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<b>Strategic Anchors</b>	<b>Mission</b> <i>To improve public safety by positively changing lives</i>		<b>Commitment</b> <i>To operate a safe and humane corrections system and partner with others to transform lives for a better Washington</i>				<b>Vision</b> <i>Working together for safer communities</i>		
	<b>Values</b> <i>Cultivate an Environment of Integrity and Trust / Respectful and Inclusive Interactions / People's Safety / Positivity in Words and Actions / Supporting People's Success</i>								
<b>The Washington State Department of Corrections fundamentals map was developed by those staff closest to the work</b>									
<b>Goals</b>	<b>Improve Lives</b>			<b>Keep People Safe</b>		<b>Engage and Respect Employees</b>	<b>Achieve Organizational Excellence</b>		
<b>Objectives</b>	Decrease the first-year rate of return to institutions from 12% to 10% by 2023		Establish continuity of care plans for 40% of releasing incarcerated individuals with a substance use disorder, mental health, and/or chronic care condition by 2023		Decrease the rate of violence from 0.93 to 0.90 per 100 incarcerated individuals at prison facilities by 2022	Increase the rate of supervised individuals reporting from 64% to 70% by 2023	Increase the Equity, Diversity, Inclusion and Respect Index from 59% to 63% by 2023	Provide full and partial confinement options within 100% of capacity by 2023	Establish Integrated Outcome Based Management in 100% of Divisions by 2020
<b>Strategies</b>	<ul style="list-style-type: none"> <li>Maximize Use of Programs</li> <li>Create Individualized Case Management Plans</li> <li>Increase Job Experience Opportunities</li> <li>Collaborate with Reentry &amp; Community Resources</li> <li>Create Pathways to Post Release Resources</li> <li>Increase Use of Behavior Observation Entries (BOE)</li> </ul>	<ul style="list-style-type: none"> <li>Increase Programming Options in the Community</li> <li>Utilize Continuous Case Management Principles Fully</li> <li>Increase Individuals Receiving Reentry Transition Services</li> </ul>	<ul style="list-style-type: none"> <li>Create Structured Continuity of Care Plans</li> <li>Adopt an Interagency, Multi-disciplinary Team Approach to Continuity of Care Planning</li> <li>Coordinate Release Planning With Managed Care Organizations</li> <li>Develop Electronic Health Records</li> </ul>	<ul style="list-style-type: none"> <li>Engage Community Partners Prior to Release to Maximize Access to Care</li> <li>Establish Continuity of Care Practices</li> <li>Document Continuity of Care Planning</li> <li>Develop Process &amp; Training on Special Populations</li> </ul>	<ul style="list-style-type: none"> <li>Maximize CBI Capacity</li> <li>Reduce Contraband Introduction</li> <li>Require Progress in Risk &amp; Needs for Program &amp; Custody Points</li> <li>Engage Incarcerated Population in Violence Reduction Activities</li> <li>Provide Staff Training to Improve Case Management</li> <li>Manage Incarcerated Betterment Account</li> <li>Improve Incarcerated Technology Products</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate Violation Behavior Response</li> <li>Explore Alternatives to Confinement</li> <li>Implement Failure to Report Pilot Statewide</li> <li>Reduce Barriers to Supervision Success</li> <li>Implement Statewide Negotiated Sanctions Process</li> <li>Centralize Records Functions</li> </ul>	<ul style="list-style-type: none"> <li>Hire, Train, Promote &amp; Recognize to DOC Core Values</li> <li>Deploy Quarterly EDIR Index Survey &amp; Develop Action Plans</li> <li>Mentoring &amp; Coaching</li> <li>Develop Succession Planning</li> <li>Increase Meaningful Evaluations</li> <li>Implement LNI Claims Management System</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for Capacity Needs</li> <li>Provide Facility Assessments</li> <li>Conduct Studies for Security Electronics &amp; Energy</li> <li>Develop Funding Proposals &amp; Decision Packages</li> </ul>	<ul style="list-style-type: none"> <li>Engage Employees With Fundamental Maps</li> <li>Develop Division Business Plans</li> <li>Establish Quarterly Results Reviews</li> <li>Train &amp; Support Results Facilitators</li> <li>Utilize Project Management</li> <li>Evaluate IT Systems</li> <li>Leverage Internal Research</li> </ul>
<b>Programs</b>	<ul style="list-style-type: none"> <li>Education</li> <li>Work Skills Training</li> <li>Cognitive Behavioral Intervention (CBI)</li> <li>Transition Services</li> </ul>	<ul style="list-style-type: none"> <li>Religious Services</li> <li>Vocational Training</li> <li>Family Reunification</li> <li>Victim Services</li> <li>Work Release</li> <li>Case Management</li> </ul>	<ul style="list-style-type: none"> <li>Sex Offender Treatment &amp; Assessment Program</li> <li>Substance Abuse Recovery Unit</li> </ul>	<ul style="list-style-type: none"> <li>Ancillary Services</li> <li>Reentry Services</li> <li>Medical Services</li> <li>Mental Health Services</li> <li>Dental Services</li> </ul>	<ul style="list-style-type: none"> <li>Security Management</li> <li>Statewide Records</li> <li>CBI</li> <li>Classification</li> <li>Case Management</li> <li>Investigative Operations</li> </ul>	<ul style="list-style-type: none"> <li>Statewide Hearings</li> <li>CBI</li> <li>Law Enforcement Notification</li> <li>Community Response</li> <li>Case Management</li> <li>Statewide Records</li> </ul>	<ul style="list-style-type: none"> <li>Wellness, CISM, Return to Work, Training and Development, Equity &amp; Inclusion, HR Operations</li> <li>Employee Recognition</li> <li>Field Training</li> </ul>	<ul style="list-style-type: none"> <li>Capital Programs</li> <li>Budget</li> <li>Transportation &amp; Extradition</li> </ul>	<ul style="list-style-type: none"> <li>Information Technology (IT) &amp; Governance</li> <li>Enterprise Results</li> <li>Audits, Ethics &amp; Risk</li> <li>Research &amp; Data Analytics</li> <li>Policy</li> </ul>
<b>Core Processes</b>	<ul style="list-style-type: none"> <li>Managing Case Plans</li> <li>Supporting Transition</li> <li>Preparing for Employment</li> <li>Engaging Community Partners</li> </ul>	<ul style="list-style-type: none"> <li>Conducting Assessments &amp; Investigations</li> <li>Providing Programs</li> <li>Expanding &amp; Administering Work Release</li> </ul>	<ul style="list-style-type: none"> <li>Managing Population Health</li> <li>Delivering Health Care</li> </ul>	<ul style="list-style-type: none"> <li>Caring for Special Populations</li> </ul>	<ul style="list-style-type: none"> <li>Supporting Risk/Needs Assessment &amp; Case Management</li> <li>Managing Security Practices</li> <li>Improving Cognitive Self-Change</li> <li>Providing Education Services</li> <li>Managing Statewide Records</li> </ul>	<ul style="list-style-type: none"> <li>Managing Caseloads</li> <li>Performing Field Work</li> <li>Conducting Hearings</li> <li>Responding to Violations</li> </ul>	<ul style="list-style-type: none"> <li>Increasing Employee Engagement</li> <li>Providing Human Resource Services</li> </ul>	<ul style="list-style-type: none"> <li>Managing Capital Assets</li> <li>Managing Budget</li> <li>Managing Capacity</li> </ul>	<ul style="list-style-type: none"> <li>Achieving Results</li> <li>Providing IT Services</li> <li>Managing Risk &amp; Safety</li> <li>Conducting Research &amp; Analysis</li> <li>Governing Information</li> <li>Providing Business Services</li> </ul>
<b>Leading Indicators</b>	<ul style="list-style-type: none"> <li>Programming Hours per Incarcerated</li> <li>Timely Release Plan Investigations</li> <li>Individuals Receiving Post Release Resources</li> <li>Positive to Negative BOEs</li> <li>Individual Release Plans</li> <li>Education Completions</li> </ul>	<ul style="list-style-type: none"> <li>Individuals with Employment Six Months Post Release</li> <li>CI Post Release Employment</li> <li>Incarcerated Unassigned to Program</li> <li>Homelessness</li> <li>Release on Earned Release Date</li> <li>Timely Classification Reviews</li> </ul>	<ul style="list-style-type: none"> <li>Releasing Individuals with Medicaid Applications</li> <li>HS Release Plan Encounters</li> </ul>	<ul style="list-style-type: none"> <li>Medication Assisted Treatment</li> <li>Chronic Care &amp; Cancer Scorecard</li> </ul>	<ul style="list-style-type: none"> <li>Staff at CBI Standards</li> <li>Serious Contraband Discoveries</li> <li>Available CBI Capacity Utilized</li> <li>Search Compliance</li> <li>Available Education Capacity Utilized</li> <li>Risk/Needs Assessments Requiring Reassessment</li> <li>Discretionary Classification Overrides</li> </ul>	<ul style="list-style-type: none"> <li>Timely Supervision Intakes</li> <li>Pre-Hearing Confinement</li> <li>Contact Standards</li> <li>Supervision Tolling Errors</li> <li>Earned Release Date Errors</li> <li>Supervision End Date Errors</li> </ul>	<ul style="list-style-type: none"> <li>PDP Compliance</li> <li>Annual In-Service Completion</li> <li>Academy Completion</li> </ul>	<ul style="list-style-type: none"> <li>Capital Projects with Project Claims</li> <li>Capital Projects Completed On-time &amp; within Scope</li> <li>Office of Financial Management Budget Cycle Deadlines</li> </ul>	<ul style="list-style-type: none"> <li>Response to the Results Index</li> <li>Staff Trained as Results Facilitators</li> <li>Employees Engaged Improvement Efforts</li> <li>IT Systems Single Points of Failure</li> <li>Research &amp; Analytics Projects</li> </ul>