Community Corrections Division
2019–2023 Business Plan
Achieving Results

DEPARTMENT of
Corrections
WASHINGTON STATE

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Executive Summary

> "Engagement during community supervision is vital to supporting positive change in individuals. Engagement also enhances employee and community safety."
>
> Mac Pevey
> Assistant Secretary,
> Community Corrections
> Division

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

Improving public safety by positively changing lives

by helping improve lives today for better communities tomorrow.

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

The DOC goals are the desired results of our work:

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

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

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

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

Strategic Anchors

Department of Corrections
WASHINGTON STATE

Mission

Improving public safety by positively changing lives

Our Commitment

To operate a safe and humane corrections system and partner with others to transform lives for a better Washington

Vision

Working together for safer communities

Our Values

Cultivate an Environment of Integrity and Trust

Corrections values partnership and trust. We foster openness and support courageous conversations. We are committed to doing what we say we are going to do by being accountable and taking personal ownership in our actions.

Respectful and Inclusive Interactions

Corrections appreciates and values individuals by promoting an inclusive and diverse environment, which encourages safety. We respect, value, and listen to the thoughts, feelings, and perspectives of our stakeholders and consider the impact on those we serve as well as each other.

People's Safety

Corrections believes in creating an environment that values physical, mental, and emotional security and well-being. We honor those who advance safety for all.

Positivity in Words and Actions

At Corrections, we assume positive intentions and believe there is a shared desire for the best outcome. We consistently demonstrate positive behavior and always put forth our best effort.

Supporting People's Success

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

Community Corrections Division at a Glance

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

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

- Providing guidance, support and program opportunities for all individuals returning to the community.

- Holding individuals accountable to their conditions of supervision, as they resume life within the community.

- Collaborating with stakeholders and supporting community resources who have a vested interest in successful transition of individuals back into the community.

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

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

Community Corrections Facilities Map

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

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

CCD Organizational Chart

Leadership Team

- Mac Pevey
  Assistant Secretary
- Monica Disetefano
  Executive Assistant
- Kristine Skipworth
  Regional Administrator
- Steve Johnson
  Regional Administrator
- Donta Harper
  Regional Administrator
- Autumn Witten
  Community Corrections Administrator
- Dave Phillips
  Program Administrator

Program Managers

- Shelia Lewallen
  Victim Services
- Brandon Duncan
  Civil Commit/LRA
- Melanie Smith
  LFO/COS/CIR
- Dave Phillips
  CBI/CRU
- Tina Gilmore
  Interstate Compact
- Jacob Bezanson
  LE notification

DOC Goal: Improve Lives

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

Importance

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

Approach

To support successful reentry, CCD staff are responsible for:

- Conducting assessments and investigations (CCOP01)
- Engaging stakeholders (CCOP01)

Measures

Measure	Target	2018
Percent of timely investigation of ORP's in the community	80%	83%
Percent of individuals with employment 6 months post release	TBD	NA
Percent of individuals on active caseload that are homeless	5%	6%

Strategies

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

Action Plan

What	Who	When
Identify evidence based best practices	CCD leadership	Jan 2020
Implement evidence based best practices	CCD leadership	On-going
Develop a more meaningful violation response model	CCD leadership	Jul 2020
Develop additional cognitive intervention programs	CCD leadership	On-going

DOC Goal: Keep People Safe

Objective: Increase the rate of supervised individuals reporting from 64% to 70% by 2023

Importance

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

Approach

To support keeping people safe, CCD staff are responsible for:

- Managing caseloads (CCOP 02)
- Performing field work (CCOP 05)

Measures

Measure	Target	2018
Percent of timely Intakes in the community	90%	NA
Percent of minimum contact standards achieved	TBD	NA
Rate of supervised individuals reporting	70%	64%

Strategies

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

Action Plan

What	Who	When
Evaluate minimum contact standards	CCD leadership	Jul 2020
Administer staff survey for input on supervision engagement strategies	CCD leadership	Jan 2020
Rollout arrest planning and implementation	Dave Phillips	Sep 2019
Develop engagement and coaching model for employees to help in interactions with individuals on supervision	CCD leadership	On-going

DOC Goal: Engage and Respect Employees

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

Importance

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

Approach

To increase employee engagement, CCD staff are responsible for:

• Increasing employee engagement (CCSP 02)

Measures

Measure	Target	2018
Percent of timely performance development plans	95%	86%
Percent of annual in-service training completion	100%	88%
Percent positive response to the CCD EDIR Index • Employee engagement survey questions 1, 7, 11, 13, 15, 17 and 19	71%	67%

Strategies

1. Hire, train, promote, and recognize consistent with DOC core values

2. Deploy quarterly EDIR index survey and develop action plans

3. Cross-train employees

4. Increase meaningful evaluations

Action Plan

What	Who	When
Supervisors managing performance through regular contact and communications	Field office leader-ship	Daily
Providing and supporting diversity and inclusion activities	Field office leader-ship	Monthly
Providing staff wellness opportunities	Section leadership	Monthly
Hold local employee recognition events	Section leadership	Quarterly
Supervisors providing staff training opportunities	Section leadership	Monthly
Develop mentoring and coaching of new staff through field training programs	CCD leadership	On-going

DOC Goal: Achieve Organizational Excellence

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

Importance

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

Approach

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

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

Measures

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

Strategies

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

Action Plan

What	Who	When
Complete division fundamentals maps	Enterprise Results Unit (ERU) and division leadership	Jul 2019
Finalize the CCD business plan	ERU and division leadership	Aug 2019
Establish quarterly results reviews (QRR)	ERU and division leadership	Nov 2019
Develop and support results facilitators	ERU and section leadership	Jan 2020