

# Department of Corrections

2023–2027 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 OSI

The Office of Strategy and Innovation collaborates with leaders and staff to develop the department's strategic plan. The intention of strategic planning is to continue performance improvement efforts, increase the value we provide to our community in a sustainable way, and uphold the principles of accountability and transparency. This plan serves as a roadmap for the future and outlines the steps needed to achieve defined goals and fulfill the department's vision.





# A MESSAGE FROM OUR SECRETARY

On behalf of the Washington State Department of Corrections (DOC), I am pleased to present our department's updated 2023-2027 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 strategic plan, I am proud of the progress we have made toward our goals. Some highlights include:

- Developing and implementing an aggressive plan within the resources we are given to reduce solitary confinement by 90% over five years, prioritizing staff safety and rehabilitation of incarcerated individuals.
- Establishing "Washington Way – Humanity in Corrections" to bring a health-focused approach to transforming correctional culture inside our prisons and reentry centers.
- Creating the Office of Executive Excellence to build pathways for growth and development opportunities for current and future leaders at DOC.
- Taken many steps on a journey to eliminate racial and gender biases in our work
- Created the Women's Prison Division
- Established a framework for implementing Reentry 2030

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 MISSION, VISION, & COMMITMENT



## **MISSION**

Improving public safety by positively changing lives.



## **VISION**

Working together for safer communities.



## **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 & 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 & 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.



## POSITIVITY IN WORDS & 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.



## SUPPORTING PEOPLE'S SUCCESS

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

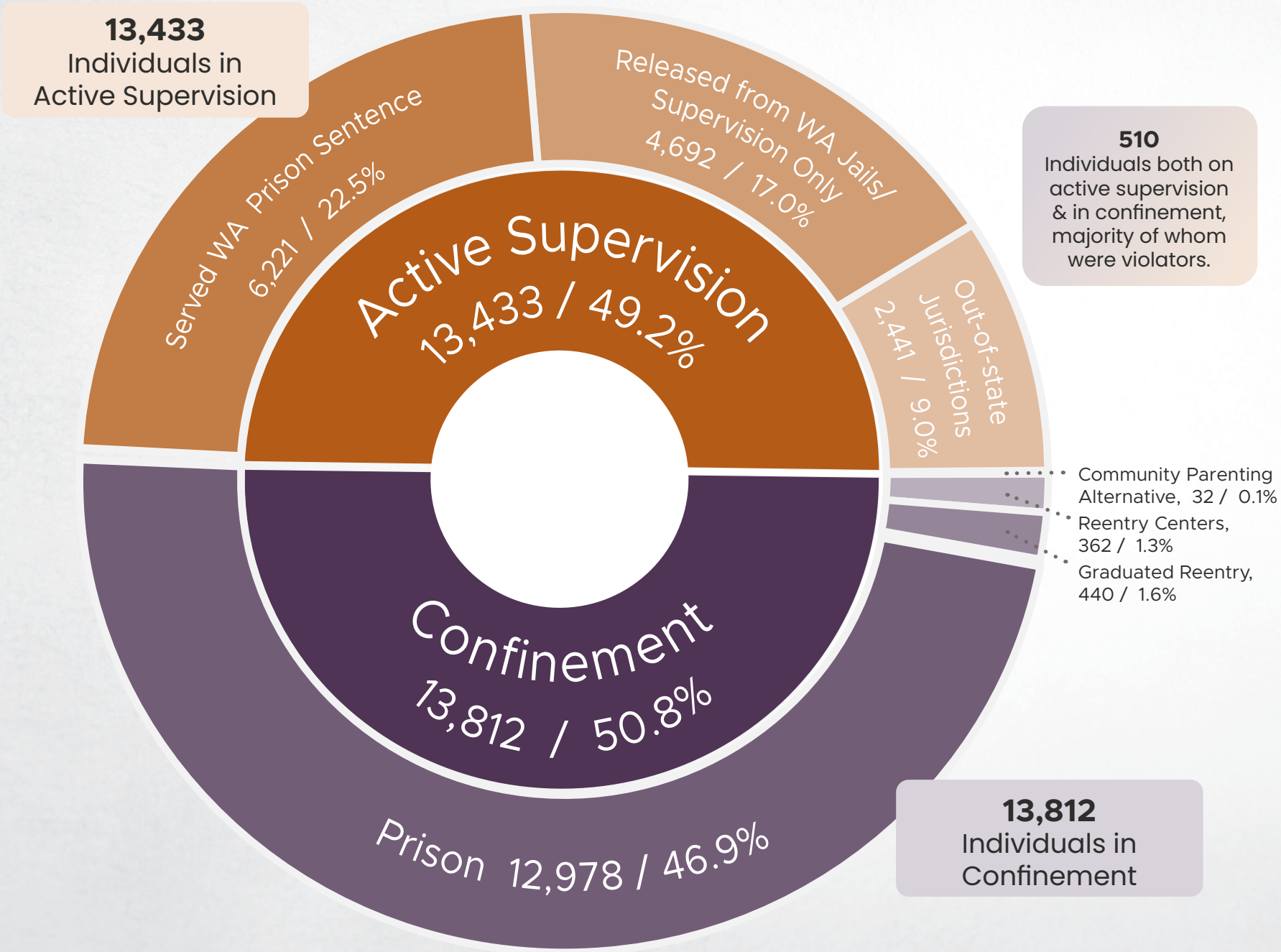




# WHO WE SUPPORT

DOC works to make communities safer by positively transforming lives. Each year, more than 25,000 individuals are in some level of custody or under the jurisdiction of the department. The goal is to help them become better citizens, neighbors, engaged family members, and potential pillars of the community upon release.

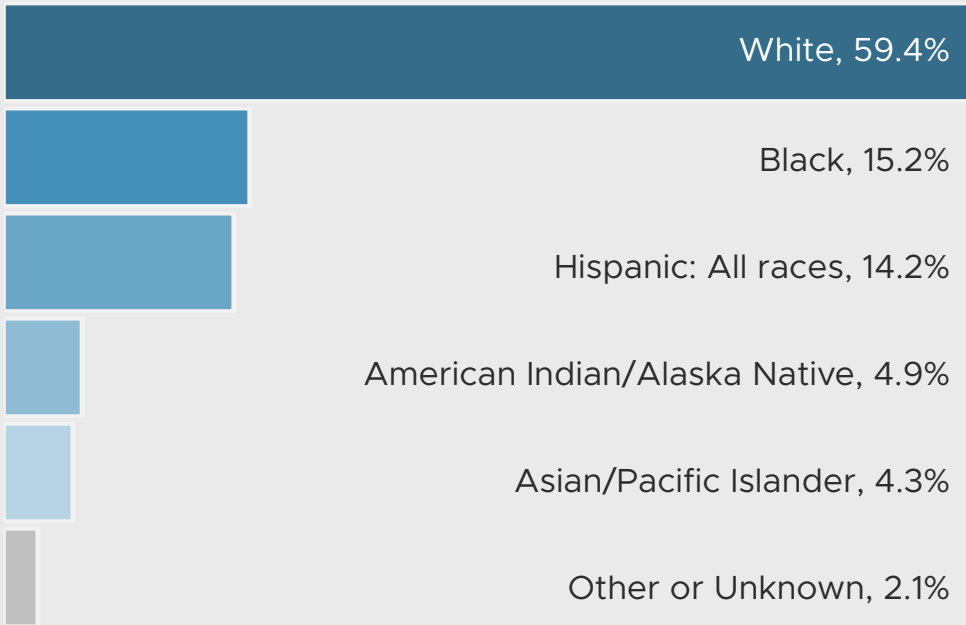
## POPULATION



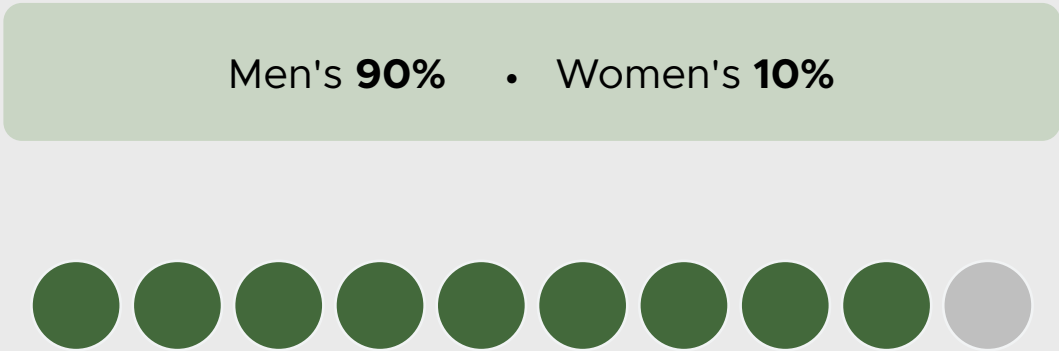
Confinement includes Partial Confinement. Violators, defined by RCW 72.09.10, are included in the active supervision caseload to avoid double-counting.

## RACE

[View our Fact Card Data Dashboard >>](#)



## GENDER





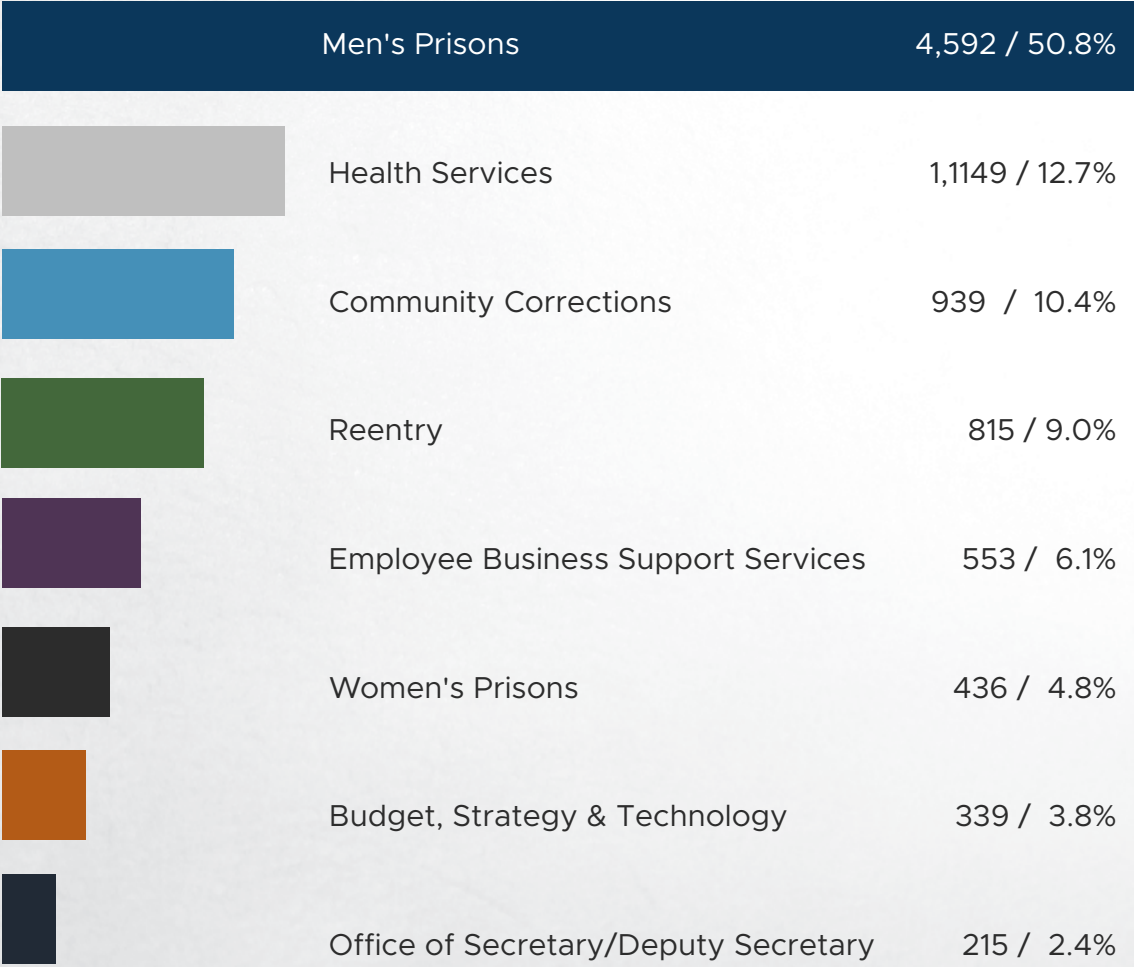
# WORKING TO TRANSFORM LIVES

As the second-largest human services agency in the state of Washington, DOC employs around 9,000 individuals who are the driving force behind our commitment to improving public safety by positively transforming lives. Each division's work has a distinct and refined focus that contributes to changing lives for the better every day.

WE SUPPORT THE DEPARTMENT BY:

NUMBER OF PEOPLE EMPLOYED

9,038 Department of Corrections Employees



Source: DOC Human Resources Management System





“As public employees, we have a responsibility to ensure every dollar spent is a step to improving the lives of those we serve. Through innovation, technology, and strategic resource management we can build a system fostering a safe and just community.”

**KELLETT SAYRE**, Assistant Secretary of Budget, Strategy & Technology



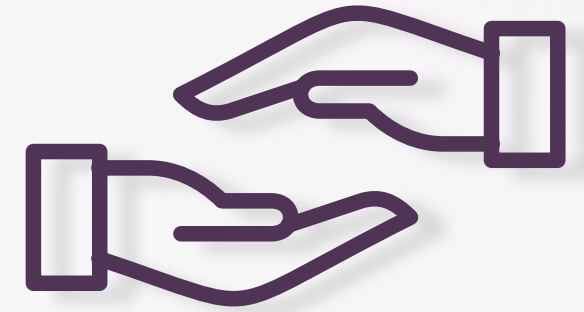


# STRATEGIC PRIORITIES & GOALS

Our strategic priorities guide our department’s direction and decision-making toward our vision of working together for safer communities. These key themes ensure our focus remains clear and effective while our strategic goals outline what we aim to achieve and address the question, “What do we need to do to accomplish our mission?”



# 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

Historically, solitary confinement has been a means of segregating individuals who present undue threats to themselves, others, or to institutional security. We’re determined to reduce the use of solitary confinement over five years given appropriate funding. Set by the department in January 2023, this target intends

**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.

to prioritize staff safety and the rehabilitation of its incarcerated population in executing our commitment to operating safe and humane prisons.

Working with Integrated Solutions Group (ISG) and Falcon Inc, we’ve developed a plan to achieve and sustain this 90% reduction by taking a comprehensive approach that will focus on the following:

**Prevention** – Identifying individuals who are most likely to end up in solitary confinement and working with them before solitary confinement is used.

**Disposition** – Creating and maintaining options for restrictive housing placement and ensure minimal investigation timelines and due process protections are in place.

**Conditions** – Providing a suitable space for correctional officers and program staff to establish a commitment to the mission of rehabilitation and humane corrections.

**Reintegration** – Preparing individuals to reenter the general population with concepts similar to

community reentry. Returning better neighbors is a critical part of creating safer prisons for all.

“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 Men's Prisons



This plan incorporates more than a decade of work by the department to reduce reliance on solitary confinement, building on the foundation of engagement by collaborators from local groups like Disability Rights Washington and the American Civil Liberties Union of Washington, along with the University of Washington, the University of California, the Vera Institute of Justice, and national experts like Dr. Jeffrey Metzner.

Working with our partners, we’ve successfully eradicated disciplinary segregation, opened residential alternatives to solitary confinement for those with Serious Mental Illness (SMI), and eliminated total isolation conditions as sanctions for those who engage

in infractions within restrictive housing settings. For the next phase of this work, we’ve already begun creating progression and transfer pods that allow incarcerated individuals in solitary confinement more opportunities to be out of their cells and have meaningful human contact.

**2023 TO 2027 TARGETS:**

- Reduce the likelihood of release to the community directly from restrictive housing by repurposing Enhanced Closed Custody progression pods at Washington Corrections Center into a replace planning unit for individuals within six months of release from a maximum custody setting.
- Continue development of mission specific progression pods at Stafford Creek Corrections Center and Clallam Bay Corrections Center.
- Increase opportunities for more out of cell time with individuals who fall into the same classification while decreasing the use of restraints.
- Reduce the administrative segregation times from 30 days to 14 with the appropriate resources.
- Launch Securus tablets in all areas of restricted housing units, increasing the number of outside interactions an incarcerated individual receives.

**The ultimate aim of these efforts is to modify standard operating procedures and reduce long-term solitary confinement.**



# WOMEN’S PRISON DIVISION POLICY DEVELOPMENT PROJECT

DOC recognizes that research clearly shows women in our system have different needs, health issues, and mental and physical challenges.

In 2023, the Women's Prison Division launched the Policy Development Project as a comprehensive initiative aimed at better meeting those needs by significantly improving the conditions of incarceration at the Mission Creek Corrections Center for Women (MCCCW) and the Washington Corrections Center for Women (WCCW).

Recognizing the unique challenges faced by women, transgender, intersex, and non-binary individuals, we founded our Policy Development Project on a gender-responsive framework. This means tailoring policies and procedures to address justice-involved individuals' specific needs, backgrounds, and experiences.

**GENDER-RESPONSIVE** – Recognizing and accounting for the important differences between men and women in psychological development, socialization, culture, exposure to trauma and life experiences.

**GENDER RESPONSIVE PRACTICES** – Relational, trauma-informed, strength based, and culturally relevant.

This involves training staff to recognize and respond to the effects of trauma, thereby promoting a culture of empathy, understanding, and resilience.

Importantly, by focusing on improving the conditions of incarceration, we are not only enhancing the lives of those entrusted to our care but also positively impacting our dedicated staff.

Research consistently shows that providing a gender responsive and trauma-informed environment not only reduces incidents of retraumatization for individuals but also contributes to increased job satisfaction and well-being for staff.

By creating an atmosphere that prioritizes empathy and understanding, our staff can experience a more supportive workplace, reducing stress, burnout, and turnover rates.

Furthermore, adopting trauma-informed practices can contribute to a safer working environment by promoting effective communication, conflict resolution, and team cohesion among our dedicated staff.

By adopting a gender-responsive approach, we aim to create an environment fostering rehabilitation, empowerment, and successful reintegration into society.

Moreover, a key pillar of our project is incorporating trauma-informed practices. Many, if not all, individuals within the corrections system have experienced trauma, and it is crucial that our policies reflect an understanding of this reality. By adopting trauma-informed approaches, we strive to create a supportive and healing environment that acknowledges the impact of trauma on both incarcerated individuals and staff.



“Innovation thrives when we support and engage our staff, guiding positive transformation through individualized trauma and gender-responsive care, fostering mutual respect, and empowering each person to be their best self.”

**MELISSA ANDREWJESKI**, Assistant Secretary of Women’s Prisons





# PATIENT-CENTERED MEDICAL HOME

DOC has embarked on transforming our health care system from episodic care to a holistic, patient-centered medical home model (PCMH) that integrates all patient care within and outside the DOC system.

We envision a system that aligns our purpose of providing integrated treatment services with improving the overall quality of life throughout and beyond incarceration. Partnering with



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

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

consultants from Moss Adams, we’re working to provide comprehensive, patient-centered, coordinated care while improving access to services for incarcerated individuals.

Replacing a model akin to

an urgent care, where medical needs were based on an emergent basis and severity took priority, PCMH focuses on preventative care, meeting the patient where they are and investing the time we have with them to improve their healthcare literacy and efficiency.

Instead of one individual practitioner, a multidisciplinary team surrounds the patient with care, education, and support. The patient is considered the central active participant in their own health care, and our job becomes ensuring that they have what they need to make good, informed decisions.

Our ongoing efforts align with the six PCMH program concept areas defined by the National Committee for Quality Assurance:

**PATIENT-CENTERED MEDICAL HOME PRINCIPLES:**

- Respect is the foundation
- Education improves health
- Shared decisions are better
- Evidenced-based care matters

**Team-Based Care and Practice Organization:**

Helps structure a practice’s leadership, care team responsibilities and partnerships with patients, families, and caregivers.

**Knowing and Managing Your Patients:**

Sets standards for data collection, medication reconciliation, evidence-based clinical decision support, and other activities.

**Patient-Centered Access and Continuity:** Guides practices to provide patients with convenient access to clinical advice and helps ensure continuity of care.

**Care Management and Support:** Helps clinicians set up care management protocols to identify patients who need more closely managed care.

**Care Coordination and Care Transitions:** Ensures that primary and specialty care clinicians are effectively sharing information and managing patient referrals to minimize cost, confusion, and inappropriate care.

**Performance Measurement and Quality Improvement:**

Supports practices to develop ways to measure performance, set goals, and develop activities that will improve performance.



“Consistent, relentless, excellent team-based care improves lives.”

**DR. MARYANN CURL**, Chief Medical Officer



# TECHNOLOGY MODERNIZATION

As DOC embarks on a new strategic direction, building on best practices and implementing innovative programs, the role of technology in our success will be critical. State-of-the-art software and updated equipment are essential for operating a safe, effective, and efficient corrections model.

## OMNI SENTENCING CALCULATION MODULE (OSCM) PROJECT

We are implementing a significant update to our Sentencing Calculation module for the Offender Management Network Information (OMNI) system, our central software for managing the data of incarcerated individuals.

The previous sentencing calculation and tolling functionality in OMNI was inflexible and outdated, significantly burdening our staff and creating risk for those we serve. To determine and validate end dates for those in our custody or supervision, staff had to make hundreds of independent calculations through a chain of workbooks and communicate through email correspondence to meet essential business needs.

The OMNI Sentencing Calculation Module (OSCM) Project is modernizing our systems by implementing a solution that adds a new underlying mechanism to generate these dates and a new application for staff to interface with this data.

Under the hood, accurate sentencing calculations are now populated automatically by a new business rules engine (BRE). The new system significantly decreases the risk of errors in which individuals may be released too early or confined too long. The programmatic nature of this solution enables us to quickly update the system to adapt to legislative, court, or department decisions.

On the front end, instead of manual spreadsheets and emails, the Community Correction Division enters data and determines community supervision release dates through a new Supervision and Tolling Entry Management (STEM) web application. Launched in July 2024, STEM prepopulates information straight from OMNI, validates user inputs to avoid errors, leverages the tolling BRE to populate release dates, and offers new pathways for feedback or clarification on data entered.

These improvements set the foundation for replacing legacy OMNI components with a new Correctional Information Management System (CIMS) in the future.

## DATA INFRASTRUCTURE MODERNIZATION

We plan to modernize the department's foundational data infrastructure and set ourselves on a pathway to success by building a sustainable model that can support innovative improvements into the future and meet the increasing demand for high-quality, timely data.

Department executives and staff make countless daily decisions that impact every operational and strategic function, including the safety and well-being of incarcerated individuals and staff. Access to trusted, up-to-date data to inform these decisions is essential. Our fragmented data ecosystem leads to inefficient, inconsistent access and any attempt to integrate with core system data, such as OMNI, is complex, difficult, time-consuming, and costly. Each new incremental requirement on the data system slows integration, slows response times, and is harder to maintain.

The need is clear. As we endeavor to establish several new information systems—such as the new CIMS to replace OMNI, the Electronic Health Records implementation, and WorkDay integration — it is imperative that we update and organize our data platform so data from these new systems can be integrated into a unified and cohesive view of the department.

Our modernization effort, which involves updating our data warehousing tools and processes on a cloud-based platform and implementing automated data pipelines, will improve data quality, consolidate data sources, eliminate manual data processes where possible, assist lifecycle management, and support higher, if not near real-time, data refresh frequency, enabling the department to make informed critical operational and strategic decisions.

### IMPROVEMENTS INCLUDE:



#### WEB APPLICATION

Replace manual spreadsheets and email processes



#### BUSINESS RULES ENGINE

Automated tolling calculations



#### SPREADSHEET DATA

Move historical data into managed SQL database



#### MIDDLE TIER

Sustainability for future system connections



HCMACS MILESTONES:

- Approval of the Enterprise Electronic Health Record Plan
- Establishment of the HCMACS Steering Committee and cross-agency working teams
- Refined program and agency technology budget forecasts
- Selection of Epic as the EHR vendor for HCMACS and review of Epic’s system capabilities against HCMACS and DOC requirements
- Finalization of the Statement of Work (SOW) and License Agreement with Epic
- Development of a Request for Proposal (RFP) to procure a System Integrator to partner with the program during system implementation and ensure seamless ongoing operations after go-live

# TECHNOLOGY MODERNIZATION

## HEALTH CARE MANAGEMENT AND COORDINATION SYSTEM (HCMACS)

We are working in partnership with the Health and Human Services Coalition agencies (Health Care Authority, Department of Social and Health Services, and WaTech) to enhance healthcare management and care coordination. We strive to provide seamless services for our state-wide population.



These services range across the care continuum, from emergency response and urgent care to preventive services, management of chronic diseases, and inpatient treatment.

A significant component of the HCMACS is modernizing our medical documentation. The department currently uses a predominantly paper medical records system that has substantial risks from medical chart errors, lack of timely information, the inability to transfer health records electronically to internal and external medical professionals, and information security, creating safety issues for incarcerated individuals and staff.

An update to an Electronic Healthcare Record (EHR) system is not just a change but a critical step toward enhancing care integration and health data exchange between community providers, other state agencies and county jails with whom we share patients. The result will streamline our operations and improve patient safety and care for incarcerated individuals.

For our multi-agency program, HCMACS has chosen Epic as the EHR system. We are actively seeking additional federal funding from the Centers for Medicare & Medicaid Services (CMS) to further support this initiative.

We are preparing to engage in readiness activities to ensure the EHR's timely and successful implementation. While we have yet to finalize the timelines for implementation and go-live, we are committed to keeping staff informed and engaged as the project progresses.

## POWER PLATFORM

We plan to leverage the full potential of Microsoft Power Platform further. Power Platform is a suite of products within Microsoft 365 designed to simplify the process of gathering, processing, and reporting business data. These tools require little to no coding and are intended to be created and used by staff with no formal software development training or experience.

By building an Information Technology (IT) team dedicated to managing the back end and supporting the platform's governance, staff will be empowered to develop their own applications and automations through targeted training and best practices. The added value of this increased utilization will be streamline workflows, the expanded availability of timely, high-quality data to support decision-making and improve operational efficiency and service delivery, and fostering innovation across the department.

## THE BUSINESS LED TRANSFORMATION (BLT) PROJECT

Through the Business Led Transformation (BLT) project, we continue to transition the existing Correctional Industries (CI) enterprise resource planning software to the Microsoft Dynamics 365 (D365) operating platform due to the obsolescence and end-of-life of the legacy system.

This effort has set out to standardize and modernize CI’s business software and data infrastructure, utilizing D365 to re-engineer the operating businesses and better leverage contemporary sales, planning, procurement, manufacturing, distribution, and reporting best practices.

The new system provides:

- Connected workflows between CI divisions, shops, and headquarters
- More efficient and even automated work processes
- Access to real-time data, inventory, and reports

Since the textiles division has implemented D365, the system has indicated a remarkable 60% reduction in the time required for data entry, demonstrating the tangible benefits of the BLT project.

**60%** Less time required for data entry.



# CAPITAL INFRASTRUCTURE

DOC operates the highest number and square footage of state assets out of all Washington State agencies, accounting for 7% of the state’s inventory and totaling 7.7 million square feet of facility space.



We manage and maintain 11 state correctional institutions and 12 reentry center facilities, serving as the primary resource for incarcerating and

rehabilitating individuals entering the Washington State correctional system. Additionally, the department acts as the steward for McNeil Island’s infrastructure and marine operations.

These extensive operations translate to the responsibility for maintaining and preserving more than \$3 billion in state assets, with functional spaces ranging in age from projects currently under construction to historic buildings more than 130 years old. On average, most of these buildings have yet to see a significant renovation since 1994.

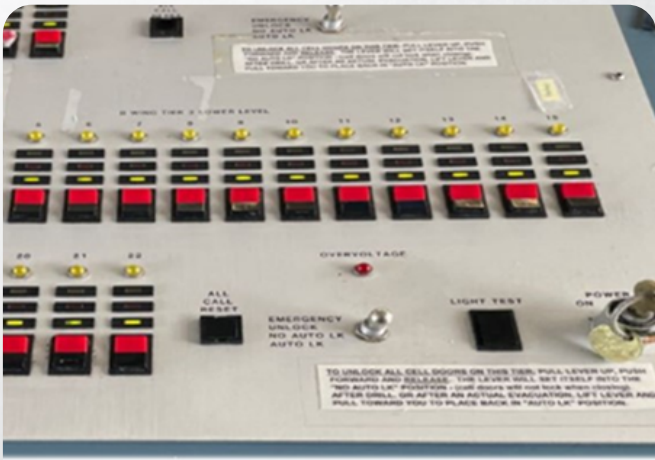
- **7.7 Million** Total Sq. Feet
- **11** Correctional Institutions
- **12** Reentry Centers

The department is dedicated to tackling the backlog of facility projects, as maintaining our facilities is essential to keeping our staff, the incarcerated, and those under supervision safe and secure. However, we continue to struggle with more than \$800 million of deferred maintenance projects at our facilities.

The 2025-35 Ten-Year Capital Plan is a pivotal part of our strategy. It focuses on the highest preservation priorities, which are crucial for the safety and security of our facilities. These projects include but are not limited to security electronic systems, critical life safety systems, building envelopes (roofs, exterior walls, and windows), HVAC systems, and facility plumbing and electrical systems.

Most of these requests will resolve deferred maintenance issues and play a significant role in ensuring the department's compliance with the Clean Buildings Standards law — a crucial step to improve our operations and contribute to a safer and more sustainable environment.

As we continue to address facility maintenance projects, the department is simultaneously looking for ways to improve our facilities' living and working conditions. We are determined to continue looking forward to improving how we can better manage our aging population, address the impacts of climate change, and be effective stewards of state resources.







# 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 DOC, we acknowledge our duty to Washington's communities, justice-involved individuals, and staff in eradicating racism and inequities. We recognize that our department is part of a system that has disproportionately affected marginalized populations through its policies and practices. Our commitment lies in comprehending the impact each of us has in our daily work and the roles we play in fostering a fair and equitable culture. We can achieve this goal by integrating equity, diversity, inclusion, and respect into all aspects of corrections.

In September 2022, DOC released its inaugural

[Pro-Equity Anti-](#)

[Racist \(PEAR\)](#)

[Strategic Plan](#)

in response to Governor Inslee's [Executive Order 22-04](#). This plan aligns with the Washington State PEAR Plan and Playbook, emphasizing the

department's commitment to fostering a PEAR ecosystem throughout Washington State.

Following the baseline Equity Impact Review findings, we established PEAR workgroups comprising staff members from all levels and external partners to focus on our three investment areas.

The department established the PEAR Advisory

Board in the summer of 2023, incorporating DOC's most senior leadership, labor, and other stakeholder groups to monitor the progress of the PEAR workgroups, provide feedback, and help prioritize future efforts.

## INFRACTION AND SANCTIONS

We are committed to addressing disparities in the way we administer discipline. Our focus includes a comprehensive review of Behavior Observation Entries (BOEs), on-site adjustments, infractions, disciplinary hearings, and appeals processes for the Black, Indigenous, and Hispanic individuals incarcerated at our prison facilities.

### THREE KEY PEAR INVESTMENT AREAS:

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

Initial data of infraction rates has been compiled, and future analysis will include partial confinement settings and community supervision. In July 2023, facility-specific data was shared with

each prison, and focus groups have collected qualitative data to understand potential causes of disparities. We will use both the qualitative and quantitative data to inform corrective actions to address these disparities.

## CLASSIFICATION

We are committed to addressing disparities in the classification of incarcerated individuals.

Classification impacts housing, visiting, employment, and program access. Our goal is to create a more equitable process that improves overall experiences.

An initial analysis of classification data has been conducted, with ongoing examination of time spent in custody levels by race and gender. Our initial results identified that nearly 1,800 individuals were prevented from living in a minimum-security camp setting because of dental issues the camps were unable to treat. As a response, we are implementing a mobile dental unit to efficiently deliver dental services to these facilities. The mobile dental clinic arrived in Washington on August 1, 2024, and we are currently staffing and outfitting it for service.

## STAFF REPRESENTATION

We are committed to fostering a shared space for employee learning, support, and healing and ultimately achieving "Workforce Enlightenment." Additionally, our PEAR strategic plan identified recruitment and retention as a priority. We aim to create a more inclusive culture in the department, enhancing employees' sense of belonging. To this end, we've curated and launched a resource repository



for understanding and unlearning racism and other forms of oppression.

An initial analysis has been conducted reviewing available staff representation and engagement data, current

efforts toward workforce enlightenment, and has identified necessary recruitment and retention data for future work.

We conducted in-person listening sessions at 23 community correction centers, 10 facilities, and three reentry centers. These listening sessions were instrumental in shaping the new repository, as they provided staff insight into their current understanding and needs of EDIR and engagement with EDIR activities across the department. Our workgroup used this input to inform the resources used in the new repository.

In spring 2024, we began our work toward creating a more inclusive and diverse workforce. Our initial focus will be analyzing hiring and promotion practices and developing corrective actions to address current disparities.



# NEW INDIVIDUAL TECHNOLOGY SERVICES PROGRAM

One of the most powerful sources of support for anyone serving a sentence is contact with family and friends. Technology can provide that contact, but good technology shouldn't be a costly burden to incarcerated individuals and the friends and families they love.

Our goal for the Individual Technology Services Program was to build a well-rounded technology services program to support the needs of our incarcerated individuals and their families. We asked our staff, incarcerated stakeholders, and their families what was needed and used that information to build a list of must-have requirements, which had great results.

Implementing the Individual Technology Services Program through our contract with corrections technology provider Securus Technologies is one of the nation's most ambitious technology and cost-savings initiatives between a corrections technology provider and a state Department of Corrections. After successfully collaborating with the Securus project teams, in February 2023, we completed the full implementation and go-live of Securus phone service at all prison facilities.

During each facility's integration, every incarcerated individual received:

- A new JP6S tablet
- Two free 20-minute phone calls each week
- Four free 30-minute video connect sessions per month
- 55 free stamps for e-messaging each month



The JP6S tablets are the most advanced handheld devices in the corrections industry, operating on Securus Technologies' newest operating platform, Unity. This platform enables incarcerated individuals and their loved ones to stay connected in ways that were not possible before.

They can exchange e-messages, including eCards and photo attachments, and loved ones can also send 30-second inbound VideoGrams to the incarcerated. Equipped with a phone app, the JP6S tablets allow direct calls to loved ones, eliminating the frustration and tension caused by waiting in line for static wall phones. In addition to providing a number of limited free communications, the program has reduced the rate for domestic phone calls by 44% per minute, down to \$.05 per minute.

The tablets also include free applications such as podcasts, a law library, and a suite of educational and reentry resources to help reduce recidivism. Additionally, individuals can now fund their phone accounts themselves and purchase premium media and entertainment services, shifting a portion of the cost from families to individuals.

After completing a successful implementation, we continue to work through any technical issues that arise and expand our implementation to include new services as they become available.

The department is invested in this program's powerful impact in connecting those under our custody and care with the ones they love. We are excitedly looking forward to how we can further use this technology in the education and treatment spaces.

## MILESTONES:

- May 2022 – Began proof of concept at Mission Creek Corrections Center for Women and Washington Correction Center for Women.
- September 2022 – Successful completion of proofs of concept at women's facilities.
- December 2022 – Distribution and deployment of tablets expanded to Men's Prisons Division, with nine facilities completed, and Washington State Penitentiary, Clallam Bay Corrections Center, and Washington Corrections Center remaining.
- January 2023 – Video visitation launched at Cedar Creek Corrections Center, with monitoring continuing through the end of January to ensure system reliability.
- October 2023 – Completed all project milestones which includes the implementation and activation of Securus phone service, tablets, and video visitation at all prison facilities.

**Learn more about Individual Technology Services Program >>**



# CULTIVATING OUR RELATIONSHIPS WITH TRIBAL GOVERNMENTS

Washington State and the Washington State tribes have served as models for tribes throughout the country regarding genuine government-to-government relations. In 1989, then-Governor Booth Gardner and the elected leaders of the federally recognized Washington State tribes signed the Centennial Accord, establishing respect for the governing authorities of both the tribes and the state and the mutual responsibilities each had to the other.

The Millennial Agreement followed in 1999, codified by the passing of RCW 43.376, to better operationalize both parties' commitment to cooperation and consistent communication. The Out-of-State Accord, signed in 2004, expanded this formal relationship to tribes in Oregon and Idaho who had ancestral lands in Washington.

DOC 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 our leaders' vision for our governments' future.



The department established the Corrections Indian Policy Advisory Committee (CIPAC), which includes appointed delegates from the tribes to better collaborate on policies and program implementation, consult with specific tribes on issues, and positively impact those within departmental custody. CIPAC is the cornerstone of our government-to-government relationship.

An example of the work our partnership can produce is the historic agreement between the Tulalip Tribes and the department. As a result of the Tribal Transfer Agreements (SHB 5694), signed into law by Governor Jay Inslee on March 31, 2022, the Tulalip Tribes officially joined us in a collective agreement, allowing individuals convicted in tribal court to serve their sentences in DOC jurisdiction.

The action enables individuals sentenced in tribal courts for longer sentence terms to access the programming and services DOC offers that local jail settings cannot provide. Restorative justice is integral to the Tulalip Tribes' past, present, and future. Addressing and healing the root causes of criminal tendencies, rather than relying merely on punishment to deter future criminal behavior, is a top priority for the tribe. By partnering with DOC, these individuals

will now have access to all the rehabilitative programs that state facilities offer. This access contributes to tribal members'

successful reentry into their community and further shapes efforts to reduce recidivism.

"We find that most crimes our citizens commit



are related to addiction," Tulalip Chairwoman Teri Gobin said. "Addiction is the epidemic of our time, and so often it's driven by trauma, lack of mental health services, or unmet medical needs. Prison offers health care services, programs that allow our people to connect or reconnect with their culture, and education programs."

Other examples of our current work with tribal governments include participating in the Washington State Tribal Opioid and Fentanyl Summit, the National Tribal Opioid Summit, and the Governor's Tribal Leader Social Services Council. This collaborative multi-government work will continue to be a focus.

**Find out more about our work with Tribal Governments >>**



# 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.





# WASHINGTON WAY: HUMANITY IN CORRECTIONS

## THE WASHINGTON WAY PRINCIPLES

### DYNAMIC SECURITY

Build professional and appropriate rapport between staff and incarcerated individuals. Empower staff to prevent issues through increased environmental awareness. Break down the "us vs. them" mentality to create a safer environment and more meaningful and fulfilling jobs for staff.

### NORMALIZATION

Make life inside prison resemble life outside, creating a healthier, more supportive environment where each incarcerated person serves their sentence at the lowest possible security level to better prepare individuals for reintegration into society.



### PROGRESSION

Allow individuals to gradually increase their responsibilities and privileges for showing good behavior and commitment to rehabilitation, motivating them to take responsibility for their actions and work toward their own reintegration into society.



To accomplish DOC's mission of improving public safety by positively changing lives, we've partnered with [Amend at the University of California](#) San Francisco to bring a health-focused approach to transforming correctional culture inside Washington's prisons and reentry centers

The program emphasizes increasing staff wellness while working to better support and prepare incarcerated individuals and residents for their return to society. Amend's primary program partner is the [Norwegian Correctional Service](#), who practice the principle belief that "people go to court to be punished, they go to prison to become better neighbors."

Amend also partners with [California](#), North Dakota, and [Oregon](#), which has enabled DOC to create a multi-state network of correctional professionals working together to improve the culture of our facilities.

Through this partnership and experience, staff have recognized that while we are quite different from Norway, we can take these principles and models and make them our own. We have embarked on this journey, **The Washington Way: Humanity in Corrections.**

Research has shown us that United States prisons have negative physical and mental health impacts on incarcerated individuals, residents, and staff. We're committed to changing that statistic while providing a positive and healthy organizational culture inside the institutions and with an effective approach that guides incarcerated individuals toward rehabilitation and successful reintegration into society. We are working to empower correctional staff to work more actively and directly with incarcerated individuals to make meaningful changes in their lives.

By encouraging new approaches to working with colleagues and incarcerated individuals and providing the tools they need to achieve long-term public safety, we will improve rapport between staff and incarcerated individuals and work toward changing criminal behavior.

The Washington Way draws on international best practices to improve the culture. The department is committed to improving working and living conditions for all who live in, work in, and visit state prisons and improving the working environment for all employees.



While Norway and Washington are very different, the core of their model is the same as ours: When we treat one another with respect, our environment will change for the better.

### WHAT WE'RE TRYING TO ACHIEVE:

- **Wellness of Staff and the Population We Serve:** Increase the health and well-being outcomes of people who live and work in state prisons by improving the working environment through staff training, enhancing the facilities, and focusing on reducing trauma and toxic stress.
- **Public Safety:** Return people as better neighbors and family members who are set up to thrive, reducing recidivism and increasing public safety.
- **Trauma-Informed Organization:** Reduce incidents of use of force, staff assaults, overdoses, self-harm, homicides, suicides, grievances, self-isolation, and mental health crisis bed admissions.

**Learn more about our partnership with Amend >>**



# WASHINGTON WAY: HUMANITY IN CORRECTIONS IN ACTION

## WASHINGTON WAY MODEL

Washington Way trains frontline staff to use positive, prosocial interactions to engage with the incarcerated through a model of Resource Teams, Contact Officers, and Activity Teams at facilities, delivering the principles of progression, normalization, and dynamic security.

### >> RESOURCE TEAMS

The Resource Team approach engages the front line correctional officers who have the most frequent interactions with incarcerated individuals in restrictive housing units. The goal is to educate them about mental illness, trauma, and the adverse effects of isolation and provide the team with advanced training in conflict resolution, de-escalation, and techniques to encourage incarcerated individuals to participate in counseling, psychiatric treatment, and social interactions.

This multidisciplinary team includes medical and mental health personnel who focus on providing enhanced programming and an environment that reduces and eventually eliminates the empty and asocial time individuals spend in solitary confinement, thereby promoting social interactions and meaningful activities.

### >> ACTIVITY TEAMS

Derived from the Resource Team approach, Activity Teams are mobile, working throughout the prison with the general population. They are trained and empowered to identify self-isolating incarcerated individuals and other high-risk individuals who need extra support to stay on track and out of restrictive housing. The goal is to support these individuals in engaging in the daily life of the prison, including programming and other prosocial activities.

### >> CONTACT OFFICERS/STAFF

A Contact Officer is a staff member who provides additional support to the general population beyond the culture of dynamic security. Contact Staff provide critical support to incarcerated individuals identified as having an increased risk of victimization, misconduct, or other adverse outcomes and may be at risk of restrictive housing due to recurring minor misconducts, escalating behavioral infractions, or other reasons.

### >> CHANGE AGENTS

A Change Agent is any staff person who is motivated and engaged in improving the culture of their facility. They voluntarily attend additional training and are encouraged to submit staff proposals presenting solutions to common challenges experienced by their colleagues and residents



“This is better. It’s safer. Now we can give people the tools they need to get better. We’re giving them the ability to make progress, to fix themselves. We have a lot less incidents than we used to.”  
SCCC STAFF MEMBER

“[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

“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

## HOW HAS WASHINGTON WAY BENEFITED YOU?

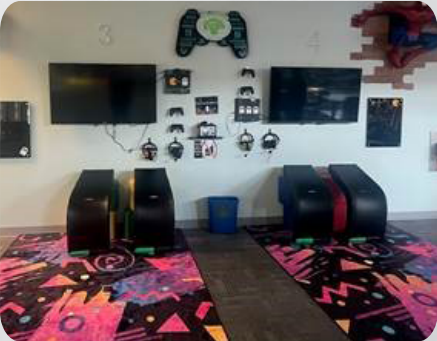
## TRAINING

- Two-hour *Intro to Washington Way* module in Correctional Worker Core, educates new correctional staff on key principles with an emphasis on staff wellness and improving the community for all.
- Annual four-hour session reinforces principles while covering the Washington occupational health crisis, prison safety, and dynamic security. The sessions also seek feedback on improving working and living environments.
- Trauma-informed care training to staff aims to enhance understanding of trauma and its effects on individuals is offered through a partnership with the University of Washington
- Immersive International Training program, funded philanthropically by Amend (UCSF) and in collaboration with the Norwegian Correctional Service, provides staff with a unique opportunity to job shadow and work alongside their counterparts in Norway.
- Cell-to-Cell Virtual Exchange program connects incarcerated individuals and staff members from Norway and the United States over video chat, providing a platform to share experiences and culture and discuss life in incarceration.



## STAFF WELLNESS INITIATIVES

Washington Way seeks and supports staff feedback to improve their working environment. Implemented examples include cultural presentations, improved break rooms, and the creation of the Washington Corrections Center for Women (WCCW) staff sleeping quarter, which is altered as needed due to overtime and weather conditions.





# SUPPORTING STAFF SUCCESS



“I am so impressed with the approach and professionalism our staff model when working through day-to-day operational demands, stressful situations, analyzing the circumstances, and problem solving those to resolution. There is no greater calling than to be of service to others. They do this every day without fail, which remains critical and significant to our success!”

**SCOTT RUSSELL**, Assistant Secretary for Employee & Business Support Services

## RECRUITMENT

DOC’s recruitment team supports our facilities' local Human Resource offices and hiring managers. 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 various multimedia 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. Together, these recruitment efforts produce positive results by providing a larger applicant pool to hire.

## MODERN WORK ENVIRONMENT

In 2016, Executive Order 16-07 called for a modern work environment at all state agencies. When COVID-19 started, the department had made little headway in enacting this order. The pandemic caused us to reevaluate how we were doing our work and fueled a push to create a more modern work environment where teleworking was supported and imperative to keep people safe and healthy. The project team accomplished reworking footprints to include assigned and hoteling workspace options and implementing reservation software. This work provides staff options and reduces our footprint in alignment with Executive Order 14-04.

## PROFESSIONAL DEVELOPMENT

During the 2021 Legislative Session, the Legislature appropriated \$250k in one-time funding 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).

## LEADERSHIP DEVELOPMENT

DOC recognizes the value of good leadership to any organization. To ensure future success, we're focused on building pathways for growth and development opportunities for current and future leaders. The newly created Office of Executive Excellence is developing a succession planning process, an executive mentorship program, a Leadership Academy curriculum, and various other opportunities, such as semi-annual Associate Superintendents' Leadership Summits and Women's Leadership Conferences.





## SUPPORTING STAFF SUCCESS

### TRANSPORTATION ASSISTANCE

We're working to alleviate the impact of the rising cost of transportation by collaborating with transit authorities and bargaining units to increase the subsidization of vanpools. 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

The department has emphasized providing staff respite (sleeping areas) to ease the burden created when overtime is required. We recognize the difficulty and long-term unsustainability for staff working double shifts, commuting home, and returning to a facility eight hours later. To reduce this hardship, 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. We also have prioritized recruitment and retention to help us avoid the need for overtime.

### CHILD CARE SUPPORT SURVEY

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

### COMPENSATION EFFORTS

We've been working with the State Human Resources Office to assist with recruitment and retention. Some items include targeted increases and premium pay for certain job classes. The department also seeks funding annually to help fix inversion and compression inequities due to the collective bargaining process.

Some of the enhancements within the past few years approved for eligible staff include:

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

While we have made significant strides in our compensation efforts, we understand that our work is not yet complete. We are committed to continuously monitoring market trends, engaging in the collective bargaining process, and working with the State Human Resources Office, the Office of Financial Management, and our legislative partners to ensure our employees are fairly compensated.



“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



# ADVOCATING FOR FULLY FUNDED PRISON & COMMUNITY STAFFING MODELS

DOC operates 24 hours per day, 365 days a year. Yet, we do not receive the full funding required to support the staffing costs associated with running round-the-clock prison facilities or support the increasing community supervision caseloads. Funding for staff is based on legislatively approved custody staffing and community supervision workload models developed more than 30 years ago.

After an independent review of the custody staffing model in 2019, the department has continually requested funding to provide the required coverage for custody staff taking vacation leave, sick leave, or mandatory training absences. However, since 2020, the department has only been provided partial funding, and these relief needs have only increased year over year.



To mitigate this shortfall, the department must often divert custody staff from other areas, such as recreational programs, family-friendly events, and visits with loved ones, because there is not enough available staff to cover absences in essential posts and safely operate those programs simultaneously.

Canceling programming due to minimal staff coverage has direct and detrimental effects on the incarcerated population. Programming provides consistent structure and is, in part, an essential strategy to minimize idle downtime. This idleness is a major driver of challenging behavior and the introduction of contraband (i.e., illegal

drugs, alcohol, weapons), leading to a less safe environment for both those in custody and our staff. Staying connected and strengthening bonds with parents, spouses, children, and other loved ones is vital to preparing individuals with the critical support they need to transition back into the community. Eliminating these opportunities for connection can severely impact their chances of success.

Another issue arising from underfunded custody relief is mandatory overtime - when a custody

officer is required to work an additional shift immediately following their regular shift to fill a vacant post. Ongoing and mandatory overtime has significant negative impacts on workers. It affects their sleep and stress levels, leading to physical issues like higher blood pressure, weight gain, and increased risks of cardiovascular diseases and mortality. Psychologically, it raises rates of depression and anxiety while also impairing decision-making, impulse control, and memory. These combined stressors can result in higher instances of domestic violence due to increased family stress and reduced impulse control. In 2019, when the department asked staff the primary reason they chose to leave their position, 32% stated scheduling was the primary reason.

+3.2

More hours per month are spent by Community Correction Officers supervising people convicted of violent crimes than in 2004.

The community supervision workload model has remained essentially unchanged since its establishment in 2004. This model does not reflect the workload increase associated with Washington’s progressive correctional practices and numerous policy changes, including swift and certain sanctioning, supervision compliance credits, expanded eligibility for victim services, and iCoach. An independent workload study assessment conducted in 2021 developed an updated staffing model, finding community corrections officers spent approximately 3.2 more hours per month supervising people convicted of violent crimes than in 2004.

Until we can fully fund and adopt the revised models, the department will continue to struggle with overleveraging our staff as ongoing and mandatory overtime are required, managing caseloads and providing the level of supervision required by law, all of which risks negatively impacting safety both in our facilities in our communities.

We recognize the burden this puts on our staff and the critical consequences correction fatigue and burnout can lead to. As Washington Way informs us, the life expectancy of a corrections officer is 16 years shorter compared to the general public, with higher rates of substance use disorder and a prevalence of post-traumatic stress disorder (PTSD) symptoms. In our commitment to a *Healthy, Engaged Workforce*, we continue advocating for the legislature to adopt and fund our revised staffing models so our staff can enjoy a healthy working environment and work-life balance.

1,067,383

Total overtime hours of custody officers at prison facilities in FY 2024.

Includes **72,000** mandatory overtime hours.



# 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

For the department's work of creating good neighbors, we advocate for an investment in people through an integrated reentry model that focuses on individual needs. This comprehensive approach leverages connections to state, local, and community-based resources and mentors to stabilize individuals and ease their transition back into the community. We understand that successful reentry begins at reception. Building on the successes of the Second Chance Act – Continuum of Care (SCA-COC), we have developed an Integrated Reentry model that includes a facility phase, transition phase, and community phase, ensuring a holistic approach to reentry.

## THE FACILITY PHASE

Begins at reception with continuous case planning, orientation, evidence-based programs and treatment, education, and employment readiness. We use the Washington State risk assessment tool to assess the individual's criminogenic risks and programmatic needs.

Moreover, the Individual Reentry Plan is designed to empower the individual, allowing them to take an active role in their reentry. It helps them prepare for their return by identifying and setting SMART goals that align with their personally crafted plans.

## 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.



## REENTRY AT DOC

Services include education, programming, treatment, and work readiness. Reentry services exist in all 11 prisons and 12 reentry Centers. A staff of 108 navigators help coordinate connections to:

- Education
- Essential needs
- Housing
- Healthcare
- Parenting
- Workforce development (jobs)
- Community resources and connections



# 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 by 2030.

A national initiative, Reentry 2030 aims to dramatically improve reentry success for people exiting prison and those under supervision.

The deck is stacked against the roughly 5,000 people leaving our state prisons yearly. Finding affordable housing, especially in Western Washington, can be daunting. Getting a job is extremely challenging since a felony conviction is an immediate disqualifier for many employers. There are barriers to accessing many other basic

needs in society that most of us take for granted.

The optimism someone feels at the prospect of a better life after release and the determination to make the most of their second chance can quickly morph into frustration, hopelessness, and ultimately, desperation. Unfortunately, the statistics tell us that roughly one in three people will be arrested and convicted of a new crime within three years of release.

With tremendous potential to revolutionize the future of reentry, DOC has signed onto Reentry 2030, a national initiative that holds new promise for justice-impacted individuals.

Backed by the support of the Bureau of Justice Assistance and the Council of State Governments, Reentry 2030 emphasizes the importance of providing holistic support to individuals during their transition, encompassing job placement and skills training, mental health services, substance abuse treatment, and access to stable housing. Reentry 2030 sets the stage for meaningful and lasting change by recognizing and addressing the social

determinants of health.

By 2030, our goal is to not release any individuals into homelessness, ensure that 40% of people leaving prisons are employed within six months of release, and sign up 100% of eligible individuals for Medicaid.

Critics may label this "soft on crime," but Reentry 2030 acts on what the data shows us will improve public safety. Of individuals currently in our state prisons, 96% will eventually leave and return to our neighborhoods.

We believe in equipping people with the skills they need to be productive members of society, and Reentry 2030 will be another vital tool for creating good neighbors.



## A FUTURE OF REENTRY THAT IS:

### HUMAN CENTERED

State leaders incorporate the perspectives of people who have gone through the reentry process to design reentry systems with their needs and the barriers they face in mind. This is necessary to understand and overcome longstanding inefficiencies and fragmentation in reentry services and policies.

### COORDINATED

Leaders across service systems and at the federal, state, and local levels are each fully engaged in their role as part of a collective, comprehensive set of supports promoting reintegration.

### TRANSPARENT

States set public goals and metrics and report out regularly and consistently on progress.

### EQUITABLE

Data-informed decisions drive investments to the people and communities with the most need.

Learn more about Reentry 2030 >>

## REENTRY 2030 ASPIRES 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.



# REENTRY PROGRAMS GROW SKILLS

DOC provides many agency and volunteer operated programs to incarcerated individuals and supervisees to constructively occupy their time with us and provide opportunities for positive personal growth. While our programming changes frequently, the following is a non-exhaustive list of what we offer:

## FAMILY & RELATIONSHIP PROGRAMS

- BOY SCOUTS BEHIND BARS
- EMOTION COACHING
- [GIRL SCOUTS BEYOND BARS](#)
- [INSIDE OUT DADS](#)
- LONG DISTANCE DADS
- [PARENT/TEACHER CONFERENCING](#)
- [PARENTING INSIDE OUT ®](#)
- PARTNERS IN PARENTING
- PREPARING FOR RELEASE
- RELATIONSHIP ENRICHMENT
- [RESIDENTIAL PARENTING PROGRAM](#)
- [STRENGTH IN FAMILIES](#)



## LEARNING & WORKING PROGRAMS

- BIKE REFURBISHING
- [BRAILLE SERVICES](#)
- ENGLISH AS A SECOND LANGUAGE (ESL)
- [FREEDOM EDUCATION PROJECT PUGET SOUND](#)
- [PELL GRANT](#)
- [SUSTAINABILITY & ENVIRONMENTAL PERFORMANCE](#)
- [SUSTAINABILITY IN PRISONS PROJECT \(SPP\)](#)
- WASHINGTON COLLEGES IN PRISON PROGRAM
- [WORK CREWS](#)

## RELIGIOUS, SPIRITUAL & CULTURAL PROGRAMS

- [AFRICAN AMERICAN HISTORY](#)
- AFRICAN AMERICAN LITERATURE
- [ASIAN PACIFIC ISLANDERS \(API\) GROUPS](#)

- [ASTARA](#)
- [BAHA'I](#)
- [BAPTIST](#)
- [BLACK PRISONERS CAUCUS \(BPC\)](#)
- [CEATL TONALLI AZTECAN GROUP](#)
- [CHRISTIAN SCIENCE](#)
- [CHURCH OF SATAN](#)
- [DRUIDRY](#)
- [EASTERN OR GREEK ORTHODOX](#)
- [GNOSTICISM](#)
- [HINDUISM](#)
- [HISPANIC CULTURAL HERITAGE](#)
- [ISLAM](#)
- [JEHOVAH'S WITNESS](#)
- [JUDAISM](#)
- [KAIROS PRISON MINISTRY](#)
- [KRISHNA CONSCIOUSNESS](#)
- [MESSIANIC JUDAISM](#)
- [MORMONISM & LATTER DAY SAINTS](#)
- [NATIVE AMERICAN/TRIBAL](#)
- [NONDENOMINATIONAL CHRISTIANITY](#)
- [ODINISM](#)
- [PAGANISM](#)
- [PRISONERS FOR CHRIST](#)
- [PROTESTANTISM](#)
- [RASTAFARIANISM](#)

- [ROMAN CATHOLICISM](#)
- [SEVENTH DAY ADVENTIST](#)
- [SIKHISM](#)
- [WICCA](#)

## THERAPEUTIC & SUPPORT PROGRAMS

- [ALCOHOLICS ANONYMOUS \(AA\)](#)
- ALTERNATIVES TO AGGRESSION (A2A)
- [ALTERNATIVES TO VIOLENCE \(AVP\)](#)
- CAT PROGRAMS
- [CELEBRATE RECOVERY](#)
- [DOG PROGRAMS](#)
- [FREEDOM PROJECT](#)
- MOVING ON
- [NARCOTICS ANONYMOUS \(NA\)](#)
- REDEMPTION PROJECT
- [SEX OFFENSE TREATMENT AND ASSESSMENT](#)
- [SUBSTANCE ABUSE TREATMENT](#)
- [THE IF PROJECT](#)
- [THINKING FOR A CHANGE \(T4C\)](#)
- [TOASTMASTERS INTERNATIONAL](#)
- VETERANS PROGRAMS
- [YOGA BEHIND BARS](#)



“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 of Reentry



# INNOVATING SUPERVISION

iCoach: individualized, community-oriented, accountability, collaborative help

DOC has successfully implemented a new, transformative model of supervision. iCoach aims to positively impact individuals who are fulfilling their sentences and reentering the community by utilizing trauma-informed, responsive coaching through increased supervisory engagement and fostering stronger relationships with those under our care.



Two philosophies, backed by the most recent science, drive this new model: community reintegration and enhanced supervision. iCoach provides more support and advocacy for those within the criminal justice system earlier in their reentry process and throughout their supervision.



The Sentencing Guidelines Commission Report shows that resources and activities dedicated to the transition and release of individuals within the first 90 to 120 days are critical to an individual's success in the community. This is because people are at the highest risk of re-offending within the first year after release from prison.

While our work has always focused on reentry, transition, and case management services, iCoach provides additional structure for our staff. This empowers them to play a pivotal role in transforming supervision from a "surveil, detect, and notify" model into one focused on coaching and aiding reintegration into communities.



To achieve this, iCoach provides new training for staff to advance their skills for interacting with individuals, providing trauma-informed services, connecting individuals to resources, and assisting in the individual's development of basic life skills during this critical period. The additional time and resources iCoach provides will allow staff to transition individuals back into the community more safely and effectively, increasing their opportunity for success.



“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 of Community Corrections

## ICOACH PHILOSOPHIES

### ENHANCED SUPERVISION MODEL

Positively impact those we supervise through improved responsiveness and trauma-informed coaching by:

- Providing supervised individuals with coaching, advocacy, and assistance in accessing services to support their success in the community.
- Training staff in the use of coaching, responsiveness to the individual's needs, service delivery, and advocacy for the supervised individual.
- Focusing on the supervised individuals and tailoring case management approaches and support functions to meet the identified needs of the supervised individual.

### COMMUNITY REINTEGRATION SUPERVISION MODEL

View the reintegration period not as a punitive phase but as one of critical support by:

- Providing programs, resources, and services early in the reentry process to help strengthen the individual's stability and skills when they are most at risk of reoffending.
- Focusing on frequent contacts to monitor, advocate, coach, build professional rapport, increase supervision engagement, and encourage successful reentry.

## ICOACH PRINCIPALS

**ACCOUNTABILITY** – Apply consequences swiftly and certainly to violation behavior, including high and low-level sanctions, arrests, and confinement for short-term community safety.

**INCREASING MOTIVATION** – Use the evidence-based Risk-Needs-Responsivity (RNR) model, which pays attention to an individual's personal strengths, learning style, personality, and bio-social characteristics (e.g., race, gender) to tailor the coaching approach to the individual. Celebrate successes, and when eligible, apply Supervision Compliance Credits.

**REINTEGRATION SUPPORT** – Front-load resources, services and programs to support reentry into the community from the facility.

**ENGAGEMENT** – Establish a professional relationship with the supervised individual to increase trust. Use trauma-informed coaching techniques to guide and support them in developing specific skills based on their highest assessed needs to overcome barriers and achieve their pro-social goals.



# DIVISIONAL SUPPORT

While the department's strategic priorities and goals provide the big picture, each division commits to specific responsibilities and objectives tailored to support our overall direction.

The following plans outline what each division or administration has identified and is working toward to have the most significant impact on achieving our greater goals.





Strategic Priority

Goal

Strategy

Safe & Humane  
Systems



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.

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.

EDIR Culture



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

Incorporate Equity, Diversity, Inclusion and Respect into career development practices across DOC.

Reduce systemic and personal barriers to equity.

Healthy, Engaged  
Workforce



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

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.

Successful Transitions



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

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.






DOC | Budget, Strategy & Technology

Priority & Goal

Strategy

Objective

Key Performance Measures

Safe & Humane Systems 		EDIR Culture 		Healthy, Engaged Workforce 	
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.		Eliminate disparities by implementing our pro-equity, anti-racism framework and reinforcing a culture where every person is welcomed and feels they belong.		Foster a supportive work environment that promotes wellness and combats corrections fatigue.	
Utilize multi-disciplinary teams and data-driven solutions to enhance working and living conditions.		Reduce systemic and personal barriers to equity.		Support a positive work-life balance by ensuring adequate staffing.	Provide appropriate training and professional development opportunities to staff.
Limit facility condition index scores for critical systems across all facilities to less than a 2% increase each fiscal year.	Implement at least 3 new and emerging technologies by June 30, 2027.	Develop a plan that aligns practices for collecting and using race, gender, and other similar demographic data of staff and justice-involved individuals to state and national standards by June 30, 2025.	Expand the availability of accessibility tools and services such as ADA accommodation requests, language access services, internet access (with restricted permissions), and educational devices for justice-involved individuals and staff by June 30, 2025.	Increase Information Technology (IT) Full Time Employees (FTEs) by 30% by June 30, 2026.	Educate DOC staff on Budget Strategy and Technology work and software systems by conducting at least 15 trainings, workshops, and/or roadshows by June 30, 2025.
<ul style="list-style-type: none"><li>Facility index scores</li><li>Project status of OMNI/ CIMS replacement</li><li>Project status of HCMACS program upgrade</li><li>Project status of Research Data and Analytics infrastructure project</li><li>Project status of Windows 10 replacement</li></ul>		<ul style="list-style-type: none"><li>Plan developed - Y/N</li></ul>	<ul style="list-style-type: none"><li># of staff trained in Asset Planner Service Requests</li><li># of facilities with internet access for incarcerated individuals (<i>with restricted permissions</i>)</li><li># of educational devices for incarcerated individuals</li><li># of language access tools/services for justice involved individuals</li></ul>	<ul style="list-style-type: none"><li># of positions created</li><li># of FTEs hired</li><li>Assessment of current IT skill capabilities – Y/N</li><li>Funds secured for new FTEs - Y/N</li></ul>	<ul style="list-style-type: none"><li># of trainings held</li><li># of workshops held</li><li># of roadshow stops</li></ul>







DOC | Community Corrections

Priority & Goal

Strategy

Objective

Key Performance Measures

Safe & Humane Systems 		EDIR Culture 	Healthy, Engaged Workforce 		Successful Transitions 	
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.		Eliminate disparities by implementing our pro-equity, anti-racism framework and reinforcing a culture where every person is welcomed and feels they belong.	Foster a supportive work environment that promotes wellness and combats corrections fatigue.		Provide personalized support to justice-involved individuals, including the knowledge, skills, and abilities to successfully reenter their communities and thrive as better neighbors.	
Incorporate coaching and mentoring into staff and client interactions.		Reduce systemic and personal barriers to equity.	Provide appropriate training and professional development opportunities to staff.	Evaluate and adopt effective recruitment and retention strategies.	Align efforts across state agencies and community partners for successful community integration.	
Decrease the rate of secretary's warrants per 100 supervised individuals to 6 per 100 by June 30, 2025.	Increase the rate of supervised individuals meeting minimum contact requirements by 10% by June 30, 2025.	Reestablish Diversity Advisory Councils (DACs) in all sections by March 31, 2025.	Create and implement a field training resource manual by June 30, 2025.	Reduce average timeframe for hiring new employees to 60 days by December 31, 2024.	Increase number of community resources available to field offices by June 30, 2025.	Increase violator capacity in local jails by June 30, 2025.
<ul style="list-style-type: none"><li>• Rate of secretary's warrants per 100 supervised individuals</li><li>• Variance in rate of secretary's warrants across CCD sections</li></ul>	<ul style="list-style-type: none"><li>• Rate of individuals meeting minimum contact requirements</li><li>• Variance in rate of meeting contact standards across CCD sections</li></ul>	<ul style="list-style-type: none"><li>• # of reestablished Diversity Advisory Councils</li></ul>	<ul style="list-style-type: none"><li>• Status of field training manual development</li><li>• % of staff trained in use of field training resource manual</li></ul>	<ul style="list-style-type: none"><li>• # of days from recruitment to hire</li></ul>	<ul style="list-style-type: none"><li>• Statewide Resource Guide created - Y/N</li><li>• # of services offered:<ul style="list-style-type: none"><li>– Groups</li><li>– Classes</li><li>– Evaluations</li><li>– Orientations</li></ul></li></ul>	<ul style="list-style-type: none"><li>• % of violators housed in their county of supervision</li><li>• # of contracted jails</li></ul>






DOC | Employee & Business Support Services

Priority & Goal

Strategy

Objective

Key Performance Measures

Safe & Humane Systems 		EDIR Culture 	Healthy, Engaged Workforce 
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.		Eliminate disparities by implementing our pro-equity, anti-racism framework and reinforcing a culture where every person is welcomed and feels they belong.	Foster a supportive work environment that promotes wellness and combats corrections fatigue.
Integrate trauma-informed practices and uphold recovery and rehabilitation principles with a solutions-focused mindset.		Incorporate coaching and mentoring into staff and client interactions.	Reduce systemic and personal barriers to equity.
Support a positive work-life balance by ensuring adequate staffing.			
Achieve 90% EBSS staff participation in trauma-informed care learning activities by June 30, 2025.		Engage 15% of EBSS staff in mentorship activities by June 30, 2025.	Develop an equitable training and tuition framework for staff by June 30, 2025.
Identify and adopt 25 new strategies and tools that improve quality and resource efficiency for staff by June 30, 2025.			
<ul style="list-style-type: none"><li># of employees completed LMS training</li><li># of employees completed outside vendor training</li></ul>		<ul style="list-style-type: none"><li># of employees engaged in formal mentorship program</li><li># of employees engaged in informal mentorship activities</li></ul>	<ul style="list-style-type: none"><li>Project status</li></ul>
<ul style="list-style-type: none"><li># of new strategies adopted</li><li># of tools/resources developed</li><li># of significant improvements adopted</li></ul>			







Priority & Goal

Strategy

Objective

Key Performance Measures

Safe & Humane Systems 			EDIR Culture 	Healthy, Engaged Workforce 		Successful Transitions 
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.			Eliminate disparities by implementing our pro-equity, anti-racism framework and reinforcing a culture where every person is welcomed and feels they belong.	Foster a supportive work environment that promotes wellness and combats corrections fatigue.		Provide personalized support to justice-involved individuals, including the knowledge, skills, and abilities to successfully reenter their communities and thrive as better neighbors.
Utilize multi-disciplinary teams and data-driven solutions to enhance working and living conditions.		Incorporate coaching and mentoring into staff and client interactions.	Reduce systemic and personal barriers to equity.	Support a positive work-life balance by ensuring adequate staffing.	Evaluate and adopt effective recruitment and retention strategies.	Align efforts across state agencies and community partners for successful community integration.
Increase and maintain the number of resolutions resolved at the informal level to 85% June 30, 2027.	Increase and maintain the percent of completed Health Services intake processes at WCC & WCCW within 14 days of reception to 95% by June 30, 2027.	Implement utilization of the Coaching Habit model at the facility level with Health Services Managers, Facility Medical Directors, and Registered Nurse 4 positions by June 30, 2027.	Improve patient access to care by June 30, 2027.	Increase the ratio of DOC-employed nurses to funded full-time equivalent nurse positions to 90% by June 30, 2027.	Develop and implement comprehensive onboarding protocols for all positions by June 30, 2027.	Ensure a 95% compliance rate of the standard process for patients to be released with a 90-day supply of prescribed medication by June 30, 2027.
<ul style="list-style-type: none"><li># of Level 0 resolutions without Level 1 appeals after 10 business day window</li></ul>	<p>Across all intake facilities:</p> <ul style="list-style-type: none"><li>% of initial physical examinations within 14 days</li><li>% of initial dental screenings within 14 days</li><li>% of mental health assessments as required by policy within 14 days</li></ul>	<ul style="list-style-type: none"><li>% of Health Services Managers, Facility Medical Directors, and Registered Nurse 4 staff trained</li><li>% Answered "Yes" on Implementation Survey: "Are you utilizing <i>The Coaching Habit</i> in your work?"</li></ul>	<ul style="list-style-type: none"><li># of Primary Care Provider and Registered Nurse encounters</li><li># Primary Care Provider and Registered Nurse backlog items</li></ul>	<ul style="list-style-type: none"><li># DOC funded Registered Nurses and Licensed Practical Nurses</li><li># Total funded Registered Nurse and Licensed Practical Nurse full-time equivalent positions</li></ul>	<ul style="list-style-type: none"><li># of work areas with comprehensive onboarding protocols</li><li># of total defined work areas in HS</li></ul>	<ul style="list-style-type: none"><li># of patients released with 30-day supply of medication and two written prescriptions</li><li># of released patients requiring medication supply</li></ul>







DOC | Men's Prisons

Priority & Goal

Strategy

Objective

Key Performance Measures

Safe & Humane Systems 			EDIR Culture 		Healthy, Engaged Workforce 	Successful Transitions 
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.			Eliminate disparities by implementing our pro-equity, anti-racism framework and reinforcing a culture where every person is welcomed and feels they belong.		Foster a supportive work environment that promotes wellness and combats corrections fatigue.	Provide personalized support to justice-involved individuals, including the knowledge, skills, and abilities to successfully reenter their communities and thrive as better neighbors.
Utilize multi-disciplinary teams and data-driven solutions to enhance working and living conditions.			Incorporate Equity, Diversity, Inclusion and Respect into career development practices across DOC.	Reduce systemic and personal barriers to equity.	Support a positive work-life balance by ensuring adequate staffing.	Align efforts across state agencies and community partners for successful community integration.
Decrease the average rate of violent incidents per 1,000 incarcerated individuals by 10% by June 30, 2026.	Reduce dangerous and drug related contraband discovered by 10% by June 30, 2026.	Conduct 15 Solitary Confinement Transition Plan educational activities by December 31, 2024.	Evaluate hiring and promotion policies and procedures that create barriers or inequitable practices by June 30, 2025.	Achieve 100% gender affirming compliance by June 30, 2025.	Improve retention rate by 10% by June 30, 2026.	Expand the number of volunteers and programs within each facility by June 30, 2025.
<ul style="list-style-type: none"><li>Average rate of violent incidents per 1,000 incarcerated individuals at DOC</li><li>Average rate of violent incidents per 1,000 incarcerated individuals by facility</li></ul>	<ul style="list-style-type: none"><li>Ratio of drugs discovered/# of cell searches</li><li>Ratio of serious contraband discovered/# of cell searches</li><li># of positive urinary analyses</li></ul>	<ul style="list-style-type: none"><li># of townhalls</li><li># of Executive Leadership facility "walk-about"</li><li># of communications</li></ul>	<ul style="list-style-type: none"><li>Workgroup created - Y/N</li><li># of policies evaluated</li><li># of processes evaluated</li></ul>	<ul style="list-style-type: none"><li>Rate of Property Request Compliance for transgender individuals</li><li># cross-gender searches</li><li># of resolutions resulting in corrective actions (as determined by appointing authority)</li><li># of staff completing cultural fluency training course</li></ul>	<ul style="list-style-type: none"><li>Rate of retention</li><li># of stay interviews conducted</li><li># of exit interviews conducted</li></ul>	<ul style="list-style-type: none"><li># of approved volunteers</li><li># of volunteers completing training</li><li># of programs in each facility</li><li># of completed facility action plans</li></ul>







DOC | Reentry

Priority & Goal

Strategy

Objective

Key Performance Measures

Safe & Humane Systems 	EDIR Culture 	Healthy, Engaged Workforce 	Successful Transitions 		
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.	Eliminate disparities by implementing our pro-equity, anti-racism framework and reinforcing a culture where every person is welcomed and feels they belong.	Foster a supportive work environment that promotes wellness and combats corrections fatigue.	Provide personalized support to justice-involved individuals, including the knowledge, skills, and abilities to successfully reenter their communities and thrive as better neighbors.		
Integrate trauma-informed practices and uphold recovery and rehabilitation principles with a solutions-focused mindset.	Reduce systemic and personal barriers to equity.	Support a positive work-life balance by ensuring adequate staffing.	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.
Increase percent of reentry staff attending trauma informed activities by 10% by June 30, 2025.	Reduce barriers to programming access by June 30, 2025.	Decrease vacancy rates 10% by June 30, 2025.	Implement Reentry Executive Order 24-03 by December 31, 2024.	Sign on to Reentry 2030 by September 1, 2025.	Increase percentage of individuals releasing with Individual Reentry Plans by 25% by June 30, 2025.
<ul style="list-style-type: none"><li># of staff completed trainings (<i>non-annual in service</i>)</li><li># of staff participating in facilitated trauma informed discussions</li><li># of staff attending facilitated reentry simulation</li></ul>	<ul style="list-style-type: none"><li># submitted monthly program inventories by facilities</li></ul>	<ul style="list-style-type: none"><li># positions filled</li><li>Vacancy rate by job class:<ul style="list-style-type: none"><li># due to promotion</li><li># due to separation (<i>minus retirement</i>)</li><li># due to retirement</li></ul></li></ul>	<ul style="list-style-type: none"><li>Executive Order signed – Y/N</li><li># of agency and community partner engagements</li><li># of Interagency Agreements and Memorandum of Agreements</li></ul>	<ul style="list-style-type: none"><li>Reentry 2030 signed – Y/N</li></ul>	<ul style="list-style-type: none"><li># completed Individual Reentry Plans<ul style="list-style-type: none"><li># Transition</li><li># Community</li></ul></li><li># Lifeskill class participants</li><li># Lifeskill class completions</li></ul>





Priority & Goal


Strategy


Objective

Key Performance Measures

Safe & Humane Systems 			
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.			
Utilize multi-disciplinary teams and data-driven solutions to enhance working and living conditions.			
Expand normalization environments, progression, and humanization efforts by June 30, 2025.	Achieve 100% gender affirming compliance by June 30, 2025.	Develop and Implement WPD policies and procedures by June 30, 2025.	Involve 15% of WPD staff in coaching or mentorship activities by June 30, 2025.
<ul style="list-style-type: none"><li># of facility modifications</li><li># of nature spaces</li><li># of normalization activities</li><li># visitation standard operating procedures updated</li></ul>	<ul style="list-style-type: none"><li># of staff completing cultural fluency training course</li><li># of processes and procedures developed</li><li># of staff trained on transgender protocols</li><li>% of property compliance for transgender individuals</li></ul>	<ul style="list-style-type: none"><li># of policies developed</li><li># of standard operating procedures developed</li><li># of policies Implemented</li><li># of staff trained</li></ul>	<ul style="list-style-type: none"><li># of Correctional Officer Field training Program completions</li><li># of participates in Office of Executive Excellence coaching or mentorship programs</li><li># of staff involved in Washington Way Change Agent Activities</li></ul>

EDIR Culture 
Eliminate disparities by implementing our pro-equity, anti-racism framework and reinforcing a culture where every person is welcomed and feels they belong.
Reduce systemic and personal barriers to equity.
Reduce resolution requests associated with unprofessional conduct by 25% by June 30, 2025.
<ul style="list-style-type: none"><li># of resolution requests at WCCW</li><li># of resolution requests at MCCCW</li><li># of resolutions resulting in corrective or disciplinary action (as determined by Appointing Authority)</li></ul>

Healthy, Engaged Workforce 	
Foster a supportive work environment that promotes wellness and combats corrections fatigue.	
Evaluate and adopt effective recruitment and retention strategies.	
Evaluate current staffing model and review recommendations by June 30, 2025.	Improve retention rate by 25% by July 1, 2025.
<ul style="list-style-type: none"><li>Status of Bona Fide Occupational Qualification (BFOQ) position project</li><li>Decision packages submitted Y/N</li></ul>	<ul style="list-style-type: none"><li>Retention rate<ul style="list-style-type: none"><li>New</li><li>Tenured</li></ul></li><li>Turnover rate<ul style="list-style-type: none"><li>% Promotions</li><li>% Separations</li><li>% Retirement</li></ul></li><li>Employee Engagement Survey satisfaction %</li></ul>

Successful Transitions 
Provide personalized support to justice-involved individuals, including the knowledge, skills, and abilities to successfully reenter their communities and thrive as better neighbors.
Work with our partner agencies to increase services that address social determinants of health.
Achieve 98% participation in mandatory programs such as General Education Diploma (GED)/High School 21 (HS21), Beyond Violence/Cognitive Behavioral, and Substance Abuse Treatment by June 30, 2025.
<ul style="list-style-type: none"><li>% of participation in mandatory programs</li><li># of program cancellations</li></ul>



# Thank You!

Together, we are committed to building safer, more equitable communities through continuous improvement, compassion, and collaboration.

