

# Department of Corrections

2023–2025 STRATEGIC PLAN





# TABLE OF CONTENTS

A Message from Our Secretary	1
What We Stand For	2
Working in Partnership	4
The People of DOC	5
Key Initiatives	7
Advancing Human Potential	7
Transforming Healthcare	16
Changing Correctional Focus	19

## ABOUT THE TEAM

Every two years, the Office of Strategy and Innovation works with leaders and staff across the department to create our strategic plan. This plan is our roadmap to our future and is vital to the work we do every day. It identifies our current and future state and the action plan to get there.



## Business Plans and Metrics

- Administrative Operations Division (AOD)  
Business Plan | Fundamentals Map
- Community Corrections Division (CCD)  
Business Plan | Fundamentals Map
- Health Services Division (HSD)  
Business Plan | Fundamentals Map
- Men's Prison Division (MPD)  
Business Plan | Fundamentals Map
- Women's Prison Division (WPD)  
Business Plan | Fundamentals Map
- Reentry Division (Reentry)  
Business Plan | Fundamentals Map



## Acknowledgments

- Office of Strategy and Innovation
- Communications Office
- Executive Policy Office
- Research and Data Analytics
- Budget Office
- DOC Divisions



## A MESSAGE FROM OUR SECRETARY



I am excited to share our first-ever e-book for our 2023-2025 Strategic Plan. This publication is an effort to take the incredibly complex work that the Washington State Department of Corrections (WA DOC) does and present it in a way that will allow you to more easily understand both our goals for the next several years.

None of us could have envisioned that shortly after our last Strategic Plan was published, we would face a once-in-a-century pandemic. It has been one of the most difficult periods in the history of the department, but despite the immense challenges that came with COVID-19, we still managed to accomplish some remarkable feats.

We have taken significant steps to better address conscious and unconscious bias in both staff and those in our care and custody. We will continue to emphasize our work with Equity, Diversity, Inclusion and Respect with the launch of our Pro-Equity Anti-Racism (PEAR) plan that will further address systemic inequities.

We will continue to focus on recruitment and retention to address staffing shortages. Our work is often misunderstood by the public, and we need to find innovative ways to show potential employees how rewarding a career with DOC can be. Now, more than ever, people are looking for work that matters.

Recognizing that research shows women in our system have different needs and health issues, we created the Women's Prison Division to better serve women, transgender and non-binary individuals with gender-responsive services.

Additionally, there are exciting initiatives underway to improve staff wellness and job satisfaction, transform restrictive housing and our health care system, transition to an electronic health records system and change our approach to community supervision.

The pandemic did not change our guiding principles. We will continue to strive for correctional excellence by relying on our four pillars of health and wellness, safe and humane systems, an equitable, diverse, inclusive and respectful culture and successful transitions.

I have always believed that the way a society treats its incarcerated population is a direct reflection of its own humanity, or lack thereof. Washingtonians are compassionate and empathetic people, and this Strategic Plan outlines the steps we are taking to ensure our correctional system is one they can continue to be proud of.

**CHERYL STRANGE**  
Secretary



# GUIDING PRINCIPLES

The Washington State Department of Corrections is integral to our communities. Our facilities, often in rural areas, provide employment and professional growth for our staff. Ultimately, 96% of incarcerated individuals return to our communities. To make this pathway successful, we are committed to investing in the staff who bridge the communities we serve.

## CORRECTIONAL EXCELLENCE

**Our commitment to excellence is founded on four pillars. These principles guide our decisions to create a more humane system that leads to better outcomes for everyone.**



**HEALTH & WELLNESS**  
Cultivate an Environment of Health & Wellness



**SAFE & HUMANE SYSTEMS**  
Operate Safe and Humane Systems



**E.D.I.R. CULTURE**  
Foster Equitable, Diverse, Inclusive, and Respectful (EDIR) core values



**SUCCESSFUL TRANSITIONS**  
Partner with individuals for their successful reintegration to our communities

## DATA-DRIVEN DECISION MAKING



# OUR 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

### 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.



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

**JEANNIE MILLER**, Assistant Secretary for Administrative Operations



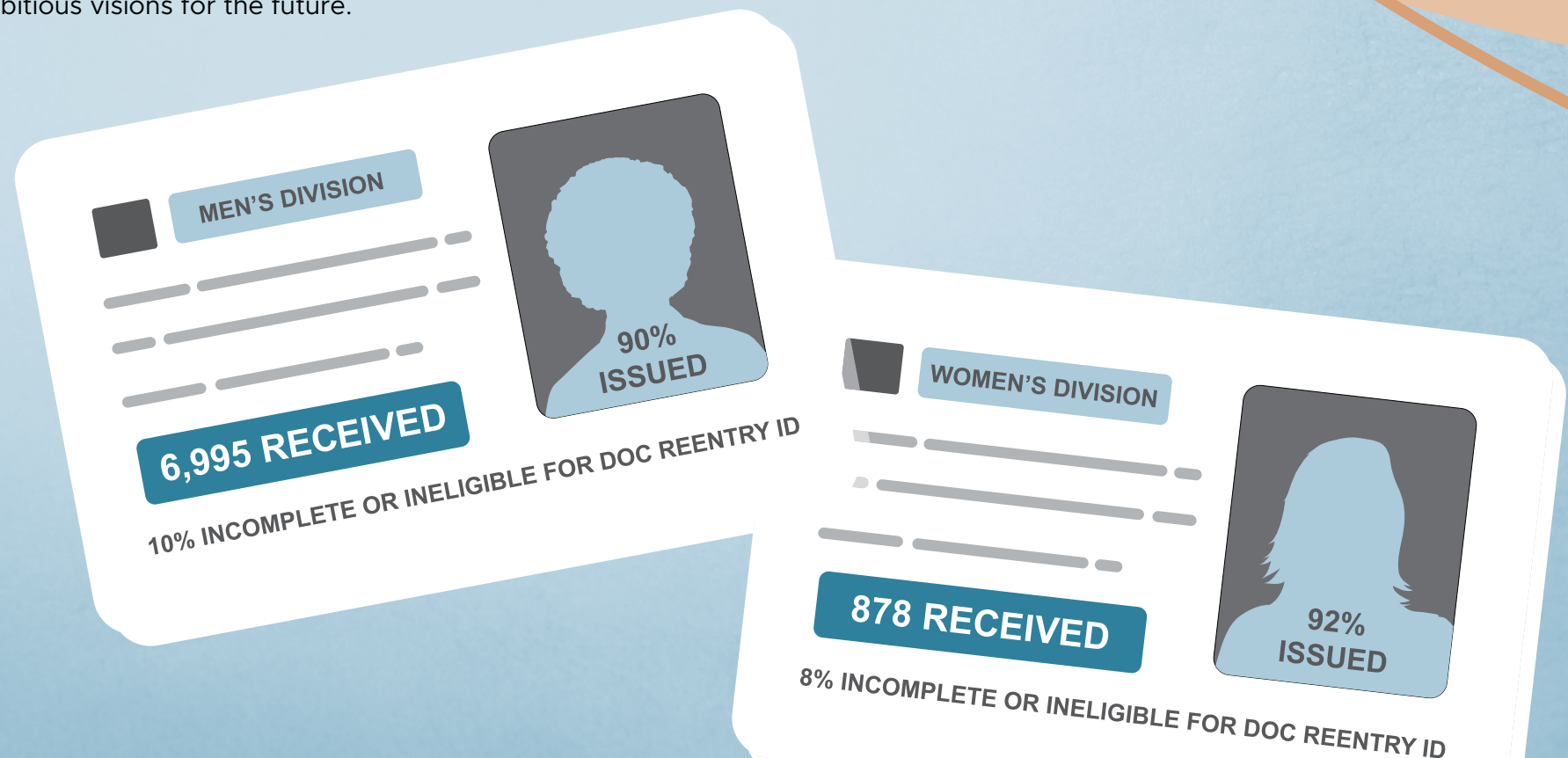
# PARTNERSHIPS SEED PROGRESS

Future strategic plans and innovation at the Washington State Department of Corrections are born from ideas from family, community partners, individuals, staff, labor unions, tribal governments, other state agencies, the Governor's Office, legislators and many others.

A recent example was the suggestion to develop individual identification cards which could be attained prior to releasing from a prison. Through great efforts from the Department of Licensing, the Department of Social Health and Services and WA DOC, these cards allow individuals to apply for work and services without the significant delays that used to exist. Implementing these ideas requires input and feedback from inside and outside our systems to be successful.

We thank our partners who make it possible to realize our most ambitious visions for the future.

## IDENTIFICATION CARD APPLICATIONS PROCESSED: 2019-2022

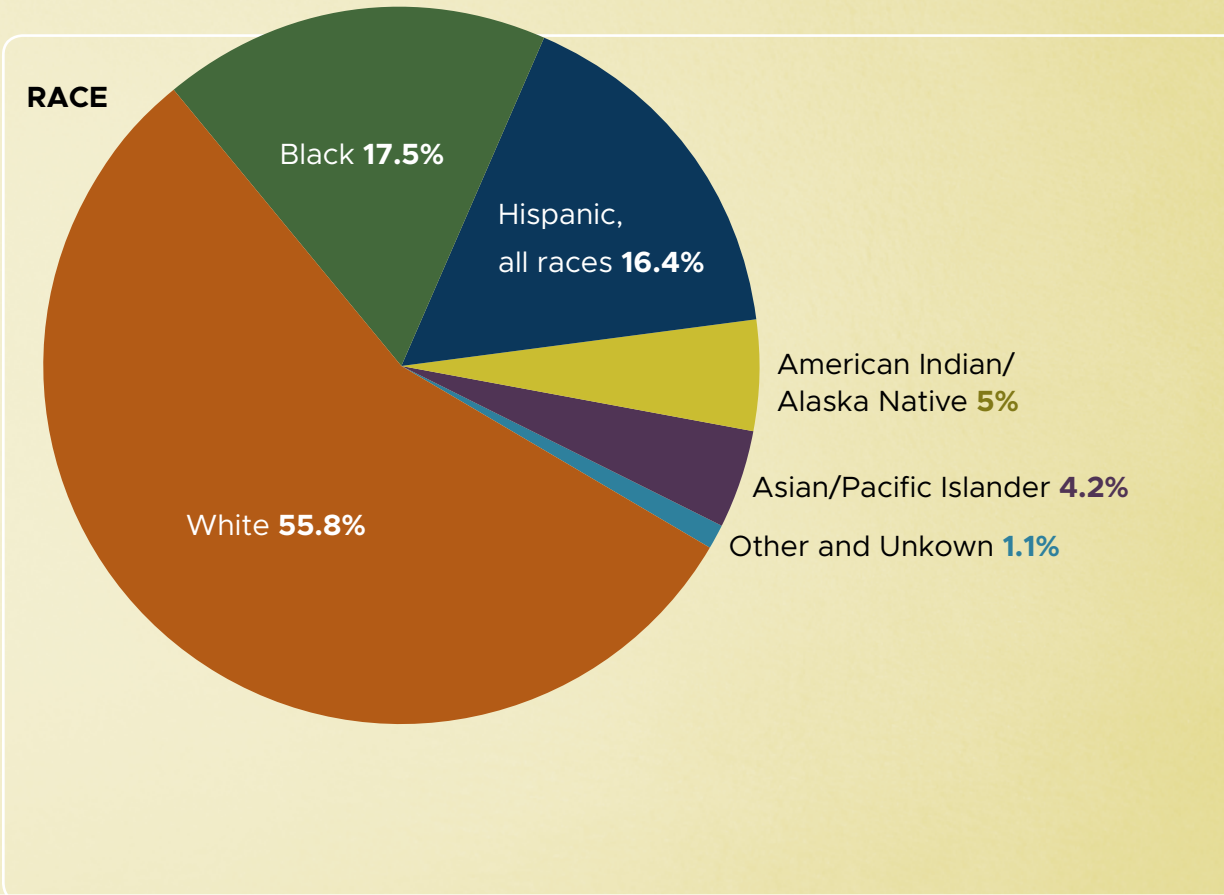
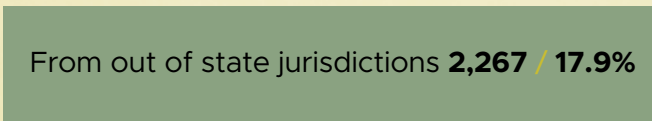
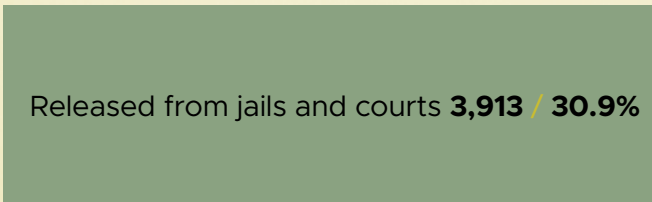
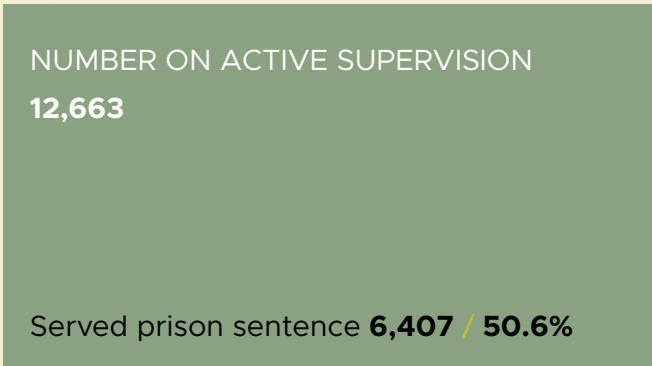
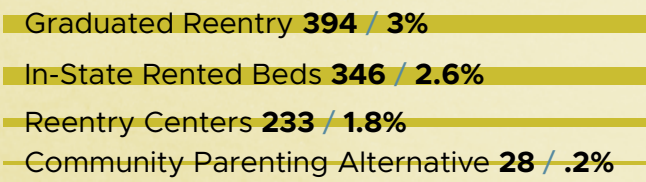
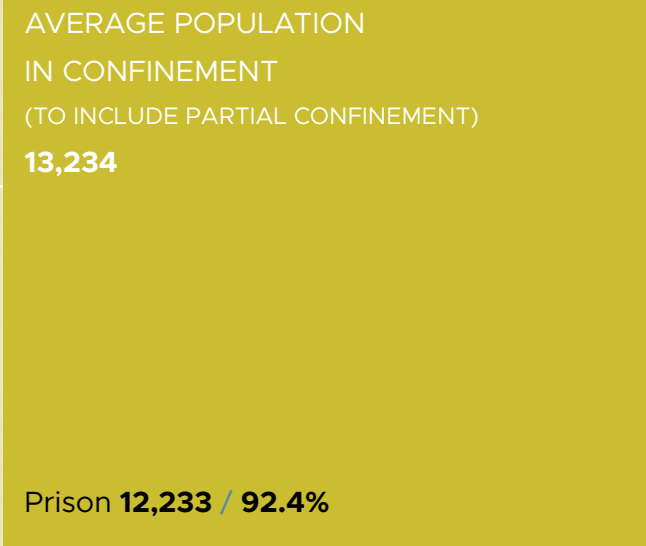




# WHO WE SUPPORT

Washington State Department of Corrections makes communities safer by positively transforming lives. Every year more than 25,000 people are in some level of custody or jurisdiction, with the goal of helping them to become better citizens, neighbors, engaged family members and potential pillars of the community upon release.

[View our quarterly Fact Card >>](#)



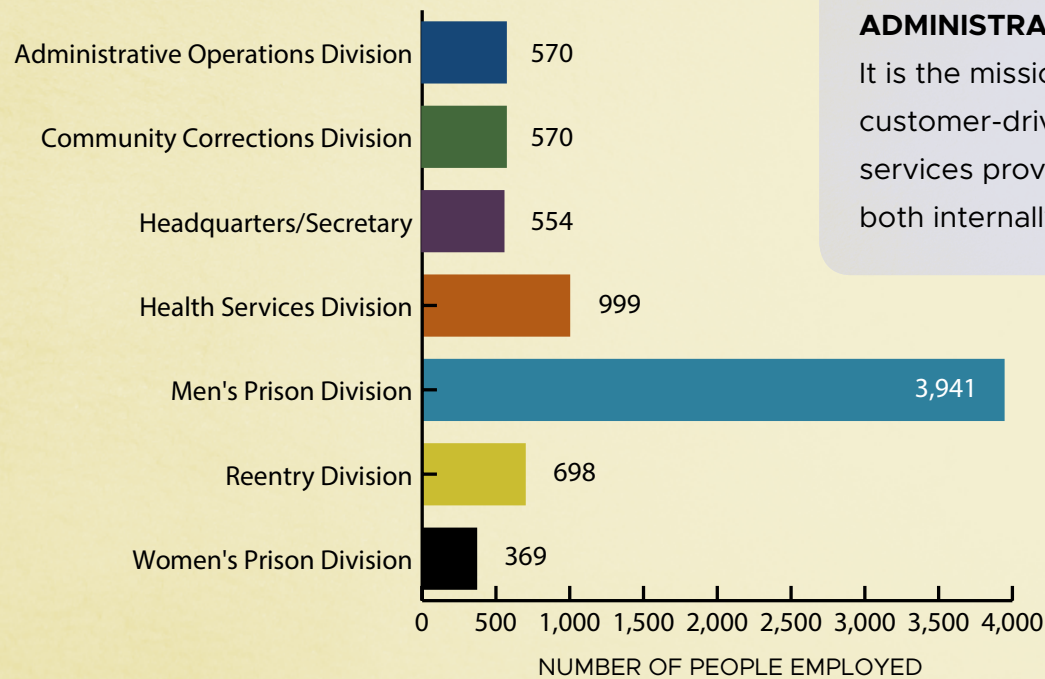
**GENDER** • Male **94.4%** • Female **5.6%**





# OUR COLLECTIVE ADMINISTRATIONS WORKING TOGETHER

All divisions in the Washington State Department of Corrections have a refined focus on the department's mission to improve public safety by positively changing lives.



## ADMINISTRATIVE OPERATIONS DIVISION

It is the mission of AOD to be customer-led and customer-driven in order to deliver excellence in the services provided to our stakeholders and partners, both internally and externally.

## WOMEN'S PRISON DIVISION

Focused on supporting the distinct needs of incarcerated women, transgender and non-binary individuals living within our corrections facilities, and the staff and volunteers who provide for their safety, care, and education.

## MEN'S PRISON DIVISION

Improving prison staff and incarcerated individual health and safety by implementing person-centered policy. Preparing every incarcerated person for successful reentry through programming, education, and social support.

## COMMUNITY CORRECTIONS DIVISION

Providing guidance, support and program opportunities for all individuals returning to the community, to include establishing conditions of supervision and collaborating with stakeholders who have a vested interest in successful transitions, to further enhance victim and community safety.

## REENTRY DIVISION

To provide targeted opportunities and pathways supporting the successful community integration of each person while providing a continuum of services that engage the population, our employees and community partners.

## HEALTH SERVICES DIVISION

To provide an integrated patient centered medical home that includes all services available to our patient and fully supports them with resources to improve their health literacy and efficacy. We seek to improve safety culture and drive to positive outcomes while ensuring access to care and an engaging, positive workplace.





# PRO-EQUITY ANTI-RACISM



At the Washington State Department of Corrections, we accept our responsibility to Washington’s communities, justice involved people, and staff to eliminate racism and inequities. We recognize that the department is part of a system that has disproportionately impacted marginalized people through its policies and practices. Our leadership is committed to addressing the conscious and unconscious bias in our policies and practices when it comes to both staff and those in our care and custody. We are committed to understanding the impact each of us makes in the day-to-day work, and the roles and responsibilities each of us plays in creating a just and equitable culture. This can be achieved by embedding equity, diversity, inclusion, and respect into all areas of Corrections.

These efforts will be supported by the DOC Pro-Equity Anti-Racism (PEAR) Plan currently under development. The PEAR team has representation from every division, our labor partners, and external stakeholders including formerly incarcerated people. At this time, three key areas of focus - classification, discipline, and staff representation have been identified. We are currently meeting to determine the lines of service for these areas that will have the largest short- and long-term impact for the agency. Once that work is complete, we will implement process and outcome measures to track our progress and provide updates to the Office of Equity. This comprehensive response will be the first steps towards addressing root causes of systemic inequities.







# SUPPORTING STAFF SUCCESS

“

To be a safe and humane correctional system, we must start with an engaged, well-trained and well-prepared staff. A well-trained and well-prepared staff can go confidently into the workplace and get the job done.”

**SECRETARY CHERYL STRANGE**

## **RECRUITMENT**

The recruitment team at the Washington State Department of Corrections provides support to local Human Resource and hiring managers at our facilities. We also provide outreach, assessments, and selection processes for hiring. The Department’s recruitment efforts are more than posting a recruitment online. We rely on a multimedia approach to promote diversity and reach the widest audience possible. These strategies include attending job fairs, radio and magazine advertising, videos, conducting virtual job fairs, and using social media. We also build relationships with universities and colleges in the communities we serve. Our staff are some of our very best recruiters and provide a vital link for community outreach efforts. All these recruitment efforts are producing positive results by providing a larger applicant pool from which to hire.

## **PROFESSIONAL DEVELOPMENT**

During the 2021 Legislative Session, the Legislature appropriated one-time funding in the amount of \$250k to the Student Achievement Council. This funding supported the development of education and training programs for Corrections employees, including correctional officers and medical staff, to be provided by the Evergreen State College (TESC).

## **MODERN WORK ENVIRONMENT**

In 2016, Executive Order 16-07 called for a modern work environment at all state agencies. When Covid-19 first started, Corrections had made little headway in enacting this order. Covid caused us to reevaluate how the work was being done across the department. This fueled a push to create a more modern work environment where teleworking was not only supported, but imperative to keep people safe and healthy. The project team accomplished reworking footprints to include assigned and hoteling workspace options, as well as implementing reservation software. This work not only provides options for staff, but also reduced our footprint in alignment with Executive Order 14-04.

## **VIRTUAL REALITY**

Virtual Reality (VR) is becoming increasingly common in the workplace for trainings, situational awareness, skill building, and mental health. Corrections has invested in VR equipment and resources to begin creating our own content. We are currently researching and developing training videos for staff to learn and understand how to improve various processes and procedures such as daily interactions and deescalation techniques. This technology has great potential to help improve staff and public safety.

## **CHILD CARE SUPPORT SURVEY**

With the support of Child Care Aware of Washington (CCA), Corrections has undertaken an exploratory project to assess child care needs among staff. CCA’s survey had an estimated 2,000 responses on the challenges and current community capacity of employee child care. The information gathered will provide us with several recommendations on how we could better serve families by supporting employees with some kind of child care benefit.





# SUPPORTING STAFF SUCCESS

## LEADERSHIP DEVELOPMENT

The Washington State Department of Corrections recognizes the value that good leadership brings to any organization. In order to ensure future success, Corrections is focused on building pathways for growth and development opportunities for current and future leaders. The newly created Office of Executive Excellence has been tasked with developing a succession planning process, an executive mentorship program, a Leadership Academy curriculum, and a variety of other opportunities such as semi-annual Associate Superintendents' Leadership Summits and Women's Leadership Conferences.

## TRANSPORTATION ASSISTANCE

Corrections is working to alleviate the impact of the rising cost of transportation by collaborating with transit authorities and bargaining units to increase subsidization of van pools. Funding will be sought to assist staff with various commuting costs, including but not limited to subsidizing toll roads and bridges. Decreasing the cost of getting to work will help the Department recruit and retain staff, and we will continue to explore new partnerships with transit authorities in the coming year.



Strong leadership is necessary for the department to fulfill its mission, vision and values. To ensure the strength of WA DOC for the present and the future we must identify and develop people to help them blaze the trail going forward.”

**SEAN MURPHY**, Deputy Secretary

## STAFF HOUSING

Corrections has placed greater emphasis on providing staff respite (sleeping areas) to ease the burden created when overtime is required. We recognize the difficulty and long-term unsustainability for staff who work double shifts, have to commute home and return to a facility eight hours later. We are working to create areas at, or near, each facility that will provide places for staff to eat, sleep, bathe and/or change uniforms to reduce this hardship. We also have prioritized recruitment and retention to help us avoid the need for overtime.

## COMPENSATION EFFORTS

Corrections has been working with collective bargaining units and the State Human Resources Office to assist with recruitment and retention. Some of those items include targeted increases and hazard pay for certain job classes. The department also seeks funding annually to help fix inversion and compression inequities due to the collective bargaining process. During Fiscal Year 2022 some of the following incentives were approved for eligible staff:

- Cost of living increases of 3.25%-4.0%
- Increased Tuition Reimbursement amounts
- One-time hazard pay
- Targeted job class compensation increases

We recognize that these efforts are not complete yet and continue to monitor market trends and advocate for staff through discussions with the State Human Resources Office, the Office of Financial Management and our legislative partners to make strides in competitive compensation, as well as other employment incentives.





# CREATING A WOMEN'S PRISON DIVISION

The Washington State Department of Corrections recognizes the research clearly shows women in our system have different needs, health issues, and mental and physical challenges. We know women enter the justice system in different ways than men, and are committed to improving the lives of people working and living in our two women's prisons.

We aspire to be gender-responsive and pledge to incorporate risk-need-responsivity practices into classification, programming, and interactions with persons experiencing incarceration. The staff, volunteers, family members, and women in our care are central to establishing the new Women's Prison Division.

Being **"gender-responsive"** means taking into account gender-specific differences that have been identified in women-centered research. These include, but are not limited to, socialization, psychological development, strengths, risk factors, systemic pathways, responses to treatment intervention, and other unique gender-specific needs.

Women in prison report extremely high rates of victimization, including childhood sexual abuse, sexual assault, and intimate partner violence. **"Trauma-informed practices"** are considerations that use gender violence research to address impact trauma while we design and implement policies, practices, processes, programs, and services. This demands that we understand, recognize, and respond to the effects of all types of trauma with an emphasis on improving the physical, psychological, and emotional safety of persons in our care.



“A well-trained staff, robust partnerships with community-based organizations and other departments of government, as well as a committed volunteer program are essential in implementing this model of care that will improve quality of life, safety and reentry systems.”

**JEANNIE DARNEILLE**, Assistant Secretary for Women's Prison Division



## PARTNERSHIPS

The Women's Prison Division has growing partnerships with both internal and external stakeholders, including but not limited to:

- WA Department of Children, Youth, and Families
- Disability Rights Washington
- WA Supreme Court Gender & Justice Commission
- Gig Harbor/Key Peninsula Community Support Group
- Freedom Education Project Puget Sound





# CULTIVATING OUR RELATIONSHIPS WITH TRIBAL GOVERNMENTS

In 1989, then Governor Booth Gardner and the elected leaders of the Federally Recognized Washington State Tribes signed the Centennial Accord formally establishing the government-to-government relations within Washington State. Through the Millennial Agreement and the passage of RCW 43.376, codifying the Accord, Washington State and the Washington State tribes have served as a model for tribes throughout the country on true government-to-government relations.

The Washington State Department of Corrections joins our sister state agencies and departments in implementing this legacy through the recognition of tribal sovereignty and the citizenship of its members within our jurisdiction. We strive to serve with integrity, dignity, humility, and courage to uphold the vision that our leaders have envisioned for the future of our governments and the strength of the people.







# REENTRY STARTS AT RECEPTION

Investing in people through an integrated reentry model that focuses on individual needs is crucial to the department’s work of creating good neighbors. This approach leverages connections to state, local, and community-based resources, and mentors to stabilize individuals and ease transition back into the community. We know that successful reentry begins at reception. By building on the successes of the Second Chance Act –Continuum of Care (SCA-COC), an Integrated Reentry model is in place. This model includes a Facility Phase, Transition Phase, and Community Phase.

**The Facility Phase** begins at reception with continuous case planning, orientation, evidence-based programs and treatment, education, and employment readiness as identified in the Washington state risk assessment tool which assesses the individual’s criminogenic risks and programmatic needs. In addition, the Individual Reentry Plan guides the individual through setting individualized SMART goals to prepare for their reentry based on the plans they identify.

**The Transition Phase** begins at the time the individual is approaching transfer to partial confinement or release to the community. The transition phase includes updating the Individual Reentry Plan, completing the Essential Needs Checklist to prepare for their first 72 hours, health and wellness transition, short-term housing assistance, community navigator connection, continuity of care transition planning, identification, and connections to resources.

**The Community Phase** begins at the time the individual is stable in the community and includes pro-social supports, long-term housing, health and wellness, financial stability, long-term employment, and educational pathways.



COMMUNITY

TRANSITION

FACILITY





# TRANSFORMING RESTRICTIVE HOUSING

Restrictive housing (RH), also known as solitary confinement, or administrative segregation, is now widely considered harmful to the wellbeing of incarcerated individuals. With funding provided by the legislature, WA DOC has been reforming its use since 2012. During this time there has been a great deal of systemic change, most notably, reducing the automatic assignment of restrictive housing from 180 days to 30 days with a target goal of 14 days by 2023.

Working with the VERA Institute of Justice, the agency has hit several notable milestones:

- Established a Headquarters level position to manage/oversee restrictive housing statewide. (2012)
- Established the first congregate classroom for Maximum custody individuals at the Washington State Penitentiary (2012)
- Brought the Administrative Segregation documentation and forms processes into the Offender Management Network Information (OMNI) program. (2014)
- Partnered with Disability Rights Washington and Dr. Jeffrey Metzner on consultation for RH. Resulted in funds for construction projects to improve recreation yards in Intensive Management Units (IMUs) statewide. (2015)
- Established the first “Transfer Pod” at Monroe Correctional Complex IMU (total of 16 beds) providing increased out of cell time, congregate activities and reduced restraints in a traditional RH unit. (2017)
- Notification process established and implemented into policy requiring notification to the superintendent every three days for individuals with high level mental health needs being housed in RH settings. (2020)
- Eliminated disciplinary segregation as a sanctioning option for misconduct reports/hearings. (2021)







# TRANSFORMING RESTRICTIVE HOUSING

In today's Washington State Department of Corrections 102 beds that were formerly within the definition of solitary confinement have now allow opportunities out of cells, including congregate activities, and reduced restraint use.

2023 to 2025 Goals:

- Repurpose Enhanced Closed Custody Units (ECCU) at Washington Corrections Center into a release planning unit designed to divert individuals within six months of release from a maximum custody setting in order to reduce the likelihood of them being released directly from restrictive housing.
- Expansion of transfer pods and ECCUs to 200 beds statewide.
- Modify ECCUs to more closely emulate transfer pods, increasing the opportunities for some individuals to have more time out of cell, with others who fall into the same classification while decreasing the use of restraints.
- Reduce the administrative segregation times from 30 days to 14.

**The ultimate goal of these efforts is to modify standard operating procedures, resulting in the elimination of long-term solitary confinement.**



“How we interact with each other has a direct correlation with how well we all succeed. To provide the best environment possible we must have positive interactions, assume positive intent and encourage success while we develop trust with one another.”

**DON HOLBROOK,**  
Assistant Secretary of Prisons







# REENTRY PROGRAMS GROW SKILLS



“

The Reentry Division strives to provide targeted opportunities and pathways supporting the successful community integration of each person, while providing a continuum of services that engage the population, our employees and community partners.”

**DANIELLE ARMBRUSTER**, Assistant Secretary for Reentry





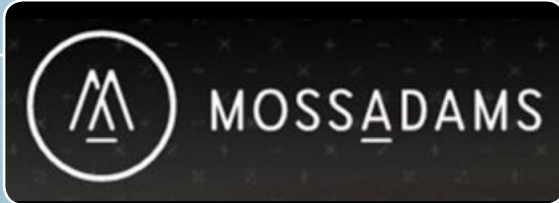
# PATIENT CENTERED MEDICAL HOME

The Washington State Department of Corrections Health Services (DOC HS), in partnership with consultants from Moss Adams, is transforming its health care system. We are transitioning from a reactive episodic model to a patient centered medical home (PCMH) model that integrates electronic records with care provided by our community partners inside and outside DOC facilities.

The current system relies on paper based processes that are not integrated into our systems. These manual systems result in reported staff burn out and fatigue, contributing to poor outcomes for patients.

Implementation of PCMH begins with creation of an electronic health records system. This system will streamline patient interactions, improve communication, and enhance decision making. Staff will no longer be hampered with antiquated documentation systems and can instead use that time to work with patients to develop successful health plans.

These lean process improvements have been led by staff who were given the freedom to redesign the care delivery system. We are excited to bring modern health care practices into the system and improve outcomes for those in our care.



“Consistent, relentless, excellent team-based care improves lives.”  
**DR. MARYANN CURL**, Chief Medical Officer





# REMOTE MEDICAL CARE AND ACCESS

For individuals who have chronic conditions, getting regular access to a specialist can mean major improvements in their health, but the logistics of getting that access can be complicated. Telehealth in prison significantly streamlines health care. Physicians who previously had to deal with long travel times and extensive security to see patients onsite at the prison can see their patients from the comfort of their own office. And patients who'd been traveling offsite for care only need to leave the prison for appointments that require in-person care from a specialist, like surgery. It enables them to receive specialist care much more quickly, and specialists see significantly more patients.

The Department has installed telehealth into its prison facilities and implemented the technology for incarcerated individuals. Through the use of technology, telehealth will assist in expanding healthcare programs for the incarcerated and will lead to shorter wait times, increased patient privacy, and improved outcomes for the incarcerated population.







# MODERNIZING HEALTH RECORDS

The Washington State Department of Corrections currently uses a predominantly paper medical records system. Corrections has partnered with consultant, Moss Adams, to develop business and technical requirements for an electronic health records (EHR) system. We are currently developing a request for proposal and decision package outlining the system requirements and costs to procure and implement an EHR.







# AMEND-STRENGTHENING HUMANE SYSTEMS

The Washington State Department of Corrections and Amend at the University of California San Francisco (UCSF) launched a partnership to further pro-social improvements in the Washington correctional system. The partnership with Amend works to bring a health-focused approach by providing correctional staff with new tools and resources that emphasize staff wellness, while working to prepare incarcerated individuals and residents to become better neighbors when they return to society.

The key benefits of the partnership are improved health, well-being, and job satisfaction for staff and reducing the use of solitary confinement to improve resident readiness for return to the community.

## WHAT IS AMEND?

Amend is a set of principles, practices, and trainings dedicated to improving the health and well-being of correctional staff and the people in our custody and care. Amend is based on successful improvements made in the Norwegian correctional system that reduced prison violence, boosted staff and incarcerated individual health and morale, reduced stress, and ultimately dramatically increased the likelihood of successful reentry. Amend does not imagine that Washington is the same as Norway or seek to recreate their systems in Washington's prisons. Instead, Amend shares core public-health and dynamic security focused principles and practices so that we can develop our own method that will work for our state. Successful reentry means less crime and safer communities.

## WHY IS AMEND IMPORTANT?

The mission of Corrections is to improve public safety by positively changing lives. In order to accomplish this, we need to do everything in our power to improve the health and wellness of our staff and the people in our custody and care. We need to proactively build healthy interactions among staff and between staff and incarcerated individuals. Amend provides a blueprint for us to move forward.

## WHEN ASKED, "HOW ARE THE AMEND CHANGES BENEFITING YOU?"

“

My home life being a big one. My wife and kids have told me firsthand that they have noticed change. I come home from work happier and not as drained, I am more upbeat and have a more positive attitude.” **RESOURCE TEAM MEMBER GLEESON**







# AMEND-STRENGTHENING HUMANE SYSTEMS

## WHAT CAN YOU EXPECT?

You will begin to see behaviors that are perhaps unexpected. Staff, including custody staff, may engage in more in-depth conversations with incarcerated individuals than before and even sit down together for a meal. Some people work here and others live here, but we are all part of the same community.

This launch represents an initial step in a joint effort to support Washington’s ongoing innovation and correctional leadership. Amend brings training and technical assistance to the department to support the growth of healthier environments for staff in their day-to-day work and for individuals as they prepare to return to their loved ones and reenter society.



Watch video to learn more about our partnership with Amend >>

## WHEN ASKED, “HOW ARE THE AMEND CHANGES BENEFITING YOU?”

“

The Incarcerated Individuals attitude and behavior towards staff has noticeably changed for the better with positive engagements as well as positive feedback. Not only has the populations attitude changed for the better, but staffs’ morale has boosted tremendously. The general positive attitude of the working conditions and overall living situations has improved.” **SCCC RESOURCE TEAM**



“

(Amend helps me) feel like I have a fighting chance to succeed in the world and I also feel like I’m obligated to make (program staff) proud after what they’ve done to help me.”

**PROGRAM PARTICIPANT**





# INNOVATING SUPERVISION

Individualized Community Oriented Accountability Collaborative Help or iCoach is an comprehensive approach to supervision. iCoach combines the delivery of supervision, programming, and services for individuals, including a requirement of the Community Corrections Officer to coach supervised individuals throughout the course of supervision, similar to current practices within the Community Parenting Alternative (CPA) and Graduated Reentry (GRE) programs.

Community corrections jurisdictions across the nation have transformed from “surveil, detect and notify” models, to coaching and aiding the reintegration back into communities. Enforcement of the supervision plan is a critical component of building accountability and community safety but, it is not the only piece.

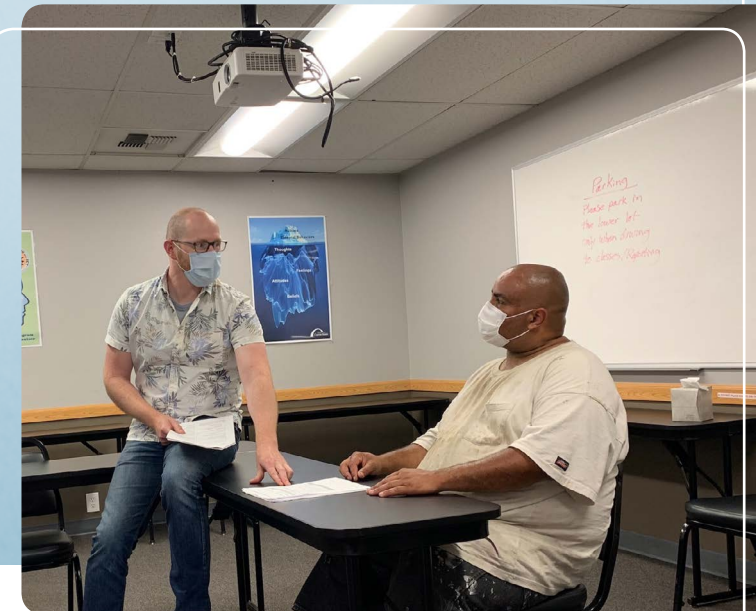
iCoach is defined by two strategies: access to tools for community reintegration and enhanced supervision. It does this by making programs, resources and services available in the critical early days of transitioning into the community. In addition, it provides staff with training and tools targeted towards advocacy and access to services for supervised individuals.

**FACT:** Research shows that resources and activities dedicated to the transition and release of individuals within the first 90 to 120 days is critical to an individual’s success in the community, governments, other state agencies, the Governor’s Office, legislators and many others. We thank our partners who make it possible to realize our most ambitious visions for the future.



“As we support and facilitate the transition of individuals under our jurisdiction back to their communities, our work also represents a tremendous opportunity to positively impact the lives of families, children, victims and other community stakeholders.”

**MAC PEVEY**, Assistant Secretary for Community Corrections





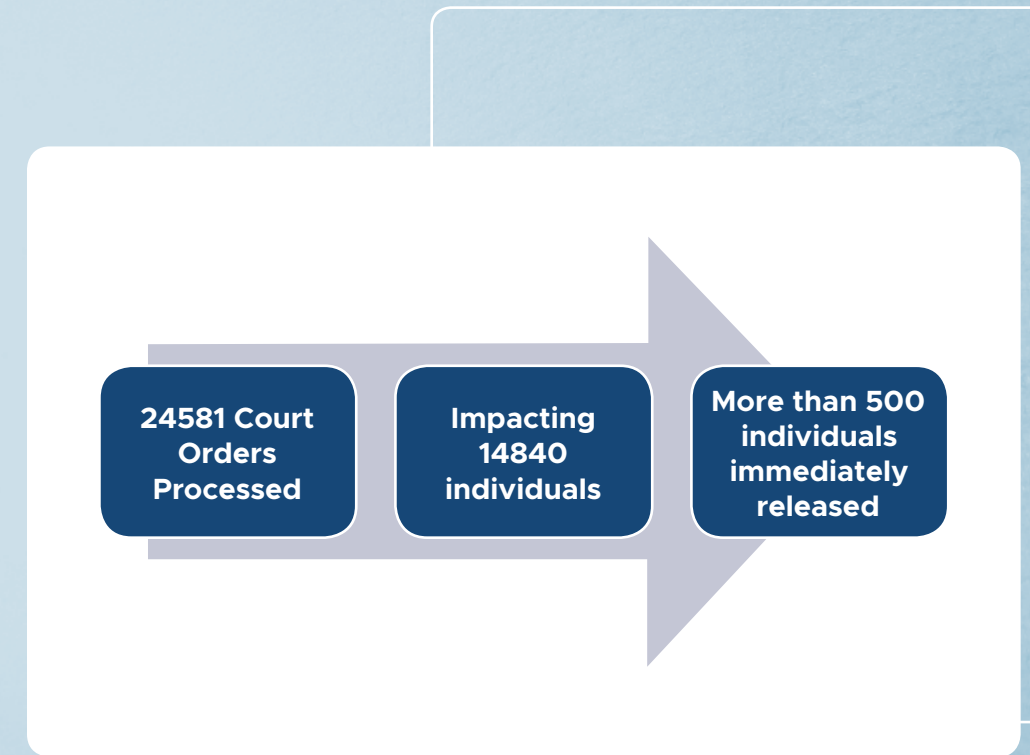


# BEING RESPONSIVE TO SENTENCING CHANGES

Changes in sentences, or resentencing, can come about through both legal and legislative channels. In some cases, the time from receiving the court order to the person leaving the facility can be a matter of hours. These cases highlight the agency’s need to have cross divisional coordination. With funding for resources and staff individuals with an immediate release are able to have access to resources including housing vouchers, food card/money, cell phone and backpack with hygiene kit. It also gives us the resources to coordinate with our criminal justice and community partners in order to facilitate successful reentry.

All WA DOC divisions are impacted by resentencing including Records, Classification, Reentry, Business Office, Health Services, Transportation, Housing Voucher and Community Corrections Staff. Since March of 2021 decisions from a single case have resulted in 24581 court orders impacting 14840 individuals who are either in prison or on community supervision. This is a tenfold increase in the number of sentence modifications from previous years. As a direct result of these court orders, more than 500 individuals have been immediately released from prison

The impacts have included and will continue to include immediate releases from full or partial custody, sentence reductions, reduction and/or refund of Legal Financial Obligations, and impacts to the offender score. Corrections expects to continue to receive a high volume of court orders resulting in releases and modifications to prison sentences and community custody. Moving forward it is critical to have the resources and alignment to assure a timely release that also maximizes the individuals access to resources.





**Thank You for Supporting Good  
Correctional Practices!**

