



Reentry Division
2019–2023 Business Plan
Achieving Results



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100-SP014 (Rev. 10/2019)

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Executive Summary



“Reentry represents a continuum of services that engage the population, our employees and community partners.”

Danielle Armbruster
Assistant Secretary for
Reentry Division

The Reentry Division supports the Department of Corrections (DOC) mission of

Improving public safety by positively changing lives

by providing individuals with tools and resources to successfully transition back into the community.

Our business plan provides a detailed roadmap for how the work of the Reentry 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



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.

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.

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.

Supporting People's Success

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

Reentry Division at a Glance

The Reentry Division provides opportunities and pathways supporting successful reentry and integration into our communities through the following programs:

- [Classification](#)
- [Case Management](#)
- Cognitive Behavioral Intervention (CBI)
- CBI Quality Assurance
- Education
- Graduated Reentry (GRE)
- [Parenting Sentencing Alternative \(PSA\)](#)
- Strength in Families
- Transition Services
- [Work Release](#)
- [Correctional Industries](#)

[Reentry Organizational Chart](#)

Leadership Team

- Danielle Armbruster
Assistant Secretary
- Mark Kucza
Senior Administrator
- Susie Leavell
Senior Administrator
- Theo Lewis
Work Release Administrator
- Sara Sytsma
Director of Correctional Industries

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 Reentry Division by providing integrated reentry and post release programs to help reduce recidivism.

Approach

To support successful reentry, Reentry Division staff are responsible for:

- Supporting transition (ROP 03)
- Preparing for employment (ROP 05)
- Expanding and administering work release (ROP 07)

Measures

Measure	Target	2018
Percent of individualized release plans (IRP) completed	TBD	N/A
Percent of individuals who receive post release support/resources	TBD	N/A
Percent of post release employment after six months	40.0%	37.6%
Percent of risk/needs assessment reviews requiring reassessment	TBD	N/A
Percent of Graduated Reentry participants returned to prison	TBD	9%

Strategies

1. Create pathways for individuals to connect with post release support and resources.
2. Increase opportunities for job experience.
3. Utilize continuous case management principles fully.

Action Plan

What	Who	When
Implement reentry checklist and quality release plan	Administrators	Apr 2020
Improve audit tools and quality of assessments and case plans	Administrators	Ongoing
Train supervisors and conduct mandatory audit of compliance	Administrators	Mar 2020
Provide informal sessions/opportunities for prospective employers	Administrators	Quarterly
Create incentives for participating in the reentry programs	Administrators	Jun 2020

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 Reentry Division by supporting positively changed lives in safe environments where violence is mitigated.

Approach

To support keeping people safe, Reentry division staff are responsible for:

- Supporting risk/needs assessment and case management (ROP 01)
- Improving cognitive self-change (ROP02)
- Providing education services (ROP 04)

Measures

Measure	Target	2018
Percent of staff at Cognitive Behavioral Intervention (CBI) standards *T4C program Jan-Jun 2019	TBD	87%*
Percent of available CBI capacity utilized	TBD	TBD
Percent of available education capacity utilized	TBD	TBD
Number of education completions – certificates and diplomas	TBD	765
Percent of classification overrides	TBD	TBD

Strategies

1. Maximize CBI capacity within existing resources.
2. Require progress on risk/need areas for program/custody points.
3. Provide staff training to improve case management effectiveness.

Action Plan

What	Who	When
Identify training curriculum for effective case management	Managers	Oct 2019
Update classification and screening process	Administrators	May 2020
Expand CBI programs to all facilities and sections	Assistant Sec.	Apr 2020
Submit decision package for increasing visit access	Administrators	Oct 2020
Provide motivational interviewing training for all staff	Managers	May 2020

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

Approach

To increase employee engagement, Reentry Division staff are responsible for:

- Increasing employee engagement (RSP 01)

Measures

Measure	Target	2018
Percent positive response to the Reentry EDIR index • Employee engagement survey questions 1, 7, 11, 13, 15, 17 and 19	81%	77%
Percent of timely completion of performance development plans	95%	65%

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
Provide employee growth opportunities such as cross-unit collaborations, job shadow, or rotations	Administrators	Mar 2020
Create suggestion or idea box to solicit employee ideas and implement the ideas that are supported by a majority of staff	Assistant Secretary	Jan 2020
Invite guest speakers to inspire employees on EDIR	Administrators	Oct 2020

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 Reentry Division (RD) 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, Reentry Division staff are responsible for:

- Establishing and utilizing Results Reentry as a management system (all reentry operating and supporting processes).

Measures

Measure	Target	2018
Percent positive response to the Reentry Results index • Employee engagement survey questions 1, 3, 10, 12 and 15	73%	69%
Percent of completion of Results Reentry framework	100%	N/A
Percent and number of reentry staff trained as Results Facilitators	10% / 24	N/A
Percent and number of reentry staff annually participating in improvement efforts	20% / 48	25

Strategies

1. Engage employees in developing the RD fundamentals maps
2. Develop a comprehensive business plan
3. Implement 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	July 2019
Finalize the reentry business plan	ERU and division leadership	July 2019
Establish quarterly results reviews	Unit and division leadership	Nov 2019
Develop and support results facilitators	ERU and division leadership	Jan 2020