community safety.”

Mac Pevey
Assistant Secretary, Community Corrections Division
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.
The Washington State Department of Corrections (DOC) supervises persons who have either been confined in a county jail, prison facility (for felony convictions of more than a year), and/or were sentenced directly to supervision in the community.

DOC supervises an active caseload of approximately 20,000 individuals in communities across the State of Washington. Corrections employees promote reintegration and public safety by:

- Providing guidance, support and program opportunities for all individuals returning to the community.
- Holding individuals accountable to their conditions of supervision, as they resume life within the community.
- Collaborating with stakeholders and supporting community resources who have a vested interest in successful transition of individuals back into the community.

Doing what works, through evidence-based practices, makes a difference for those under supervision and for all citizens residing in our Washington communities. For example, Thinking for a Change (T4C), which is an evidenced based behavioral program, provide participants the knowledge and skills necessary to change behavior and reduce recidivism. With changed behavior, there is an ability to reduce future victimization and make our communities safer places.

The Community Corrections Division is divided into 3 Regions with 7 Sections and 106 Supervision Units in 86 locations throughout the state as well as 6 Community Justice Centers.

In addition, the Community Corrections Division is responsible for several statewide programs administered from DOC Headquarters:

- Victim Services
- Civil Commit/Least Restrictive Alternative (Civil Commit/LRA)
- Legal Financial Obligations
- Cost of Supervision
- Critical Incident Review (LFO/COS/CIR)
- Cognitive Behavioral Intervention
- Interstate Compact
- Law Enforcement Notification (LE Notification)
- Community Response Unit. (CRU)
DOC Goal: Improve Lives

Objective: Decrease the first-year rate of return to institutions from 12% to 10% by 2023

Importance
This DOC goal and objective is supported by the Community Corrections Division (CCD) by ensuring the needs of individuals under our care are assessed and identified, as well as engaging our partners, treatment providers, educations system, local employers and others to assist with those highest assessed needs to help reduce recidivism.

Approach
To support successful reentry, CCD staff are responsible for:
- Conducting assessments and investigations (CCOP01)
- Engaging stakeholders (CCOP01)

Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of timely investigation of ORP’s in the community</td>
<td>80%</td>
<td>83%</td>
</tr>
<tr>
<td>Percent of individuals with employment 6 months post release</td>
<td>TBD</td>
<td>NA</td>
</tr>
<tr>
<td>Percent of individuals on active caseload that are homeless</td>
<td>5%</td>
<td>6%</td>
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</table>

Strategies
1. Create individualized case management plan
2. Develop more programming options in community
3. Increase collaboration with reentry and local community resources

Action Plan

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify evidence based best practices</td>
<td>CCD leadership</td>
<td>Jan 2020</td>
</tr>
<tr>
<td>Implement evidence based best practices</td>
<td>CCD leadership</td>
<td>On-going</td>
</tr>
<tr>
<td>Develop a more meaningful violation response model</td>
<td>CCD leadership</td>
<td>Jul 2020</td>
</tr>
<tr>
<td>Develop additional cognitive intervention programs</td>
<td>CCD leadership</td>
<td>On-going</td>
</tr>
</tbody>
</table>
DOC Goal: Keep People Safe
Objective: Increase the rate of supervised individuals reporting from 64% to 70% by 2023

Importance
This DOC goal and objective is supported by the Community Corrections Division by assisting individuals to be actively engaged in their case plans and to be available for supervision. Meeting with them in their environments (home, work) contribute to their being successful on supervision and the community being safe.

Approach
To support keeping people safe, CCD staff are responsible for:
- Managing caseloads (CCOP 02)
- Performing field work (CCOP 05)

Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of timely Intakes in the community</td>
<td>90%</td>
<td>NA</td>
</tr>
<tr>
<td>Percent of minimum contact standards achieved</td>
<td>TBD</td>
<td>NA</td>
</tr>
<tr>
<td>Rate of supervised individuals reporting</td>
<td>70%</td>
<td>64%</td>
</tr>
</tbody>
</table>

Strategies
1. Evaluate violation behavior response
2. Explore options for alternatives to confinement
3. Implement failure to report pilot statewide
4. Reduce barriers to supervision success

Action Plan

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
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<tbody>
<tr>
<td>Evaluate minimum contact standards</td>
<td>CCD leadership</td>
<td>Jul 2020</td>
</tr>
<tr>
<td>Administer staff survey for input on supervision engagement strategies</td>
<td>CCD leadership</td>
<td>Jan 2020</td>
</tr>
<tr>
<td>Rollout arrest planning and implementation</td>
<td>Dave Phillips</td>
<td>Sep 2019</td>
</tr>
<tr>
<td>Develop engagement and coaching model for employees to help in interactions with individuals on supervision</td>
<td>CCD leadership</td>
<td>On-going</td>
</tr>
</tbody>
</table>
DOC Goal: Engage and Respect Employees

Objective: Increase the Equity Diversity, Inclusion, and Respect index from 59% to 63% by 2023

Importance

This DOC goal and objective is supported by the Community Corrections Division by promoting and sustaining a culture of acceptance, respect, and inclusion for employees.

Approach

To increase employee engagement, CCD staff are responsible for:

- Increasing employee engagement (CCSP 02)

Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of timely performance development plans</td>
<td>95%</td>
</tr>
<tr>
<td>Percent of annual in-service training completion</td>
<td>100%</td>
</tr>
<tr>
<td>Percent positive response to the CCD EDIR Index • Employee engagement survey questions 1, 7, 11, 13, 15, 17 and 19</td>
<td>71%</td>
</tr>
</tbody>
</table>

Strategies

1. Hire, train, promote, and recognize consistent with DOC core values
2. Deploy quarterly EDIR index survey and develop action plans
3. Cross-train employees
4. Increase meaningful evaluations

Action Plan

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors managing performance through regular contact and communications</td>
<td>Field office leadership</td>
<td>Daily</td>
</tr>
<tr>
<td>Providing and supporting diversity and inclusion activities</td>
<td>Field office leadership</td>
<td>Monthly</td>
</tr>
<tr>
<td>Providing staff wellness opportunities</td>
<td>Section leadership</td>
<td>Monthly</td>
</tr>
<tr>
<td>Hold local employee recognition events</td>
<td>Section leadership</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Supervisors providing staff training opportunities</td>
<td>Section leadership</td>
<td>Monthly</td>
</tr>
<tr>
<td>Develop mentoring and coaching of new staff through field training programs</td>
<td>CCD leadership</td>
<td>On-going</td>
</tr>
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</table>
**DOC Goal: Achieve Organizational Excellence**

**Objective:** Establish integrated outcomes based management in 100% of divisions by 2020.

**Importance**

This DOC goal and objective is supported by the Community Corrections Division by promoting and utilizing an outcome based management framework (Results DOC) to achieve organizational excellence. It is integral to building the connection and alignment between each other’s work and the mission of our agency.

**Approach**

To provide a framework for employees to engage in continuous improvement and quality results, CCD staff are responsible for:

- Establishing and utilizing Results CCD as a management system (all CCD operating and supporting processes)

**Measures**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent positive response to the CCD Results Index</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Employee Engagement Survey Questions 1, 3, 10, 12 and 15</td>
<td>58%</td>
<td>54%</td>
</tr>
<tr>
<td>Percent completion of Results CCD framework</td>
<td>100%</td>
<td>NA</td>
</tr>
<tr>
<td>Percent and number of CCD staff trained as results facilitators</td>
<td>10%/113</td>
<td>NA</td>
</tr>
<tr>
<td>Percent and number of employees annually participating in improvement efforts</td>
<td>20%/226</td>
<td>10%/110</td>
</tr>
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**Strategies**

1. Engage employees in developing the CCD fundamentals map
2. Develop a comprehensive business plan
3. Establish local and division level quarterly results reviews
4. Train and support local results facilitators

**Action Plan**

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete division fundamentals maps</td>
<td>Enterprise Results Unit (ERU) and division leadership</td>
<td>Jul 2019</td>
</tr>
<tr>
<td>Finalize the CCD business plan</td>
<td>ERU and division leadership</td>
<td>Aug 2019</td>
</tr>
<tr>
<td>Establish quarterly results reviews (QRR)</td>
<td>ERU and division leadership</td>
<td>Nov 2019</td>
</tr>
<tr>
<td>Develop and support results facilitators</td>
<td>ERU and section leadership</td>
<td>Jan 2020</td>
</tr>
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