

Department of Corrections 2019–2023 Strategic Plan



Mission

To improve 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.

Values

Cultivate an Environment of Integrity and Trust

Respectful and Inclusive Interactions

People's Safety

Positivity in Words and Actions

Supporting People's Success

Improve Lives

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

- Increase the number of individuals who receive reentry transition services
- Maximize use of available programs
- Utilize continuous case management principles
- Increase the number and utilization of formal agreements with community-based organizations and governmental agencies

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

- Create structured continuity of care plans to include mental health, substance use disorder, and physical health providers
- Adopt an interagency, multi-disciplinary team approach to continuity of care planning

Keep People Safe

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

- Reduce introduction of contraband in state correctional facilities
- Improve classification assessment to address risk and need areas for program and custody points
- Increase individual engagement in violence reduction
- Maximize Cognitive Behavioral Intervention capacity

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

- Implement *Failure To Report* reduction model statewide
- Explore Swift and Certain alternatives to confinement
- Improve coordination of reentry and transition services for supervised individuals

Engage and Respect Employees

Increase the Equity, Diversity, Inclusion, and Respect Index from 59% to 63% by 2023

- Communicate the business case for equity, diversity, inclusion, and respect
- Hire, train, promote and recognize to DOC core values and competencies
- Deploy quarterly EDIR Index survey and develop action plans
- Create, implement, and support succession planning around core values and competencies

Achieve Organizational Excellence

Provide full and partial confinement options within 100% of capacity by 2023

- Implement a balanced classification system that includes gender responsiveness
- Advocate for resources to address emergent and long-term capacity needs
- Increase the use of non-confinement sanction options for community violations
- Continue working collaboratively with external stakeholders on sentencing reform

Establish Integrated Outcome Based Management in 100% of Divisions by 2020

- Engage employees in developing Division fundamentals maps
- Develop comprehensive Division business plans
- Establish Division and Agency level Quarterly Results Reviews (QRR)
- Train and support Division Results Facilitators