



# FAMILY COUNCIL MEETING MINUTES

Location: Correctional Industries, Tumwater, WA Date: November 16, 2019 Time: 0900-1500

Teleconference details: \_\_\_\_\_

## Meeting Attendees

Department/facility co-chair: Scott Russell & Jeneva Cotton Family co-chair: Suzanne Cook

Facility/council secretary: Rhonda Roberts Family secretary, if applicable: Loretta Rafay

Members present: Kay Crampton, CCCC; Felix D'Allesandro, MCC; Julie Winkler, OCC; Yoshi Garcia, AHCC; Jason Rice, WCCW; Duaa-Rahemaah Williams, WCC; Wendy Dubinsky, WSP; Susan Cooksey, SCCC; MCCCW not in attendance; LCC not in attendance; CRCC not in attendance; CBCC not in attendance

Non-council member attendees: JMarie Johnson-Kalp, facilitator; James Key, AHCC Superintendent; Dawn Taylor, DOC HQ; Sandy Hyatt, WCC; Andy Laico., CBCC; Kelsey-Anne Fung, Senate Committee Staff-Human Services, Reentry & Rehab; Verna Westman, SCCC; Julie Triggs, SCCC; Jodi Kennedy, SCCC; Heather Dockery, SCCC; Hazel Heard, SCCC; Carol Welch, MCC-WSR; Kazuko Fowler, CRCC; Chelsea Moore, MCC; Anna Ivanov, WSP; Mike Eby, DOC HQ; Miriam Fry, SCCC; Diane Sifres, SCCC; Beryl Gorbman, MCC-WSR/SOU; Byron Coates, MCC-TRU; Dean Dubinsky, WSP; Rob Herzog, DOC HQ; Karen Cain, WSP; Joanna Carns, OCO

## Agenda

### Old business

Topic	Discussion/Key Points	Next Steps
SFC Reps Session 9–10AM	<ul style="list-style-type: none"> <li>• JMarie presents on the developmental stages of collaborative multi-stakeholder group relationships and on the strengths and weaknesses of different personality types</li> <li>• Scott Russell checks in with all the local facility reps to inquire as to how our new Family Council model is being implemented locally</li> <li>• OCC – So small, and with such high prisoner/family turnover, that it is different from other LFCs. Meetings sparsely attended. Only two or three attendees, those who do attend aren't able to visit frequently or prefer to use EFV program (more visiting time to warrant the long drive to Forks), so difficult to recruit additional members. Issues raised at LFC are</li> </ul>	<ul style="list-style-type: none"> <li>• Families need a strategy for who to go to for help in the situation where a family member is kicked off the LFC by local facility staff, both within our LFC-SFC family network and within DOC.</li> <li>• Herzog – Tells us that at the FC policy working group, CePrisons entries on visitors were talked about. DOC HQ is now discussing what the process should be for notifying visitors when a CePrisons entry is made and providing a process for appealing the narrative in the entry and/or opportunity to have information corrected. Discussion includes “How do we notify the visitor that we are going to make an entry in CePrisons?” – Robert Herzog</li> <li>• Jeneva and Scott will talk about LFCs at next Superintendents’ Meeting. Families would like to have minutes/agendas from Superintendents’ Meetings (but they don’t currently take minutes...Jeneva</li> </ul>

	<p>likely not relevant to broader facility population because only a few participants. LFC members are concerned that family engagement is not what it could be. Need more staff support for getting prisoner tier reps approved to attend. Requests that Mike Eby (FSU staff) be the one to recruit additional members. A motel voucher program would also help since Forks is so distant. Childcare options during LFC meetings would also be helpful since most families visit with children.</p> <ul style="list-style-type: none"> <li>• WCCW – Doing well with following new SFC ground rules. Strong LFC, lots of recruitment success. A lot of new staff, including new Associate Superintendents. Some communication difficulties. Good working relationship with Superintendent, but LFC wants more tangible action. Presented list of concerns, hoping will be answered at next LFC meeting.</li> <li>• WSP – New CPPC, new Associate Superintendent, some turnover in membership. Communication needs to be improved. Staff are still stuck in model of the old (current) LFC policy. Having troubles getting people who want to do LFC officer positions. Need better way to get input from tier reps (OCLs) at meetings.</li> <li>• WCC – Having a lot of issues with their telephones. Calls dropping. (Other reps also reporting this issue, probably statewide problem.)</li> <li>• AHCC – DOC side is good but family officers are passive and not communicating well with members. LFC family co-chair is not responding to communications from AHCC SFC rep. Haven't yet gotten approval for tier reps to participate in LFC meetings. Families being told they have to apply to be at meetings, some are showing up and being turned away from meeting. Some families so frustrated they aren't willing to try coming again. Multi-cultural</li> </ul>	<p>will look into) and would like to have SFC rep occasionally attend those meetings.</p>
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	<p>communication breakdown when family members from other countries are turned away. LFC family secretary was removed without explanation. Conflict among members, also some officers may lack competence or commitment to fulfill duties. Members who once held State Rep positions have been told they have to reapply to the LFC. Associate Sup. Heinrich is the local DOC facility staff person that works with the LFC.</p> <ul style="list-style-type: none"> <li>• MCC – Evergreen Vending has put in some new vending machines at WSRU. A staff person from JPay was at the meeting and saw notes on the recent prison phone/email vendor tech demonstration meetings. She should have recused herself or left the room while this was being discussed since notes on competing vendors were distributed. Joanna Carns from OCO is looking into. Discussion of member identification badges for LFC recruitment in visiting.</li> <li>• SCCC – LFC is running pretty well for the most part, but Superintendent attendance is not consistent. Had elections and tour of new chapel and Skill Builders Unit (SBU). SBU is half of one unit (for those prisoners with some cognitive deficits - was at WCC, now has been shifted to SCCC), other half is Veterans’ Unit, who act as peer mentors. Progress in helping those in SBU who were getting infractions because they didn’t understand instructions and/or consequences and working with staff in a more constructive manner. About 120 to 134 is population of Skill Builders Unit, one cell was converted to a kitchen, another to a green room (calming relaxation room). Magnifying sheet provided for call out sheets...</li> <li>• CCCC –Families were successful in getting minutes from LFC meetings posted for 2019. Confusion regarding positions as appears Recreation Specialist is</li> </ul>	
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	<p>also the Chaplain. [DOC Clarification: This is not accurate; the Rec Specialist and Chaplain are two separate staff members]</p> <p>Asked for better email communication with LFC. Have recruited some new members.</p> <p>Working with staff to get some incarcerated individuals approved to attend LFC meetings. Will be up to Supt. to approve those attending.</p>	
<p>Organizational Changes – Scott Russell</p>	<ul style="list-style-type: none"> <li>• Gina Penrose - SCCC Associate Supt. of Programs (previously at CRCC)</li> <li>• Melissa Andrewjeski - CRCC as Associate Supt. of Classification (previously at WCCW)</li> <li>• Paula Chandler - WCCW as Interim Associate Supt. of Operations (previously MCC Captain)</li> <li>• Sharese Jones - Gender Responsive Manager at HQ</li> </ul>	
<p>Elections</p>	<p>Nominated:</p> <ul style="list-style-type: none"> <li>• SFC Family Co-Chair: Yoshi Garcia and Suzanne Cook</li> <li>• SFC Family Secretary: Loretta Rafay</li> </ul> <p>Questions families ask of Yoshi and Suzanne:</p> <ul style="list-style-type: none"> <li>• How would you ensure that DOC is held accountable to racial equity standards?</li> <li>• How would you recruit diverse participants for policy working groups that may be organized by the SFC officers?</li> <li>• Will transportation and attendance always be possible for you?</li> <li>• Families bring up unfairness of always holding SFC meetings on west side of the state</li> </ul>	<p>Voted in:</p> <p>SFC Family Co-Chair- Suzanne Cook SFC Family Secretary – Loretta Rafay</p>
<p>IITS – Incarcerated Individual Tech Services Vendor Demonstrations – Anna Ivanov</p>	<ul style="list-style-type: none"> <li>• After demonstrations, families were asked to identify two of the four vendors they liked the best.</li> <li>• Century Link and Securus/JPay were the recommendations made by family representation</li> <li>• Next step: ask all vendors more pointed questions, and have them visit local facilities to learn more about local facility needs</li> </ul>	<p>DOC Clarification: In the meeting, it appeared that Century Link and Securus/JPay were the Working Group selections for moving forward. This is not accurate as no decision has yet been made. These were the two family representation recommendations. Any decisions made by the Working Group will be shared with the SFC. Notes have been amended to show accuracy in information.</p>

	<ul style="list-style-type: none"> <li>• DOC reps will be visiting other states' prison facilities that use all vendors to ask about their experiences</li> <li>• Estimated timeline was to make a selection by March, but that will likely be delayed.</li> <li>• Anna estimates new contract will not even go into effect until January 2021, and contract will likely be five years in length.</li> <li>• Vendor contract will be consolidated service: phone and email. So likely that GTL will be eliminated.</li> <li>• Tablets currently offered do have a phone app capacity, so will be up to DOC to decide if they will allow this.</li> <li>• Families are advocating for "redundant services" - allowing prisoners to have both ground line phones and phone app on tablets, for example.</li> <li>• None of the vendors "wowed" families. All were mediocre. But these are the only companies we have to choose from.</li> <li>• Families enjoyed the experience of a family + DOC (+OCO) collaboration, sitting across the table from these private vendors! Was a nice experience. Good collaborative teamwork.</li> <li>• Vendors are being asked to provide a way to transfer media that has already been purchased.</li> <li>• JPay says they will double customer service center from current 50 people to 100 people.</li> <li>• Families have asked for financial penalties to be imposed on vendors if trouble tickets are not responded to within a certain timeline.</li> <li>• Text editor of some sort is a requirement families have given vendors, all vendors offer some sort of word processing app. Families raise issue of MS Word being available only on the JPay tablets, helpful to those prisoners doing college courses.</li> <li>• Obvious advantage of JPay is that all our infrastructure and media are already from them.</li> </ul>	<p>Working group will go back to all vendors with more questions, DOC will visit other states' facilities to see how vendors are operating there, and this working group will keep SFC updated.</p>
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	<ul style="list-style-type: none"> <li>• JPay has an agreement with Ashland University to provide apps that allow for up to Master’s level education? See <a href="https://news.ashland.edu/ashland-university-and-its-correctional-education-program-were-recognized-article">https://news.ashland.edu/ashland-university-and-its-correctional-education-program-were-recognized-article</a></li> <li>• JPay has largest market share, serving perhaps 40 different correctional jurisdictions (many being county jails) nationwide</li> <li>• CenturyLink has a corrections division within their company</li> <li>• Vendors said this was the first time they have ever had loved ones of the incarcerated as part of the negotiation process with a correctional agency. “JPay spent the first half of the meeting apologizing.” – Lt. Colonel Byron Coates, family member from TRU</li> <li>• The reasons families recommended CenturyLink and Securus/Jay: GTL had a fancy tablet, but they only provide tablets in a library type setting where incarcerated must go to a designated area to check out a communal tablet; Keefe was similar to CenturyLink but not as good.</li> <li>• All the vendors had a proposed solution for getting devices for indigent prisoners</li> <li>• Technology, customer service, and price were the three issues the OCO was concerned about. So far, price has not been much of a part of the solution, but OCO (Carns) stated DOC has promised that prices will not go up with any new contract, and Steve Sinclair expects prices will go down. OCO is working separately with DOC on the OBF, which is funded by media revenue, so working on a strategy to keep media costs low while going into this contract.</li> <li>• OCO encourages group to read the OCO Annual Report that was just issued: mattresses, disciplinary sanctions, mental health, education access, and property are the key issues identified for OCO to work on next year</li> </ul>	
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<p>SFC Meeting Dates for 2020 - Scott Russell</p>	<ul style="list-style-type: none"> <li>• DOC's intention with changing the meeting date schedule for 2020 was to avoid scheduling SFC meetings on holidays as per discussed at SFC meeting early in 2019. Issue wasn't discussed at September 2019 meeting as Debbie and Scott were unavailable to attend meeting; families request that they communicate with us first before deciding on the schedule and also that we remember that local facilities are trying to build their calendars around the SFC calendar, which typically has meetings scheduled for the third Saturday of the month</li> <li>• Scott: It is going to take more coordination between DOC HQ and facility LFC/event/EFV calendars to ensure no calendar conflicts</li> <li>• Local facility CPPCs (Community Partnership Program Coordinator) are still not taking SFC calendar fully into account when scheduling events. Jeneva and Scott will request at Supts. Meeting that SFC Meeting dates are put onto local calendars. This would minimize schedule conflicts and encourage family participation.</li> <li>• Nine facilities across the state have new CPPCs.</li> </ul>	
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New business

Topic	Discussion/Key Points	Next Steps
<p>New DOC Mission and Values - Jeneva Cotton</p>	<ul style="list-style-type: none"> <li>• DOC's mission statement has changed from "To improve public safety" to "To improve public safety by positively changing lives"</li> <li>• DOC 2019–2023 Strategic Plan passed out. Digital version here: <a href="https://www.doc.wa.gov/docs/publications/100-SP001.pdf">https://www.doc.wa.gov/docs/publications/100-SP001.pdf</a></li> <li>• Includes updated expectations for staff, including adding language on recruitments to let potential employees know that these are the values for all employees within DOC</li> <li>• Increased accountability, shift to focus on human-centered issues</li> </ul>	<p>SFC requests Jason Aldana, Training and Development Unit Administrator, to present on updated curricula</p>

	<ul style="list-style-type: none"> <li>• New approach: formal expression of these expectations by the department. Will include things like having Superintendents allowing incarcerated individual reps to attend LFC meetings, holding staff accountable in a new way. Shift to standardized statewide accountability expectations for staff.</li> <li>• Jeneva encourages families to let local facility and HQ leadership know when staff are not comporting themselves in a manner aligned with these new principles</li> <li>• Will be stages of rollout, culture shift can take some time</li> <li>• Each division has a business plan and fundamentals map, hyperlinked to on last page of digital copy</li> <li>• AHCC Sup James Key - In working with our line staff it is important to have personal buy-in to ensure that change happens from line staff all the way to management.</li> <li>• Management staff are required to visit and sign in at local living units on a regular basis, depending on rank and area of assignment, as well as on an unannounced basis. Processes for operational audits review, corrective actions mandated if local facility is deficient. DOC HQ staff also required to do announced and unannounced visits on a certain schedule, based on which facilities they are responsible for.</li> <li>• Key says it is the local Superintendent who sets the tone for how distant or active local facility leadership walkabout is. Important not only to "trust but verify", but also to getting staff buy-in. If a Superintendent knows his/her staff and can ask about their family, their lives, it is crucial to staff buy-in.</li> <li>• Jason Aldana is DOC's Training and Development Unit Administrator; is working to revamp all academies, including correctional worker CORE. Aims</li> </ul>	
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	<p>to make consistent curricula statewide for all types of staff with improved principles, including details on logging property during searches, options for property disposition during searches, etc.</p> <ul style="list-style-type: none"> <li>• Local facility Process Committees</li> <li>• Family member stresses importance of checking in with diverse prisoner populations when shaping such materials, equity focus</li> <li>• Family member asks if there are staff meetings at AHCC where Key connects with lower ranking staff: He says, yes, in several ways to include Place Safety Musters. For example, he presented new Strategic Plan at last one.</li> <li>• Supervisory Conferences with every staff member on a monthly basis are another way to communicate expectations to staff</li> <li>• Strategic Anchors page from Strategic Plan is being made into a poster to put in the local facilities. Posters are to be posted throughout facility to be visible to both incarcerated individuals and staff.</li> <li>• Another important venue is Extended Leadership Meetings.</li> <li>• DOC has six different staff training academies</li> <li>• Family member points out that there is a confrontational disconnect—a fox hole—between what we are told at SFC meetings and what we then experience in implementation at the local level. Recommends that DOC and families work together with legislator to rephrase wording of the Legislative Intent of Corrections. Senator Darneille is working on convening a working group to do this.</li> <li>• "That is our job, we are serving a population, and sometimes we have to remind our staff of that...I hope you will see that change on a line level." - Jeneva</li> <li>• Per family member, the difference between a military lieutenant's ability to rapidly implement change down the command chain and DOC's situation is that DOC</li> </ul>	
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	<p>has a correctional officer union to negotiate with.</p> <ul style="list-style-type: none"> <li>• Key: It takes five to seven years to change culture.</li> <li>• Key asks us to make sure to compliment the good behavior of staff, because that helps improve staff morale and thereby helps DOC shift the culture</li> <li>• Family member points out that prisoners are punished in many cases where accountability needs to be shared by the staff, prisoners are the "sacrificial lamb"</li> <li>• Shared accountability for both staff and prisoners was discussed, and Jeneva tells us that corrective measures with staff are not done in front of us or our loved ones because "it wouldn't be appropriate" but that doesn't mean it isn't happening. Families point out that it is hard for us to trust or believe that anything is happening if we cannot see it in individual situations.</li> <li>• New Strategic Plan was presented to union, and union did not demand to bargain on it. If staff are being held accountable to set standards, it makes it safer for everyone.</li> </ul>	
<p>Family Council Policy &amp; EFV Policy Updates - Jeneva Cotton</p>	<ul style="list-style-type: none"> <li>• EFV policy will soon go from DOC policy office to Human Services and Public Safety committees in legislator, with a letter from Sinclair and Flynn. Committees get 60 days to provide feedback.</li> <li>• FC policy is current in policy office. Rush process has been requested. Hope is to have it in place by January, but not guaranteed.</li> <li>• DOC is no longer going to let us keep draft policy materials because these documents are not yet final and draft copies have been found inside living units and in other areas. Policy workgroups will have access to draft materials during working sessions.</li> <li>• Jeneva said giving SFC family co-chair a "certain level of protection from punishment/ removal from</li> </ul>	

	<p>position” is a procedural issue, not a policy issue.</p> <ul style="list-style-type: none"> <li>• Providing a process by which visitors are informed of and given a chance to appeal CePrisons entries will likely be presented as a duty change and therefore must be presented. More info to come on this as discussions progress.</li> </ul>	
January Agenda	<ul style="list-style-type: none"> <li>• Invite Mr. Aldana to speak about new curricula for DOC's six training academies and to take feedback on how it affects us</li> <li>• FSU presentation from Lisa Flynn</li> <li>• Mike Steenhout, Budget Director - Supplemental Budget Requests, please send questions for agenda!</li> <li>• Discussion item: What is the best process for soliciting questions from families for upcoming speakers on our SFC agendas?</li> <li>• If we want CI to come back, we need to send questions for them to Suzanne and Jeneva. We would like to see a sample of CI's two mattress types.</li> <li>• Add standing agenda item for updates from workgroups SFC members are working on.</li> <li>• Identify SFC priorities for 2020</li> </ul>	Send Suzanne and Jeneva questions for presenters, DOC will arrange them.
March Agenda	<ul style="list-style-type: none"> <li>• OBF? Could be an actual presentation or part of the standing workgroup update. Diane Doonan, Anita Kendall can be asked if they have something new to present.</li> <li>• Updates with WA ONE?</li> <li>• How does one join working groups?</li> </ul>	In March and April, CPCCs request funding for family events, so Dawn will ask them to present to their LFCs on this. DOC will check in with Doonan and Kendall.

**Roundtable open discussion**

Next meeting location: CI Headquarters, Tumwater Date: January 11, 2019 Time: 10:00 AM

Comments: \_\_\_\_\_

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Distribution: **ORIGINAL** - Family council co-chairs

# *Attachment 1*



Department of Corrections (DOC)  
**2019–2023 Strategic Plan**

Achieving Results



[www.doc.wa.gov](http://www.doc.wa.gov)

100-SP001 (10/2019)

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# Secretary's Message



Stephen Sinclair  
Secretary

I am pleased to share with you our new strategic plan for years 2019 through 2023. In this document, the Department shares its goals and priorities, which support the Governor's priorities and our agency mission *of improving public safety by positively changing lives.*

There are a couple of key themes I would like to highlight in the strategic plan and the work we will accomplish. First is the "how" we will perform the work and that is defined in our values which we must be committed to upholding at all times while we perform our challenging work. Simply stated, our values have an enhanced focus on how we treat people.

The next theme is the "what" and that is defined by the measurable results we achieve through Results DOC. Results DOC is an outcome-based management system designed so individuals at all levels of the organization can engage in process improvement and ultimately help us achieve the agency's four key goals.

Building on the prior strategic plans, this plan focuses on people, achieving results, and supporting successful reentry. We will accomplish our mission by achieving results in four goal areas:

- Improve Lives
- Engage and Respect Employees
- Keep People Safe
- Achieve Organizational Excellence

Division business plans further detail the strategies and actions each operational area is committed to implementing to further the department's goals and priorities. Quarterly results reviews will occur at all levels of the organization to ensure our fundamental work is aligned with these priorities and we identify and act on opportunities to improve.

To do this well, our workforce must be talented individuals who are committed to our core values: people's safety; supporting people's success; respectful and inclusive interactions; cultivating an environment of integrity and trust; and positivity in words and actions. We will hire, train, promote and recognize individuals who share our core values.

I am proud of our department. We have accomplished a great deal together with help from many and there remains much work left to do. This plan sets the course forward and working as one team will help guide our future actions to achieve our shared mission.



# 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.

# Achieving Results

The mission of DOC is clear – *to improve public safety by positively changing lives.*

The intent of this strategic plan, like all strategic plans, is to set a course forward. It is a guiding document, not a detailed roadmap. It provides clarity about what is important to achieve.

The plan was developed in collaboration with all levels of the organization, community partners, and agency leaders. Building on the agency strategic anchors – mission, vision, values, and commitment – the Executive Strategy Team established seven measurable and time-bound objectives found in this plan.

Division leadership teams and staff developed strategies tied to the seven objectives. Work within and throughout the divisions will carry out these strategies and projects to achieve each objective. Quarterly Results Reviews will guide and monitor our progress.

The Executive Strategy Team values teamwork and recognizes we can only accomplish our agency's goals by working together. We all play a role – officers, counselors, nurses, and everyone in between – we all have an important job. There is not one job, role, or division that is more important than the other. By working together, we can achieve results and improve public safety by positively changing lives.

## Executive Strategy Team

- Stephen Sinclair  
Secretary
- Julie Martin  
Deputy Secretary
- Jeannie Miller  
Assistant Secretary for  
Administrative  
Operations
- Mac Pevey  
Assistant Secretary for  
Community Corrections
- Mary Jo Currey  
Assistant Secretary for  
Health Services
- Robert Herzog  
Assistant Secretary for  
Prisons
- Danielle Armbruster  
Assistant Secretary for  
Reentry
- Michael Steenhout  
Budget Director
- Jeremy Barclay  
Engagement and  
Outreach Director
- Janelle Guthrie  
Communications Director
- Melia Olsen  
Human Resources  
Director
- Tim Lang  
Senior Assistant Attorney  
General for the Office of  
the Attorney General



# Improve Lives

Objective: Reduce Recidivism

## Importance

In 2016, 7,849 people released from incarceration. Of those, 946 (12%) returned to prison within one year. This is a 2% increase over the previous five-year average.

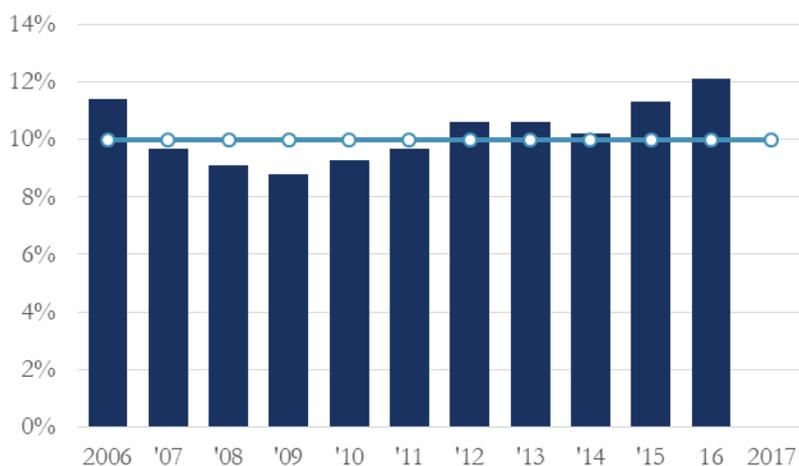
## Approach

An integrated reentry approach focuses resources that help prepare, transition, and stabilize individuals. DOC alone cannot solve the issues of reentry and recidivism. Collaborating with other agencies and community-based organizations, we help individuals choose to break the cycle of incarceration.

## Benefits

- Redirected resources focused on successful transition
- Reduced re-offense and return rates
- Improved public safety

Rate of Return to Institutions  
First Year After Release



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

## Division Strategies to Achieve Results

Community Corrections / Prisons / Reentry

- 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.

# Improve Lives

Objective: Improve Continuity of Health Care

## Importance

Individuals under the jurisdiction of DOC tend to have a high need for medical, dental, mental health, and substance use treatment. It is important to share information with healthcare professionals for those who are incarcerated, in transition back into the community, and in continuing care after release

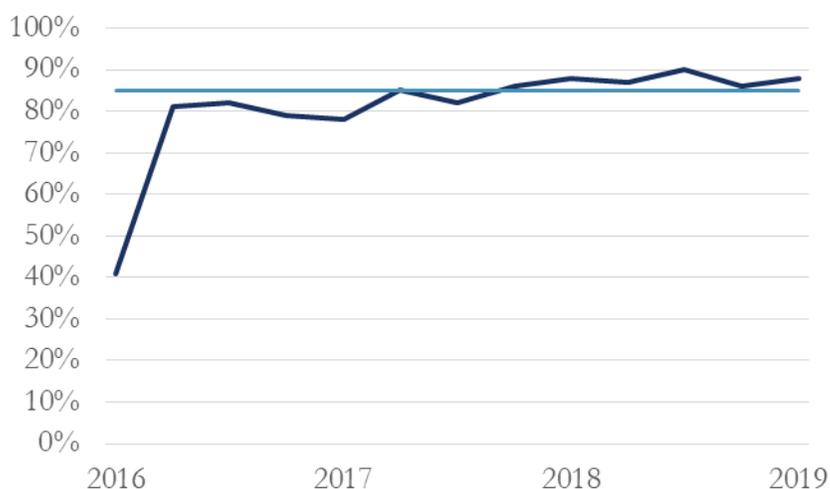
## Approach

Create individualized, structured continuity of care plans including mental health, substance use disorder, and physical health treatment needs. Advocate for a universal electronic health records system to share data and information effectively and establish seamless transition of care, especially between community and government agencies.

## Benefits

Individuals who take an active role in their health and wellness are more likely to sustain employment, reduce the risk of other infectious disease and chronic care conditions, live longer, and have higher self-worth, while reducing associated taxpayer costs.

% of Incarcerated individuals releasing with Medicaid application completed



**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**

*Medicaid applications is one aspect of continuity of care plans.*

## Division Strategies to Achieve Results

### Health Services

- 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

Objective: Decrease Prison Violence

## Importance

DOC does a great deal to reduce violence; however, conflicts related to contraband and gang-related activity continue to threaten safety and security within the prison system.

## Approach

DOC will continue involving employees and advisory committees in safety, security, and risk mitigation with increased emphasis on training employees to (a) reduce contraband introduction and gang-related activities, (b) use data to inform tactics, and (c) engage the incarcerated population to help reduce violence.

## Benefits

- Decreased harm and associated costs
- Reduced sanctions for incarcerated individuals
- A safer place to live, work, and visit

Rate of Violence  
In Prisons



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

## Division Strategies to Achieve Results

### Prisons / Reentry

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

# Keep People Safe

Objective: Improve Reporting and Engagement

## Importance

Currently, over 19,000 people are being supervised in the community. Thirty-six percent of those are not meeting their court-mandated sentence requirements.

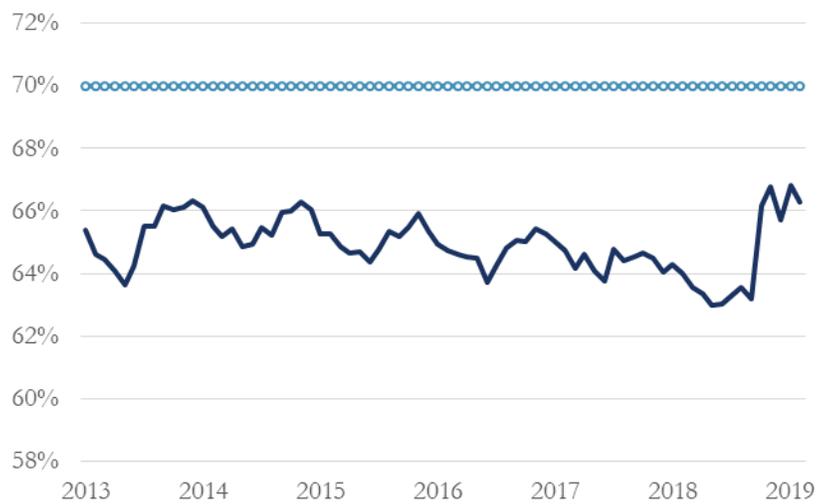
## Approach

DOC will emphasize engagement early in supervision and leverage our investment in continuous case management. We will advocate for adopting alternatives to confinement, help individuals connect with transition resources, and promote incentivized supervision.

## Benefits

- Improved safety
- Improved engagement with supervised individuals
- Decreased cost of supervision
- Lower use/cost for confinement beds

Rate of Supervised Individuals Reporting



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

## Division Strategies to Achieve Results

### Community Corrections / Reentry

- 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

Objective: Focus on Equity, Diversity, Inclusion, and Respect (EDIR)

## Importance

Promote and sustain a culture of acceptance, respect, and inclusion for employees.

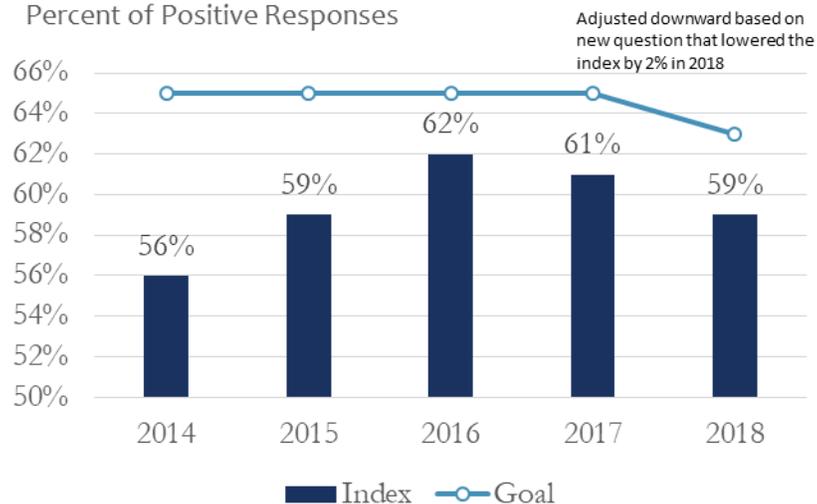
## Approach

DOC will encourage participation and connection that values each individual's unique contributions within the construct of equity, diversity, inclusion, and respect. The EDIR Index reflects positive staff response to annual survey questions 1, 7, 11, 13, 15, 17 & 19.

## Benefits

- Engaged employees
- Increased productivity
- Increased job satisfaction
- Improved communication practices
- Increased employee retention

Equity, Diversity, Inclusion, and Respect Index  
Percent of Positive Responses



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

### Division Strategies to Achieve Results

Community Corrections / Health Services / Prisons / Reentry / Administrative Operations / Office of the Deputy Secretary

- 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

Objective: Manage Capacity

## Importance

Currently, we are experiencing over capacity in Washington's prison system. Forecasts predict the demand for prison beds will continue to rise in the future. Operating over capacity threatens the ability to maintain a safe, humane, and effective corrections system.

## Approach

**Short-term:** Maximize the use of partial confinement options and develop strategies to reduce the use of prison beds for community violators.

**Long-term:** Advocate for sustainable solutions to address both current needs as well as future forecasts.

## Benefits

- Safer prisons
- Increased capacity for programming
- Decreased associated costs
- More effective and efficient operations
- Safer communities

Confinement Population vs. Operating Capacity



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

## Division Strategies to Achieve Results

Administrative Operations / Office of the Deputy Secretary / Community Corrections / Reentry

- 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.

# Achieve Organizational Excellence

Objective: Establish Integrated Outcome Based Management

## Importance

Washingtonians require an effective, transparent and accountable government. Results DOC is our latest iteration of an outcome based management framework. It is designed to ensure that managers and staff at all levels are engaged in using data to evaluate the effectiveness of programs, manage process performance, improve efficiency, and reduce costs. (RCW 43.17.385)

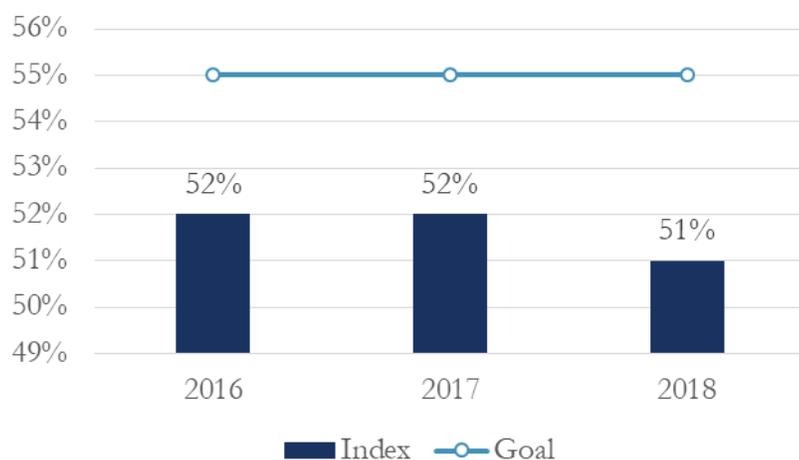
## Approach

Results DOC establishes a framework that focuses on outcomes at the agency level, and aligns the routine work of Division operations around strategies and activities to achieve those outcomes. We will train and support employees in problem solving skills, and use regular reviews of data to identify opportunities for improvement.

## Benefits

- Engaged employees
- Increased efficiency
- Increased job satisfaction
- Informed decision making
- Enhanced public confidence

Results Index - Percent of Positive Responses to Employee Survey Questions 1,3,10,12,&15



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

### Division Strategies to Achieve Results

Community Corrections / Health Services / Prison / Reentry / Administrative Operations / Office of the Deputy Secretary

- Engage employees in developing division fundamental maps.
- Develop comprehensive division business plans
- Establish division and agency level Quarterly Results Reviews (QRR).
- Train and support division results facilitators.



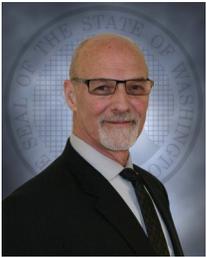
“Reentry represents a continuum of services that engage the population, our employees, and community partners.”

Danielle Armbruster  
Assistant Secretary for Reentry



“Continuity of care planning is critical for the patient’s long-term health.”

Mary Jo Currey  
Assistant Secretary for Health Services



“Safe and humane work environments for employees and the incarcerated is directly related to our legitimate exercise of authority.”

Rob Herzog  
Assistant Secretary for Prisons



“Engagement during community supervision is vital to supporting positive change in individuals. Engagement also enhances employee and community safety.”

Mac Pevey  
Assistant Secretary for Community Corrections



“In order to drive results, we need to connect with the people doing the work.”

Jeannie Miller  
Assistant Secretary for Administrative Operations



“When we ensure that all employees are treated equitably, we embrace diversity, and we are inclusive of all. That is the gold standard of respect.”

Julie Martin  
Deputy Secretary



“Managing confinement capacity is critical to operating a safe and humane corrections system.”

Stephen Sinclair  
Secretary

# Helpful Links

Additional information specific to Division Results is provided below:

## Reentry

[Reentry Business Plan](#)

[Reentry Fundamentals Map](#)

## Health Services

[Health Services Business Plan](#)

[Health Services Fundamentals Map](#)

## Prisons

[Prisons Business Plan](#)

[Prisons Fundamentals Map](#)

## Community Corrections

[Community Corrections Business Plan](#)

[Community Corrections Fundamentals Map](#)

## Administrative Operations

[Administrative Operations Business Plan](#)

[Administrative Operations Fundamentals Map](#)

# *Attachment 2*

Request regarding "Immediate Family" definition as applicable to visitation:

RCW 72.09.015 defines:

(14) "Immediate family" means the inmate's children, stepchildren, grandchildren, great grandchildren, parents, stepparents, grandparents, great grandparents, siblings, and a person legally married to or in a state registered domestic partnership with an inmate. "Immediate family" does not include an inmate adopted by another inmate or the immediate family of the adopted or adopting inmate.

DOC Policy Glossary:

Immediate Family	Parents, stepparents, parent surrogates, grandparents, legal guardians, spouse, state registered domestic partner, brothers, sisters, half or stepbrothers or sisters, children, stepchildren, and dependents who might not be in a direct lineal relationship.
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Policies noted as they pertain to approved visitation are:

450.300	Visits for Incarcerated Individuals
590.100	Extended Family Visiting
850.030	Relationships/Contacts with Offenders

All of these policies, along with the Policy Glossary, can be found at <https://doc.wa.gov/information/policies/default.aspx>.

# *Attachment 3*

## **Forming**

In this stage, most team members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead.

As leader, you play a dominant role at this stage, because team members' roles and responsibilities aren't clear.

This stage can last for some time, as people start to work together, and as they make an effort to get to know their new colleagues.

## **Storming**

Next, the team moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many teams fail.

Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons but, if differing working styles cause unforeseen problems, they may become frustrated.

Storming can also happen in other situations. For example, team members may challenge your authority, or jockey for position as their roles are clarified. Or, if you haven't defined clearly how the team will work, people may feel overwhelmed by their workload, or they could be uncomfortable with the approach you're using.

Some may question the worth of the team's goal, and they may resist taking on tasks.

Team members who stick with the task at hand may experience stress, particularly as they don't have the support of established processes or strong relationships with their colleagues.

## **Norming**

Gradually, the team moves into the norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader.

Now that your team members know one another better, they may socialize together, and they are able to ask one another for help and provide constructive feedback. People develop a stronger commitment to the team goal, and you start to see good progress towards it.

There is often a prolonged overlap between storming and norming, because, as new tasks come up, the team may lapse back into behavior from the storming stage.

## **Performing**

The team reaches the performing stage, when hard work leads, without friction, to the achievement of the team's goal. The structures and processes that you have set up support this well.

As leader, you can delegate much of your work, and you can concentrate on developing team members.

It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.

## **Adjourning**

Many teams will reach this stage eventually. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring.

Team members who like routine, or who have developed close working relationships with colleagues, may find this stage difficult, particularly if their future now looks uncertain.

# *Attachment 2*

# STAGES OF TEAM DEVELOPMENT

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