

# Department of Corrections

2023–2025 STRATEGIC PLAN



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## Acknowledgments

Office of Strategy and Innovation  
Communications Office  
Executive Policy Office  
Research and Data Analytics  
Budget Office  
DOC Divisions  
CI Graphic Design

### ABOUT THE TEAM

Every two years, the Office of Strategy and Innovation works with leaders and staff across the Department to create our strategic plan. This plan is our roadmap to our future and is vital to the work we do every day. It identifies our current and future state and the action plan to get there.

## A MESSAGE FROM OUR SECRETARY



On behalf of the Washington State Department of Corrections (DOC), I am pleased to present our department's updated 2023-2025 Strategic Plan E-Book.

This e-book allows us to take the complex work we do and present it in a way that is more easily understood, showcasing what we have accomplished and our goals for the future. It's a culmination of our efforts to chart a better course that delivers on the promise of improving public safety by positively changing lives. By creating this as an e-book, we can present our strategic plan in a dynamic format that can be updated as new initiatives and strategies arise.

As a department committed to operating a safe and humane corrections system, we're embarking on a new strategic direction – one that builds on the good things that are already happening, as well as innovative programs that achieve better outcomes for our staff and those in our custody and care.

Since launching our 2023-2025 strategic plan, I am proud of the progress we have made toward our goals. Some highlights include:

- Establishing "Washington Way – Humanity in Corrections: An Amend Initiative" centered on improving the lives of staff through the humane treatment of incarcerated individuals.
- Publishing DOC's Pro-Equity Anti-Racism Strategic Plan to promote a more diverse and inclusive environment for both staff and those in our care.
- Entering year two of the Patient Centered Medical Home pilot project which focuses on preventative and proactive care for incarcerated individuals.
- Launching iCoach, a new supervisory model for the Community Corrections Division to provide more support and advocacy for individuals during the reentry process.

While we have accomplished so much in such a short time, we know there's more to be done. I am excited to share the initiatives underway in our strategic plan as we continue striving for correctional excellence. This plan outlines the steps we are taking to ensure we stay true to our guiding principles.

Thank you for taking the time to review this document.

**CHERYL STRANGE**  
Secretary

# OUR VISION, MISSION & COMMITMENT



## VISION

Working together for safer communities.



## 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.



# 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.

## **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.

## **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.

## **SUPPORTING PEOPLE'S SUCCESS**

Corrections is committed to our community - understanding individuals, instilling hope, embracing change, and providing opportunities.

## **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.



# STRATEGIC PRIORITIES

The Washington State Department of Corrections is integral to our communities. Our facilities, often in rural areas, provide employment and professional growth for our staff. Ultimately, 96% of incarcerated individuals return to our communities. To make this pathway successful, we are committed to investing in the staff who bridge the communities we serve.

**SAFE & HUMANE  
SYSTEMS**



**EDIR CULTURE**



**SUCCESSFUL  
TRANSITIONS**



**HEALTHY, ENGAGED  
WORKFORCE**



# WHO WE SUPPORT

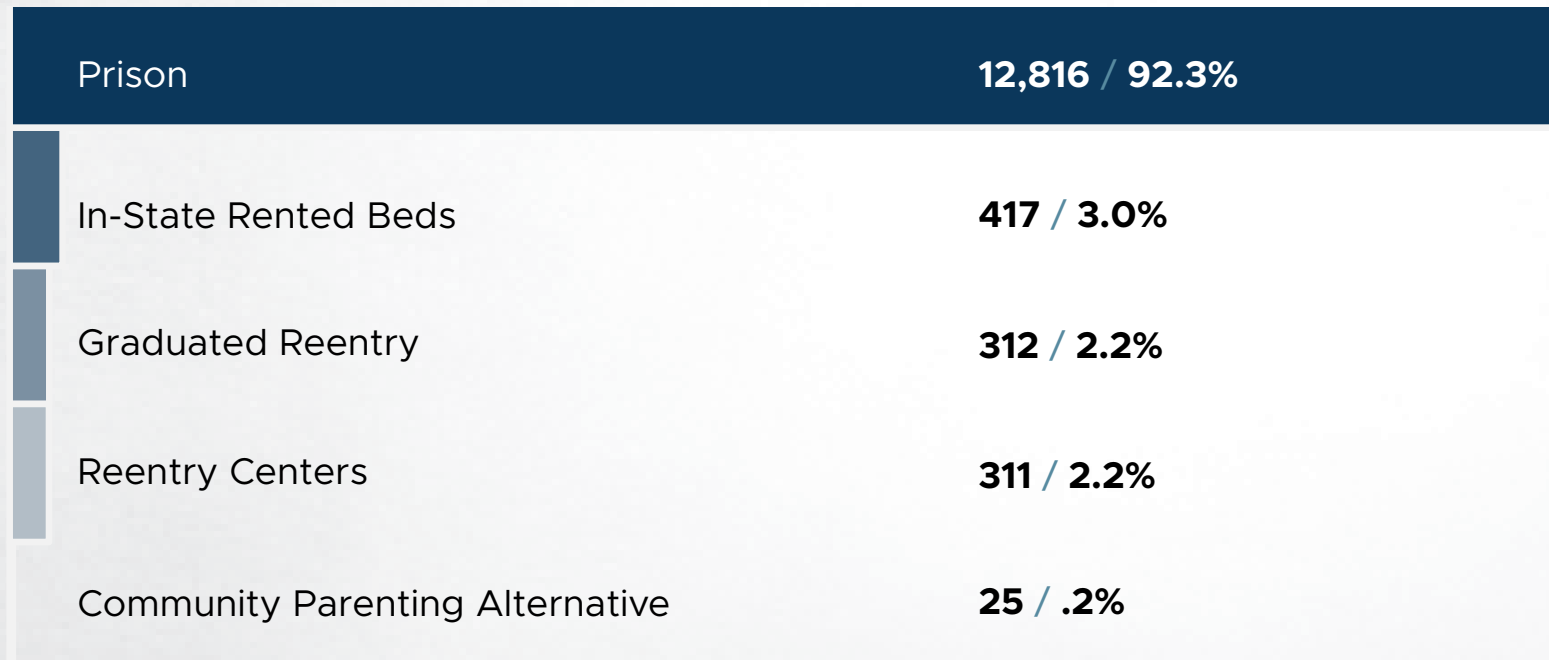
Washington State Department of Corrections makes communities safer by positively transforming lives. Every year more than 25,000 people are in some level of custody or jurisdiction, with the goal of helping them to become better citizens, neighbors, engaged family members and potential pillars of the community upon release.

## AVERAGE POPULATION IN CONFINEMENT

(INCLUDING PARTIAL CONFINEMENT)

**13,881**

[View our quarterly Fact Card >>](#)

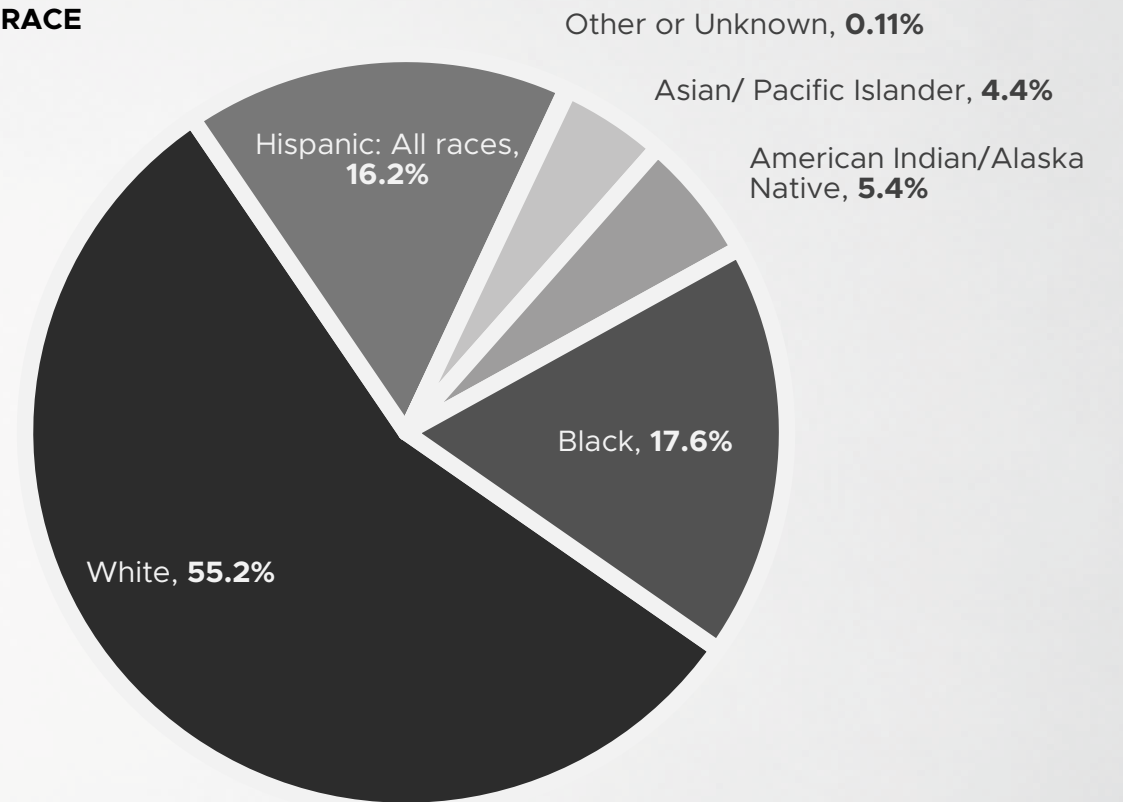


## NUMBER ON ACTIVE SUPERVISION

**12,663**



## RACE



**GENDER** • Male **94%** • Female **6%**



# OUR COLLECTIVE ADMINISTRATIONS WORKING TOGETHER

All divisions in the Washington State Department of Corrections have a refined focus on our mission to improve public safety by positively changing lives.



## MEN'S PRISON DIVISION

Improving prison staff and incarcerated individual health and safety by implementing person-centered policy. Preparing every incarcerated person for successful reentry through programming, education, and social support.

## HEALTH SERVICES DIVISION

To provide an integrated patient centered medical home that includes all services available to our patient and fully supports them with resources to improve their health literacy and efficacy. We seek to improve safety culture and drive to positive outcomes while ensuring access to care and an engaging, positive workplace.

## WOMEN'S PRISON DIVISION

Focused on supporting the distinct needs of incarcerated women, transgender and non-binary individuals living within our corrections facilities, and the staff and volunteers who provide for their safety, care, and education.

Source: DOC Human Resources Management System



# OUR COLLECTIVE ADMINISTRATIONS WORKING TOGETHER

All divisions in the Washington State Department of Corrections have a refined focus on our mission to improve public safety by positively changing lives.

## REENTRY DIVISION

To provide targeted opportunities and pathways supporting the successful community integration of each person while providing a continuum of services that engage the population, our employees and community partners.

## EMPLOYEE & BUSINESS SUPPORT SERVICES

EBSS support's the people and priorities that make DOC a great place to work by providing our staff with the knowledge and resources to work safely and effectively each and every day.

## COMMUNITY CORRECTIONS DIVISION

Providing guidance, support and program opportunities for all individuals returning to the community, to include establishing conditions of supervision and collaborating with stakeholders who have a vested interest in successful transitions, to further enhance victim and community safety.

## BUDGET, STRATEGY & TECHNOLOGY

As key internal services such as budget, capital planning, and information technology, BST promotes the DOC mission by effectively supporting Department-wide programs and operations, and informing strategic business decisions.



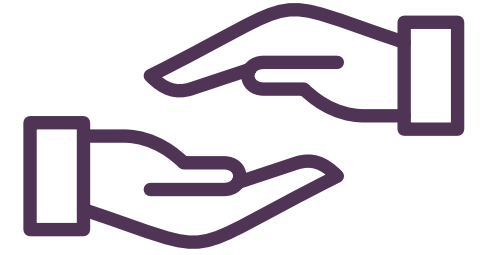
“

Fulfilling the Department’s mission stems from strategic partnerships and cross-functional collaboration. Building on our combined strength, and the ability to innovate, promotes excellence in preparing those in our care for successful transition to the community.”

**SCOTT EDWARDS,**

Assistant Secretary of Budget, Strategy and Technology

# SAFE & HUMANE SYSTEMS



## GOAL

Cultivate a human-centered approach to our work that delivers on trauma-informed practices, safe, fair, and humane living and working conditions and supports a culture that reduces risk and increases positive opportunities for both justice-involved individuals and staff.

## STRATEGIES

- Utilize multidisciplinary teams and data-driven solutions to enhance working and living conditions.
- Integrate trauma-informed practices and uphold recovery and rehabilitation principles with a solutions-focused mindset.
- Incorporate coaching and mentoring into staff and client interactions.

# REDUCING SOLITARY CONFINEMENT

Currently, in today's Washington State Department of Corrections, there are 218 beds statewide that are formally within the definition of solitary confinement:

**Restrictive Housing** - a housing assignment for individuals whose presence in the general population is deemed to present a danger to self, others, or facility security. Restrictive housing uses enhanced security buildings with single-occupancy cells to separate those individuals from the general population.

**Solitary Confinement** - an operational status in restrictive housing where the individual is confined to a single-occupancy cell for more than 20 hours a day without meaningful human contact, out-of-cell activities, or opportunities to congregate.

The Department is currently working with Integrated Solutions Group (ISG) and Falcon Inc. to develop a comprehensive plan that will ensure a 90% reduction in solitary confinement in 5 years, a goal that was set by Secretary Strange in January of 2023. Historically, the Department has made strides



in reducing the number of incarcerated individuals in solitary confinement by working with the VERA Institute, Dr. Jeffrey Metzner, Disability Rights Washington, and many other external partners.

We've have already begun and continue to create progression and transfer pods which allow incarcerated individuals in solitary confinement more opportunities to be out of their cell and have meaningful human contact.



“How we interact with each other has a direct correlation with how well we all succeed. To provide the best environment possible we must have positive interactions, assume positive intent and encourage success while we develop trust with one another.”

**DON HOLBROOK,**

Assistant Secretary of Prisons

## 2023 TO 2025 GOALS:

- Re-purpose progression pods at Enhanced Closed Custody Units at Washington Corrections Center into a release planning unit designed to divert individuals within six months of release from a maximum custody setting in order to reduce the likelihood of them being released directly from restrictive housing.
- Further development of mission specific progression pods at Stafford Creek Corrections Center and Clallam Bay Corrections Center. The first ever progression pod at Monroe Correctional Center opened March of 2023.
- Increasing the opportunities for some individuals to have more time out of cell, with others who fall into the same classification while decreasing the use of restraints.
- Reduce the administrative segregation times from 30 days to 14.
- Launch Securus tablets in all area's of restricted housing units, which will increase the amount of outside interactions an incarcerated individual receives.

**The ultimate goal of these efforts is to modify standard operating procedures, resulting in the elimination of long-term solitary confinement.**

# CREATING A WOMEN'S PRISON DIVISION

The Washington State Department of Corrections recognizes the research clearly shows women in our system have different needs, health issues, and mental and physical challenges. We know women enter the justice system in different ways than men, and are committed to improving the lives of people working and living in our two women's prisons.

We aspire to be gender-responsive and pledge to incorporate risk-need-responsivity practices into classification, programming, and interactions with persons experiencing incarceration. The staff, volunteers, family members, and women in our care are central to establishing the new Women's Prison Division.

Being "**gender-responsive**" means taking into account gender-specific differences that have been identified in women-centered research. These include, but are not limited to, socialization, psychological development, strengths, risk factors, systemic pathways, responses to treatment intervention, and other unique gender-specific needs.

Women in prison report extremely high rates of victimization, including childhood sexual abuse, sexual assault, and intimate partner violence. "**Trauma-informed practices**" are considerations that use gender violence research to address impact trauma while we design and implement policies, practices, processes, programs, and services. This demands that we understand, recognize, and respond to the effects of all types of trauma with an emphasis on improving the physical, psychological, and emotional safety of persons in our care.



## PARTNERSHIPS

The Women's Prison Division has growing partnerships with both internal and external stakeholders, including but not limited to:

- WA Department of Children, Youth, and Families
- Disability Rights Washington
- WA Supreme Court Gender & Justice Commission
- Gig Harbor/Key Peninsula Community Support Group
- Freedom Education Project Puget Sound



“A well-trained staff, robust partnerships with community-based organizations and other departments

of government, as well as a committed volunteer program are essential in implementing this model of care that will improve quality of life, safety and reentry systems.”

**JEANNIE DARNEILLE**, Assistant Secretary for Women's Prison Division

# PATIENT CENTERED MEDICAL HOME

The Washington State Department of Corrections Health Services (DOC HS), in partnership with consultants from Moss Adams, is transforming its health care system. We are transitioning from a reactive episodic model to a patient centered medical home (PCMH) model that integrates electronic records with care provided by our community partners inside and outside DOC facilities.

The current system relies on paper based processes that are not integrated into our systems. These manual systems result in reported staff burn out and fatigue, contributing to poor outcomes for patients.

Implementation of PCMH begins with creation of an electronic health records system. This system will streamline patient interactions, improve communication, and enhance decision making. Staff will no longer be hampered with antiquated documentation systems and can instead use that time to work with patients to develop successful health plans.

These lean process improvements have been led by staff who were given the freedom to redesign the care delivery system. We are excited to bring modern health care practices into the system and improve outcomes for those in our care.



“Consistent, relentless, excellent team-based care improves lives.”  
**DR. MARYANN CURL**, Chief Medical Officer

# REMOTE MEDICAL CARE AND ACCESS

For individuals who have chronic conditions, getting regular access to a specialist can mean major improvements in their health, but the logistics of getting that access can be complicated. Telehealth in prison significantly streamlines health care. Physicians who previously had to deal with long travel times and extensive security to see patients onsite at the prison can see their patients from the comfort of their own office. And patients who'd been traveling offsite for care only need to leave the prison for appointments that require in-person care from a specialist, like surgery. It enables them to receive specialist care much more quickly, and specialists see significantly more patients.

The Department has installed telehealth into its prison facilities and implemented the technology for incarcerated individuals. Through the use of technology, telehealth will assist in expanding healthcare programs for the incarcerated and will lead to shorter wait times, increased patient privacy, and improved outcomes for the incarcerated population.



“Access to quality healthcare creates hope for a better future.”

**DAVID FLYNN**, Assistant Secretary for Health Services

# MODERNIZING HEALTH RECORDS

The Washington State Department of Corrections currently uses a predominantly paper medical records system. In FY 2023, DOC met its goal to develop business and technical requirements and complete the Request for Proposal (RFP) process to procure an Electronic Health Records (EHR) solution. Although the RFP identified a preferred vendor, the DOC did not declare an Apparent Successful Bidder due to the 2023-2025 enacted budget proviso directing development of an enterprise EHR solution.

The DOC is committed to partnering with Health and Human Services (HHS) Coalition agencies (DSHS, HCA, and WaTech) to plan and implement a common enterprise EHR solution for the state of Washington and is currently focused on advancing Department readiness to ensure successful implementation.



# EDIR CULTURE



## GOAL

Eliminate disparities by implementing our pro-equity, anti-racism framework and reinforcing a culture where every person is welcomed and feels they belong.

## STRATEGIES

- Incorporate Equity, Diversity, Inclusion and Respect into career development practices across DOC.
- Reduce systemic and personal barriers to equity.



# PRO-EQUITY ANTI-RACISM



At the Washington State Department of Corrections, we accept our responsibility to Washington's communities, justice involved people, and staff to eliminate racism and inequities. We recognize that the Department is part of a system that has disproportionately impacted marginalized people through its policies and practices. We are committed to understanding the impact each of us makes in the day-to-day work, and the roles and responsibilities each of us plays in creating a just and equitable culture. This can be achieved by embedding equity, diversity, inclusion, and respect into all areas of Corrections.

In September of 2022, the Washington State Department of Corrections published its first Pro-Equity Anti-Racist (PEAR) [Strategic Plan](#) in response to Governor Inslee's [Executive Order 22-04](#), implementing the Washington State Pro-Equity Anti-Racism Plan and Playbook. DOC established PEAR teams made up of staff at all levels, as well as external partners, focusing on three investment areas:

- Evaluating equity and fairness in the administration of infractions and sanctions of incarcerated individuals
- Evaluating equity and fairness in the classification of incarcerated individuals
- Evaluating equity and inclusion in staff representation

The teams having been meeting regularly, making sustained progress with gathering data and analyzing findings, and are now taking steps to transition these efforts from a project structure to the operational leaders and staff that have oversight of the program areas of the Department where each investment area is focused. These operational leaders are developing and implementing the needed corrective actions.

Each of us is accountable for doing pro-equity, anti-racism work. The Department is dedicated to doing our part to create a PEAR ecosystem in Washington State. Further, the Department is committed to operating a safe and humane corrections system and partnering with others to transform lives for a better Washington.



# CULTIVATING OUR RELATIONSHIPS WITH TRIBAL GOVERNMENTS

In 1989, then Governor Booth Gardner and the elected leaders of the Federally Recognized Washington State Tribes signed the Centennial Accord formally establishing the government-to-government relations within Washington State. Through the Millennial Agreement and the passage of RCW 43.376, codifying the Accord, Washington State and the Washington State tribes have served as a model for tribes throughout the country on true government-to-government relations.

The Washington State Department of Corrections joins our sister state agencies and departments in implementing this legacy through the recognition of tribal sovereignty and the citizenship of its members within our jurisdiction. We strive to serve with integrity, dignity, humility, and courage to uphold the vision that our leaders have envisioned for the future of our governments and the strength of the people.



# HEALTHY, ENGAGED WORKFORCE



## GOAL

Foster a supportive work environment that promotes wellness and combats corrections fatigue.

## STRATEGIES

- Support a positive work-life balance by ensuring adequate staffing.
- Provide appropriate training and professional development opportunities to staff.
- Evaluate and adopt effective recruitment and retention strategies.

# STRENGTHENING HUMANE SYSTEMS

The Washington State Department of Corrections and Amend at the University of California San Francisco (UCSF) launched a partnership to further pro-social improvements in the Washington correctional system. The partnership with Amend works to bring a health-focused approach by providing correctional staff with new tools and resources that emphasize staff wellness, while working to prepare incarcerated individuals and residents to become better neighbors when they return to society.

The key benefits of the partnership are improved health, well-being, and job satisfaction for staff and reducing the use of solitary confinement to improve resident readiness for return to the community.

## WHAT IS WASHINGTON WAY?

"Washington Way- Humanity in Corrections" is a set of principles, practices, and trainings dedicated to improving the health and well-being of correctional staff and the people in our custody and care. Washington Way is based on successful improvements made in the Norwegian correctional system that reduced prison violence, boosted staff and incarcerated individual health and morale, reduced stress, and ultimately dramatically increased the likelihood of successful reentry. Washington Way does not imagine that Washington is the same as Norway or seek to recreate their systems in Washington's prisons. Instead, it shares core public-health and dynamic security focused principles and practices so that we can develop our own method that will work for our state. Successful reentry means less crime and safer communities.

## WHY IS WASHINGTON WAY IMPORTANT?

The mission of Corrections is to improve public safety by positively changing lives. In order to accomplish this, we need to do everything in our power to improve the health and wellness of our staff and the people in our custody and care. We need to proactively build healthy interactions among staff and between staff and incarcerated individuals. Washington Way provides a blueprint for us to move forward.



## WHEN ASKED, "HOW ARE THE WASHINGTON WAY CHANGES BENEFITING YOU?"

“

My home life being a big one. My wife and kids have told me firsthand that they have noticed change. I come home from work happier and not as drained, I am more upbeat and have a more positive attitude.” **RESOURCE TEAM MEMBER GLEESON**

# STRENGTHENING HUMANE SYSTEMS

## WHAT CAN YOU EXPECT?

You will begin to see behaviors that are perhaps unexpected. Staff, including custody staff, may engage in more in-depth conversations with incarcerated individuals than before and even sit down together for a meal. Some people work here and others live here, but we are all part of the same community.

This launch represents an initial step in a joint effort to support Washington's ongoing innovation and correctional leadership. Washington Way brings training and technical assistance to the Department to support the growth of healthier environments for staff in their day-to-day work and for individuals as they prepare to return to their loved ones and reenter society.



Watch video to learn more about our partnership with Amend >>

## WHEN ASKED, "HOW ARE THE WASHINGTON WAY CHANGES BENEFITING YOU?"

“

The incarcerated individuals attitude and behavior towards staff has noticeably changed for the better with positive engagements as well as positive feedback. Not only has the populations attitude changed for the better, but staffs' morale has boosted tremendously. The general positive attitude of the working conditions and overall living situations has improved.” **SCCC RESOURCE TEAM**

“

(WA Way helps me) feel like I have a fighting chance to succeed in the world and I also feel like I'm obligated to make (program staff) proud after what they've done to help me.”

**PROGRAM PARTICIPANT**



# SUPPORTING STAFF SUCCESS



“Our staff are so capable and could work anyplace, I am thankful they chose DOC and accomplish the extraordinary.”

**TODD DOWLER**, Assistant Secretary for Employee & Business Support Services Administration

## RECRUITMENT

The recruitment team at the Washington State Department of Corrections provides support to local Human Resource and hiring managers at our facilities. We also provide outreach, assessments, and selection processes for hiring. The Department’s recruitment efforts are more than posting a recruitment online. We rely on a multimedia approach to promote diversity and reach the widest audience possible. These strategies include attending job fairs, radio and magazine advertising, videos, conducting virtual job fairs, and using social media. We also build relationships with universities and colleges in the communities we serve. Our staff are some of our very best recruiters and provide a vital link for community outreach efforts. All these recruitment efforts are producing positive results by providing a larger applicant pool from which to hire.

## PROFESSIONAL DEVELOPMENT

During the 2021 Legislative Session, the Legislature appropriated one-time funding in the amount of \$250k to the Student Achievement Council. This funding supported the development of education and training programs for Corrections employees, including correctional officers and medical staff, to be provided by the Evergreen State College (TESC).

## MODERN WORK ENVIRONMENT

In 2016, Executive Order 16-07 called for a modern work environment at all state agencies. When Covid-19 first started, Corrections had made little headway in enacting this order. Covid caused us to reevaluate how the work was being done across the Department. This fueled a push to create a more modern work environment where teleworking was not only supported, but imperative to keep people safe and healthy. The project team accomplished reworking footprints to include assigned and hoteling workspace options, as well as implementing reservation software. This work not only provides options for staff, but also reduced our footprint in alignment with Executive Order 14-04.

## VIRTUAL REALITY

Virtual Reality (VR) is becoming increasingly common in the workplace for trainings, situational awareness, skill building, and mental health. Corrections has invested in VR equipment and resources to begin creating our own content. We are currently researching and developing training videos for staff to learn and understand how to improve various processes and procedures such as daily interactions and deescalation techniques. This technology has great potential to help improve staff and public safety.

## CHILD CARE SUPPORT SURVEY

With the support of Child Care Aware of Washington (CCA), Corrections has undertaken an exploratory project to assess child care needs among staff. CCA’s survey had an estimated 2,000 responses on the challenges and current community capacity of employee child care. The information gathered will provide us with several recommendations on how we could better serve families by supporting employees with some kind of child care benefit.

# SUPPORTING STAFF SUCCESS

## LEADERSHIP DEVELOPMENT

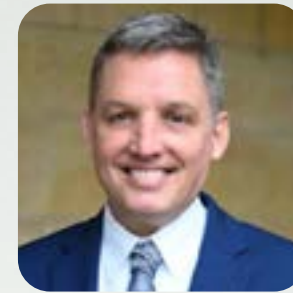
The Washington State Department of Corrections recognizes the value that good leadership brings to any organization. In order to ensure future success, Corrections is focused on building pathways for growth and development opportunities for current and future leaders. The newly created Office of Executive Excellence has been tasked with developing a succession planning process, an executive mentorship program, a Leadership Academy curriculum, and a variety of other opportunities such as semi-annual Associate Superintendents' Leadership Summits and Women's Leadership Conferences.

## TRANSPORTATION ASSISTANCE

Corrections is working to alleviate the impact of the rising cost of transportation by collaborating with transit authorities and bargaining units to increase subsidization of van pools. Funding will be sought to assist staff with various commuting costs, including but not limited to subsidizing toll roads and bridges. Decreasing the cost of getting to work will help the Department recruit and retain staff, and we will continue to explore new partnerships with transit authorities in the coming year.

## STAFF HOUSING

Corrections has placed greater emphasis on providing staff respite (sleeping areas) to ease the burden created when overtime is required. We recognize the difficulty and long-term unsustainability for staff who work double shifts, have to commute home and return to a facility eight hours later. We are working to create areas at, or near, each facility that will provide places for staff to eat, sleep, bathe and/or change uniforms to reduce this hardship. We also have prioritized recruitment and retention to help us avoid the need for overtime.



“Strong leadership is necessary for the Department to fulfill its mission, vision and values. To ensure the strength of WA DOC for the present and the future we must identify and develop people to help them blaze the trail going forward.”

**SEAN MURPHY**, Deputy Secretary

## COMPENSATION EFFORTS

Corrections has been working with the State Human Resources Office to assist with recruitment and retention. Some of those items include targeted increases and premium pays for certain job classes. The Department also seeks funding annually to help fix inversion and compression inequities due to the collective bargaining process. In the past few years some of the following compensation enhancements were approved for eligible staff:

- Cost of living increases of 4%-6%
- Targeted job class compensation increases
- Retention lump sums
- Premium pays

We recognize that these efforts are not complete yet and continue to monitor market trends and engage in the collective bargaining process, work with State Human Resources Office, the Office of Financial Management and our legislative partners to continue to address employee compensation.

# SUCCESSFUL TRANSITIONS



## GOAL

Provide personalized support to justice-involved individuals, including the knowledge, skills, and abilities to successfully reenter their communities and thrive as better neighbors.

## STRATEGIES

- Align efforts across state agencies and community partners for successful community integration.
- Engage individuals to take an active role in developing their individualized reentry plans.
- Work with our partner agencies to increase services that address social determinants of health.



# REENTRY STARTS AT RECEPTION

Investing in people through an integrated reentry model that focuses on individual needs is crucial to the Department’s work of creating good neighbors. This approach leverages connections to state, local, and community-based resources, and mentors to stabilize individuals and ease transition back into the community. We know that successful reentry begins at reception. By building on the successes of the Second Chance Act – Continuum of Care (SCA-COC), an Integrated Reentry model is in place. This model includes a Facility Phase, Transition Phase, and Community Phase.

**The Facility Phase** begins at reception with continuous case planning, orientation, evidence-based programs and treatment, education, and employment readiness as identified in the Washington state risk assessment tool which assesses the individual’s criminogenic risks and programmatic needs. In addition, the Individual Reentry Plan guides the individual through setting individualized SMART goals to prepare for their reentry based on the plans they identify.

**The Transition Phase** begins at the time the individual is approaching transfer to partial confinement or release to the community. The transition phase includes updating the Individual Reentry Plan, completing the Essential Needs Checklist to prepare for their first 72 hours, health and wellness transition, short-term housing assistance, community navigator connection, continuity of care transition planning, identification, and connections to resources.

**The Community Phase** begins at the time the individual is stable in the community and includes pro-social supports, long-term housing, health and wellness, financial stability, long-term employment, and educational pathways.



COMMUNITY

TRANSITION

FACILITY

# WASHINGTON JOINS REENTRY 2030

Reentry 2030 is uniting leaders across the country—at the state and local levels and across justice, workforce, health, and housing sectors—around a bold goal:

**Successful reintegration for every person with a criminal record.**

## REENTRY 2030 IS COMMITTED TO A FUTURE THAT IS:

- Human-Centered
- Coordinated
- Transparent
- Equitable

Together, our goal is that all 50 states will sign on to Reentry 2030, committing to designing and implementing an ambitious plan to:

### SCALE UP ACCESS

to stable housing, education, employment skills training, behavioral health treatment, health care, and other supports for people with criminal records;

### ADVANCE RACIAL EQUITY

by using data to understand and address disparities in access to services, quality of services, and outcomes.

### CLEAR AWAY UNNECESSARY BARRIERS

to opportunities and economic mobility;



To learn more about Reentry2030 >>

# REENTRY PROGRAMS GROW SKILLS



“The Reentry Division strives to provide targeted opportunities and pathways supporting the successful community integration of each person, while providing a continuum of services that engage the population, our employees and community partners.”

**DANIELLE ARMBRUSTER**, Assistant Secretary for Reentry



# INNOVATING SUPERVISION

Individualized Community Oriented Accountability Collaborative Help or iCoach is a comprehensive approach to supervision. iCoach combines the delivery of supervision, programming, and services for individuals, including a requirement of the Community Corrections Officer to coach supervised individuals throughout the course of supervision, similar to current practices within the Community Parenting Alternative (CPA) and Graduated Reentry (GRE) programs.

Community corrections jurisdictions across the nation have transformed from “surveil, detect and notify” models, to coaching and aiding the reintegration back into communities. Enforcement of the supervision plan is a critical component of building accountability and community safety but, it is not the only piece.

iCoach is defined by two strategies: access to tools for community reintegration and enhanced supervision. It does this by making programs, resources and services available in the critical early days of transitioning into the community. In addition, it provides staff with training and tools targeted towards advocacy and access to services for supervised individuals.

**FACT:** Research shows that resources and activities dedicated to the transition and release of individuals within the first 90 to 120 days is critical to an individual’s success in the community, governments, other state agencies, the Governor’s Office, legislators and many others. We thank our partners who make it possible to realize our most ambitious visions for the future.



“As we support and facilitate the transition of individuals under our jurisdiction back to their communities, our work also represents a tremendous opportunity to positively impact the lives of families, children, victims and other community stakeholders.”

**MAC PEVEY**, Assistant Secretary for Community Corrections



# RESPONDING TO SENTENCING CHANGES

Changes in sentences, or resentencing, can come about through both legal and legislative channels. In some cases, the time from receiving the court order to the person leaving the facility can be a matter of hours. These cases highlight the Department's need to have cross-divisional coordination. With funding for resources and staff, individuals with an immediate release have access to housing vouchers, a food card/money, a cell phone and a backpack with hygiene kit. It also gives us the resources to coordinate with our criminal justice and community partners in order to facilitate successful reentry.

**14,840**  
Individuals  
Impacted

All WA DOC divisions are impacted by resentencing including Records, Classification, Reentry, Business Office, Health Services, Transportation, Housing Voucher, and Community Corrections Staff.

Since March of 2021 decisions from a single case have resulted in 24,581 court orders impacting 14,840 individuals who are either in prison or on community supervision. This is a tenfold increase in the number of sentence modifications from previous years. As a direct result of these court orders, more than 500 individuals have been immediately released from prison.

The impacts have included and will continue to include immediate releases from full or partial custody, sentence reductions, reduction and/or refund of Legal Financial Obligations, and impacts to the offender score. Corrections expects to continue to receive a high volume of court orders resulting in releases and modifications to prison sentences and community custody. Moving forward it is critical to have the funding and alignment to assure a timely release that also maximizes the individuals access to resources.

**24,581**  
Court Orders  
Processed

Over **500** individuals immediately  
released

# Thank You!

FOR SUPPORTING GOOD  
CORRECTIONAL PRACTICES

