Prisons Division
2019–2023 Business Plan
Achieving Results

DEPARTMENT of
Corrections
WASHINGTON STATE

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Executive Summary

> "Safe and humane work environments for employees and the incarcerated is directly related to our legitimate exercise of authority."
>
> Rob Herzog
> Assistant Secretary,
> Prisons Division

The Prisons Division (PD) supports the Department of Corrections (DOC) mission of

Improving public safety by positively changing lives

by providing opportunities for employee engagement, family reunification and positive change in a safe and secure environment.

Our business plan provides a detailed roadmap for how the work of the Prisons 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 in how we recruit, train, evaluate performance, promote, and recognize exceptional performance.

Strategic Anchors

Department of Corrections
WASHINGTON STATE

Mission	Our Commitment	Vision
Improving public safety by positively changing lives	To operate a safe and humane corrections system and partner with others to transform lives for a better Washington	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.

Prisons Division at a Glance

The Department of Corrections (DOC) has [12 prison facilities](#) with [custody levels](#) ranging from minimum to maximum security ([RCW 72.09.010](#)):

- [Airway Heights Corrections Center (AHCC)](#)
- [Cedar Creek Corrections Center (CCCC)](#)
- [Clallam Bay Corrections Center (CBCC)](#)
- [Coyote Ridge Corrections Center (CRCC)](#)
- [Larch Corrections Center (LCC)](#)
- [Mission Creek Corrections Center for Women (MCCCW)](#)
- [Monroe Correctional Complex (MCC)](#)
- [Olympic Corrections Center (OCC)](#)
- [Stafford Creek Corrections Center (SCCC)](#)
- [Washington Corrections Center (WCC)](#)
- [Washington Corrections Center for Women (WCCW)](#)
- [Washington State Penitentiary (WSP)](#)

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

- [Mail Services](#)
- [Religious Services](#)
- [Visiting](#)
- [Grievance Program](#)
- [Language Services](#)
- [Drug & Alcohol Testing](#)
- [Transportation and Extradition](#)
- [Emergency Operations](#)
- [Security Operations](#)
- [Prison Rape Elimination Act (PREA)](#)

[Prisons Division Organizational Chart](#)

Leadership Team

- Rob Herzog
  Assistant Secretary
- Scott Russell
  Deputy Director Command A
- Jeneva Cotton
  Deputy Director Command B
- Tomas Fithian
  Deputy Director Command C
- Lisa Flynn
  Correctional Program Administrator
- Ruben Rivera
  Chief of Investigative Operations
- Tim Thrasher
  Mission Housing Administrator

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 Prisons Division by ensuring continuous case management and programming.

Approach

To support successful reentry, prisons staff are responsible for:

- Managing incarcerated individual case plans (POP 06)
- Providing incarcerated individual programs (POP 07)

Continuous case management and referrals to programs responsive to individual risk and needs are the mechanisms to move individuals through the system to lower levels of custody where greater services and opportunities for greater successes are available.

Measures

Measure	Target	2018
Ratio of positive to negative behavior observation entries (BOEs)	4:1	0.4:1
Percent timely custody facility plans (CFPs)	90%	93%
Percent of releases on Earned Release Date (ERD)	85%	74%
Average program hours per incarcerated individual per day	> 5	3.6
Percent unassigned to program	< 25%	34%

Strategies

1. Increase positive BOEs
2. Completed timely CFPs
3. Submit timely release plans
4. Maximize use of available programs

Action Plan

What	Who	When
Initiate BOE problem solving team	Facility results teams / superintendents	Jan 2020
Conduct programming, programming space and programming schedule evaluation	Agency re-entry project team	Oct 2019
Implement improvements, report results (local and division QRRs) and adjust as needed	Facility results teams	Quarterly

DOC Goal: Keep People Safe

Objective: Decrease the rate of violence from 0.93 to 0.90 per 100 incarcerated individuals at prison facilities by 2022

Importance

This DOC goal and objective is supported by the Prisons Division staff who maintain safe environments conducive to supporting positively changed lives.

Approach

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

- Managing security practices (POP 01)

Sound security practices including contraband management and violence mitigation activities are foundational to safe environments to live, work and visit in. We have technology requests submitted to enhance contraband discovery and mitigate contraband introduction.

Measures

Measure	Target	2018
Percent of searches conducted – requirements by custody level	100%	91%
Number of serious contraband discoveries monthly: • Measured 3 month moving average	Between 49.8 / 31.6	45.1
Number of violent infractions per month per 100 incarcerated individuals	.90	.92

Strategies

1. Reduce contraband introduction
2. Increase quality searches
3. Engage incarcerated population in violence reduction activities
4. Use data to inform tactics

Action Plan

What	Who	When
Conduct violence causal factors assessment and action plans	Facility results teams / supts	Biannually
Conduct contraband assessments and action plans	Facility results teams / supts	Biannually
Implement improvements, report results (local and division QRRs) and adjust as needed	Facility results teams	Quarterly

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 Prisons Division by promoting and sustaining a culture of acceptance, respect, and inclusion for employees.

Approach

To increase employee engagement, prisons staff are responsible for:

- Increasing employee engagement (PSP 01)

Measures

Measure	Target	2018
Percent of timely performance development plans	95%	74%
Percent of annual in-service training completion	100%	88%
Percent positive response to prisons EDIR index • Employee engagement survey questions 1, 7, 11, 13, 15, 17 and 19	58%	54%

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
Manage performance through regular contact and communications	Supervisors	Monthly
Provide and support diversity & inclusion activities	Facility leadership and Diversity Unit	Monthly
Provide staff wellness opportunities	Superintendents	Monthly
Engage line staff in outcome based management (OBM) practice learning	Facility leadership and results teams	Ongoing
Provide staff training opportunities	Superintendents and supervisors	Ongoing
Mentor and coach new staff through field training programs	Facility leadership and results teams	Ongoing

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 Prisons 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, prisons staff are responsible for:

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

Measure	Target	2018
Percent positive response to Results Prison index • Employee engagement survey questions 1, 3, 10, 12 and 15	49%	45%
Percent of completion of Results Prisons framework	100%	70%
Percent and number of prisons staff trained as results facilitators	10% / 550	7% / 400
Percent and number of employees annually participating in improvement efforts	20%/1100	12%/636

Strategies

1. Engage employees in developing the prisons 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
Ongoing assessment and enhancement of Results Prisons fundamentals maps	Enterprise Results Unit (ERU), facility staff and leadership	Jul 2019
Finalize the prisons business plan	ERU and division leadership	Aug 2019
Continue quarterly results reviews (QRR)	Facility and division leadership	Quarterly
Develop and support results facilitators	ERU, facility and division leadership	Ongoing