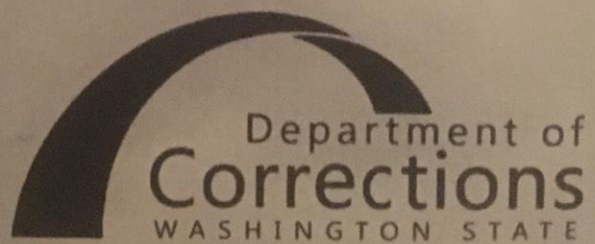
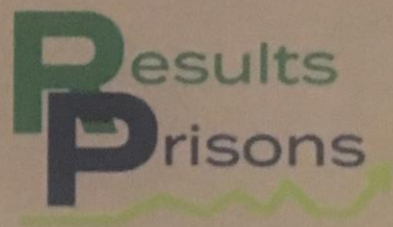




PRISONS DIVISION PERFORMANCE REPORT

Fiscal Years 2017-2018



Message from Assistant Secretary Rob Herzog

The Prisons Division performance report serves the dual purpose of:

- ✓ Memorializing the great work accomplished during fiscal year 2017
(July 1, 2016 – June 30, 2017)
- ✓ Prioritizing major initiatives and activities for fiscal year 2018
(July 1, 2017 – June 30, 2018)



The first part of this report highlights major accomplishments and sets priorities for the Prisons Division statewide programs over the next year. The program managers, located at Department of Corrections (DOC) Headquarters, have oversight and provide leadership in several policy and program areas within our twelve prison facilities.

The second part of this report highlights aggregate performance in ten prisons core process areas, local strategies to achieve high performance, and local improvement efforts. Focus groups involving over 400 staff at all levels from each facility participated in identifying their core work and a scorecard of performance measures in a way that connects their work in prisons to DOC key goals.

The DOC is on a journey of transformation from a traditional model of management to an outcome based model. During fiscal year 2016, statewide program managers began to collect data related to achieving their programmatic goals, develop analysis of those results, provide quarterly target reviews to Prisons Division leadership, and take action where indicated to improve performance.

Fiscal year 2017 marked the start of implementing tier-two outcome based management within our twelve prison facilities, also known as Results Prisons. Local capacity is being developed through the training of facilitators who collect data related to performance in the ten prisons core process areas, develop analysis of those results, provide quarterly target reviews to local Extended Leadership Teams, and take action where indicated to improve performance.

The work we do every day in collaboration with the other DOC Divisions is critical to public safety. The Prisons Division mission statement (developed by our staff) affirms our commitment to operating a safe and humane corrections system:

In support of the DOC mission, the Prisons Division is a diverse team of correctional professionals dedicated to improving public safety by providing opportunities for staff development, family reunification and positive offender change in a safe and secure environment.

Thank you for all you do every day!

A handwritten signature in dark ink, appearing to read "Rob Herzog".

Rob

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Use of Force

Purpose

To establish standards and procedures for the Use of Force (UoF).

Goals	Strategies
1. Standards for best practices in training, equipment and deployment	1.1 Utilize local, state and national trends to inform standards and policy 1.2 Develop core of subject matter experts 1.3 Design, develop and deliver UoF training
2. Innovative use of force technology, principles and practices	2.1 Conduct resource evaluation

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
Percent staff trained – CCD Firearms	95%	100%	✓
Percent staff trained – Prisons Firearms	95%	100%	✓
Percent staff trained – Control Impedance Tactics	95%	94%	⚠

Fiscal Year 2017 Major Accomplishments

- Conducted statewide academies for Special Emergency Response Team, Emergency Response Team, Marksman Spotter, CCD Firearms, and Defensive Tactics Field Instructors
- Conducted Specialty Team competitions
- Purchased, issued and inventoried consumables and capital assets

Fiscal Year 2018 Major Initiatives

- Upgrade and upkeep of McNeil Island Training Center
- Replace/trade current pistols with new ones
- Update Community Corrections Officer Academy to include all use of force options

Contact

Scott Shapiro, Firearms Program Manager / James Nozawa, UoF Program Manager





Sustainability

Purpose

To reduce the environmental, economic and human cost of Prison operations.

Goals	Strategies
1. A culture of sustainable operations	1.1 Improve practice and process
2. Stakeholders informed and engaged	2.1 Improve communication and enhance partnerships
3. Environmental and sustainability literacy and skill among staff and offenders	3.1 Enhance sustainability training

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
Energy consumption	54.8 KWH/offender/day	51.7 KWH/offender/day	
Solid waste creation	1.5 lbs/offender/day	1.7 lbs/offender/day	
Water use	120 gals/offender/day	124 gals/offender/day	
External reporting requirements	100%	98%	

Fiscal Year 2017 Major Accomplishments

- Implemented local action plans around water, waste and energy
- Enhanced Sustainability Data Management to include CCD and reporting options
- Expanded upstream recycling throughout the prisons

Fiscal Year 2018 Major Initiatives

- Update the DOC three year sustainability plan
- Develop and implement a statewide Energy Master Plan
- Implement potable water reduction strategies where cost effective

Contact

Julie Vanneste, Environmental Planner

Special Investigations Services

Purpose

To produce accurate, comprehensive and timely intelligence and investigative information relating to illegal or unauthorized conduct perpetuated by offenders, associates, visitors or staff.

Goals	Strategies
1. Reduced violence and crime in prisons	1.1 Manage Security Threat Groups (STG) 1.2 Interdict illegal drug traffic 1.3 Develop, analyze and disseminate intelligence
2. High level of program integrity and professionalism	2.1 Enhance partnerships 2.2 Standardize practice and process

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
Chargeable crimes referred for prosecution	100%	63/63	✓
Rate of violence by STG members, associates or suspects	1.0 per 100	TBD	?
Positive UA screenings	< 5%	5.8%	⚠

Fiscal Year 2017 Major Accomplishments

- Improved Investigator Core with Evidence and Contraband Handling, STG, and Social Media
- Built relationships with local law enforcement and was invited to join the JTTF/FBI taskforce
- Increased K-9 coordination and documentation by using SharePoint

Fiscal Year 2018 Major Initiatives

- Finalize data sharing agreement between DOC and GTL to complete the DATA IQ project
- Continue to develop Investigator Core curriculum
- Improve training and effectiveness to combat drug introductions to prisons

Contact

Ruben Rivera, Chief of Investigative Operations




Security Management

Purpose

To provide DOC with a comprehensive security management system.

Goals	Strategies
1. Comprehensive security management system	1.1 Develop and sustain the security management system 1.2 Develop and implement programs, training and education
2. Culture focused on staff safety and security awareness	2.1 Engage staff in creating a culture focused on safety and security 3.1 Research, test, evaluate and implement innovative technology
3. Secure facilities and offices	

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
Rate of violent infractions per 100 offenders	.90	.82	
Security practices have improved (Employee Survey question 27)	80%	53%	
Percentage of CAP items completed within 90 days	90%	84%	

Fiscal Year 2017 Major Accomplishments

- Implemented State Auditor's Office (SAO) staff safety audit improvement items
- Developed electronic staff accountability system - Facility Access and Control Tracking (FACT)
- Implemented offender property and state issued clothing inventory process for OMNI

Fiscal Year 2018 Major Initiatives

- Emphasize completion and maintenance of improvement items from the SAO staff safety audit
- Provide education and training for the advancement of FACT and OMNI Property functions
- Develop security policies and processes for the management of incarcerated transgender offenders

Contact

Charlotte Headley, Security Manager



Restrictive Housing

Purpose

To safely house offenders whose continued presence in a general population would pose a serious threat to staff, themselves, other offenders or to the security of a correctional facility.

Goals	Strategies
1. House offenders safely and securely in the least restrictive environments possible	1.1 Define and identify restrictive housing statewide 1.2 Standardize process and practice in max custody 1.3 Develop alternatives to max custody assignment
2. Staff engaged in transition and reentry pathways for maximum custody offenders	2.1 Prepare max custody offenders for transition 2.2 Deliver targeted programming and interventions

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
Average length of stay at max custody	365 days	336 days	
Percentage of available IMU classroom hours used	75%	57%	

Fiscal Year 2017 Major Accomplishments

- Updated Restrictive Housing policies: 320.200, 320.250, 320.255 and 320.260
- Achieved OP 06.b target of < 35 direct releases from maximum custody to the community
- Worked with University of California Irvine on research to improve max custody environments

Fiscal Year 2018 Major Initiatives

- Develop a Restrictive Housing Steering Committee to initiate and review procedures
- Increase programming and classroom usage within Intensive Management Units
- Increase consistency in Restrictive Housing Units e.g. restraints usage, rules/handbook, etc

Contact

Tim Thrasher, Restrictive Housing Administrator




Prison Discipline

Purpose

To hold offenders in prisons accountable for violation of rules and regulations, and provide access to disciplinary rules, policies and procedures.

Goals	Strategies
1. High level of integrity and consistency in the Prisons Disciplinary program statewide	1.1 Standardize program processes and practices 1.2 Promote effective sanctions 1.3 Conduct program evaluation 1.4 Provide training

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
Average days from behavior to infraction report	1 day	2.1 days	
Average days from infraction to hearing	5 days	7.8 days	
Average days from hearing to sanction	1 day	2.2 days	

Fiscal Year 2017 Major Accomplishments

- Initiated swift, fair and certain Unit Discipline pilot program at Clallam Bay Corrections Center
- Initiated proposal to address introduction of contraband into facilities
- Reconciled over 500 Good Conduct Time balances based on the King Decision

Fiscal Year 2018 Major Initiatives

- Revise WAC 137-28 and 137-25 for the prison disciplinary program
- Expand the swift, fair and certain pilot to female offenders and camp offenders
- Develop in-service training on the disciplinary process

Contact

Michelle Walker, Prison Discipline Program Manager

Planning and Projects

Purpose

To facilitate the development of capacity for planning, project management, performance measurement and continuous improvement within the Prisons Division.

Goals	Strategies
1. Goals and initiatives are aligned with the DOC strategic plan and priorities	1.1 Develop and administer plans and reports
2. Standards for project management	1.2 Monitor and control projects and initiatives
3. Culture of problem solving and continuous improvement	1.3 Establish and monitor performance measures
	1.4 Engage staff in outcome based management

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
Projects on track – schedule, resources and results	50%	79%	✓
Prison programs reporting performance quarterly	100%	100%	✓
Prison programs scorecard measures on track	50%	52%	✓
Prison facilities reporting performance quarterly	100%	42%	⚠
Prison facilities scorecard measures on track	50%	38%	⚠
Prisons trained to implement Results Prisons	12/12	8/12	⚠

Fiscal Year 2017 Major Accomplishments

- Engaged 416 staff at all prisons to develop the Prisons Tier 2 Fundamentals map and scorecard
- Trained 131 Results Prisons facilitators at eight prisons
- Established quarterly target reviews and project initiation at five prisons

Fiscal Year 2018 Major Initiatives

- Develop data visualization and analysis of Prisons measures
- Train Results Prisons facilitators at remaining prisons
- Establish quarterly target reviews and project initiation at remaining prisons

Contact

Jim Dunivan, Prisons Project Manager

Offender Reunification

Purpose

To engage offender families, partners and community stakeholders in the re-entry process.





Goals

1. Environment supportive of family reunification
2. Access to religious and cultural opportunities
3. Opportunities to establish community connections

Strategies

- 1.1 Set reasonable criteria for personal visits
- 2.1 Protect religious freedoms
- 3.1 Provide volunteer program opportunities

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
Electronic visit applications processed within 21 days	100%	81.6%	
Level 3 religious grievances	≤ 44 / year	40	
Timely volunteer annual in-service training	100%	TBD	
Reduce religious diet costs	\$241,251 (10%)	\$218,818 (9%)	

Fiscal Year 2017 Major Accomplishments

- Implemented electronic visit applications
- Established central unit to process visit applications
- Established stricter religious diet criteria resulting in nearly 10% cost reduction

Fiscal Year 2018 Major Initiatives

- Establish visit room specialized assignment
- Increase minority faith representation
- Develop volunteer database requirements and proposal

Contact

Belinda Stewart, Correctional Program Administrator

Offender Grievance

Purpose

To promote proper and effective communication between staff and offenders in an effort to resolve issues at the lowest level possible.

Goals	Strategies
1. Efficient and timely program responses	1.1 Standardize processes 1.2 Promote timeliness
2. High level of offender knowledge and accessibility of the Offender Grievance Program (OGP)	2.1 Engage offenders

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
% of Grievances (level 0-3) completed within 90 days	95%	93%	✓
% of Grievances resolved at levels 0 or 1	85%	92%	✓

Fiscal Year 2017 Major Accomplishments

- Engaged offender focus groups in collaboration with the DOC Ombuds to identify improvement opportunities within the OGP
- Developed comprehensive medical grievance codes in collaboration with Health Services and IT
- Enhanced grievance codes in collaboration with IT to improve data analysis

Fiscal Year 2018 Major Initiatives

- Establish curriculum for Quarterly Offender Workshops with trial sessions set for FY 2018
- Gather input from offenders and assess the current reception center orientation video
- Deploy offender survey in April 2018

Contact

Norm Caldwell, Offender Grievance Manager

Offender Access

Purpose

To ensure all offenders, regardless of language barriers, will be provided meaningful access to the courts as well as mail, library, visitation and recreation services and programs.

Goals	Strategies
1. High level of integrity and consistency for offender legal access	1.1 Protect legal access for offenders
2. Adequate access to certified language interpretation and translation	2.1 Ensure adequate access to language services
3. Drug testing as a management tool for safe operations and program eligibility	3.1 Manage the UA monitoring program
4. Opportunities for idleness reduction through mail, library and recreation services	4.1 Provide idleness reduction activities and services

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
Legal access level 3 grievances	40 / Qtr	31	✓
Badged contract interpreters	75	101	✓
Badged contract interpreters annual PREA compliance	100%	100%	✓
Staff UA monitoring training completed	25%	14%	⚠
Timely processing of mail rejections	45 days	20 days	✓

Fiscal Year 2017 Major Accomplishments

- Completed E-filing implementation plan for offenders
- Decreased the processing time of mail rejections from 90 to 20 days
- Completed public website for languages and offender mail

Fiscal Year 2018 Major Initiatives

- Standardize the legal mail distribution process for remaining facilities
- Develop and annual training for Law Librarians on offender legal access
- Complete the UA training module for LMS registration

Contact

Roy Gonzalez, Corrections Programs Manager








Emergency Management (EM)

Purpose

To provide DOC and its partners the ability to prevent, prepare for, effectively respond to and recover from incidents and significant events.

Goals	Strategies
1. DOC EM plan aligned with local, state and federal standards and requirements	1.1 Assess agency preparedness & response ability 1.2 Engage staff in aligning practice with the EM Plan
2. Standardized training, equipment and deployment	2.1 Utilize local, state and national trends to inform standard and policy 2.2 Develop subject matter expert capacity
3. Innovative technology in EM	3.1 Conduct resource evaluation

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
NIMS 100/700 training within 90 days of hire	100%	85%	
NIMS 200/300/400 training compliance as offered	90%	90%	
DOC 410.800 Level 6 training compliance as offered	100%	10%	
Mutual aid exercises (full hazard and full scale)	13/13	2/13	
EM CAP items completed within 90 days	90%	71%	
Critical Incident Reports completed within 45 days	100%	67%	
Rate of special team readiness	100%	86%	

Fiscal Year 2017 Major Accomplishments

- Developed and launched Incident Management Resolution academy – first since 2004
- Consolidated EMS assessments with Safety and Operational audits
- Developed and deployed CATS 2.0 – Critical Incident Review CAP item tracking

Fiscal Year 2018 Major Initiatives

- Establish EM Specialist at each facility and two in Emergency Operations Unit
- Complete McNeil Island Training Center
- Consolidate CCD Use of Force components into Community Corrections Officer Academy

Contact

Greg Miller, Chief of Emergency Operations


Electronic Security Systems

Purpose

To ensure Department of Corrections electronic security and communications systems comply with state and federal requirements and standards.

Goals	Strategies
1. Reliable communication systems	1.1 Coordinate communication systems
2. Innovative uses of technology in security management	2.1 Coordinate camera systems 2.2 Coordinate electrical upgrades

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
Electronic security systems projects on track	80%	100%	

Fiscal Year 2017 Major Accomplishments

- Relocate AHCC radio system
- Replace AHCC fence head
- Upgrade CRCC uninterrupted power

Fiscal Year 2018 Major Initiatives

- Update MCCCW grounding system
- Expand LCC camera system
- Upgrade and repair WCC camera system

Contact

Jose Zuniga, Electronic Security Systems Manager




Correctional Industries (CI) Work Program

Purpose

To balance security interests of facilities with the needs of industries operations and employment needs of offenders.

Goals	Strategies
1. Culture of responsible supervision	1.1 Audit and assess program security 1.2 Standardize processes and practices 1.3 Enhance systems and technology

Fiscal Year 2017 Results

Measure	Target	Current	Indicator
CI facility programs assessments (corrective actions plans)	100%	95%	
Off-site crew field audit (all category compliance)	100%	95%	
Crew supervisors signing Operations Manuals monthly	100%	100%	

Fiscal Year 2017 Major Accomplishments

- Developed and deployed security module for CI staff academy
- Implemented CI mail and package handling procedures
- Developed and deployed informative literature for customers interacting with offsite crews

Fiscal Year 2018 Major Initiatives

- Review and revise offsite crew operations manuals
- Develop and implement Place Safety Muster at CI Headquarters
- Implement GPS fleet tracking






Contact

Wayne Armbruster, Offender Work Program Security Manager

Managing Security Practices

Prison Operating Process (POP) 01

Fiscal Year 2017 Aggregate Results

	Measure	Target	Current	Indicator
POP 01.A	Average recounts per month	11.5	14.7	
POP 01.B	Required searches conducted	95%	TBD	
POP 01.C	Average contraband discoveries per month	TBD	28	
POP 01.D	Violent infractions per 100 offenders	.90	.82	
POP 01.E	CAP items completed in 90 days	90%	84%	

Improvement Strategies

Facility	Strategy
CBCC	<ul style="list-style-type: none"> Engage line staff to find security enhancements
CCCC	<ul style="list-style-type: none"> Establish search tracking program
CRCC	<ul style="list-style-type: none"> Improve offender accountability outside of the units
LCC	<ul style="list-style-type: none"> Streamline process for HSR add and removal
OCC	<ul style="list-style-type: none"> Complete CAP items within 90 days
SCCC	<ul style="list-style-type: none"> Decrease state issued clothing costs
WCC	<ul style="list-style-type: none"> Improve security suggestion completions
WSP	<ul style="list-style-type: none"> Enhance internal control movement points




Improvement Projects

Facility	Project	Desired Outcome
CBCC	<ul style="list-style-type: none"> Sergeants academy 	<ul style="list-style-type: none"> Sergeants are technically proficient and job ready on day one
OCC	<ul style="list-style-type: none"> Improve search tracking 	<ul style="list-style-type: none"> Reliable search data
WSP	<ul style="list-style-type: none"> Improve search tracking 	<ul style="list-style-type: none"> Reliable search data

Managing Emergencies

Prison Operating Process (POP) 02

Fiscal Year 2017 Aggregate Results

	Measure	Target	Current	Indicator
POP 02.A	Specialty team readiness	95%	86%	
POP 02.B	CY 2016 mutual aid exercises	100%	100%	
POP 02.C	EM CAP items completed within 90 days	90%	85%	

Improvement Strategies

Facility	Strategy
CBCC	<ul style="list-style-type: none"> Improve specialty team succession and planning
CCCC	<ul style="list-style-type: none"> Develop meaningful functional exercises
CRCC	<ul style="list-style-type: none"> Utilize Performance Advisory Council to conduct yearly audits
LCC	<ul style="list-style-type: none"> Establish a strong relationship with local CCD for escape response
OCC	<ul style="list-style-type: none"> Ensure MOUs are up to date and effective
SCCC	<ul style="list-style-type: none"> Training in ICS roles and responsibilities
WCC	<ul style="list-style-type: none"> Provide additional training for responders
WSP	<ul style="list-style-type: none"> Improve deployment effectiveness of less than lethal force options

Improvement Projects

Facility	Project	Desired Outcome
WSP	<ul style="list-style-type: none"> Special team recruitment 	<ul style="list-style-type: none"> All special teams operate at full capacity

Managing Facility Infrastructure

Prison Operating Process (POP) 03

Fiscal Year 2017 Aggregate Results

	Measure	Target	Current	Indicator
POP 03.A	Safety and sanitation inspections completed	97%	TBD	?
POP 03.B	Average days to close routine work orders	7	TBD	?
POP 03.C	Preventative maintenance as scheduled	95%	TBD	?
POP 03.D	Staff injuries per 1000 employees	13	11.2	✓
POP 03.E	Physical plant CAP items completed w/in 90 days	90%	TBD	?




Improvement Strategies

Facility	Strategy
CBCC	<ul style="list-style-type: none"> • Use CATS to inform quarterly CAP item reports
CCCC	<ul style="list-style-type: none"> • Evaluate staff feedback loop on safety program resolutions
CRCC	<ul style="list-style-type: none"> • Utilize monthly accident report to track staff injuries
LCC	<ul style="list-style-type: none"> • Increase Micro Main usage
OCC	<ul style="list-style-type: none"> • Increase safety and sanitation inspections compliance
SCCC	<ul style="list-style-type: none"> • Educate staff on how to create and track work orders
WCC	<ul style="list-style-type: none"> • Clarify and communicate work order priority process
WSP	<ul style="list-style-type: none"> • Improve chemical tracking, ordering and checkout

Operating Sustainable Facilities

Prison Operating Process (POP) 04

Fiscal Year 2017 Aggregate Results

	Measure	Target	Current	Indicator
POP 04.A	Energy consumption	54.8 KWH/offender/day	59.5	
POP 04.B	Solid waste creation	1.5 lbs/offender/day	1.7	
POP 04.C	Water use	120 gals/offender/day	93	

Improvement Strategies

Facility	Strategy
CBCC	<ul style="list-style-type: none"> Maintain partnership with SPP (Sustainable Prisons Project)
CCCC	<ul style="list-style-type: none"> Assess recycle process for improvements
CRCC	<ul style="list-style-type: none"> Use sustainability database to track water, energy and waste
LCC	<ul style="list-style-type: none"> Reduce waste and increase recycling
OCC	<ul style="list-style-type: none"> Develop sustainability committee
SCCC	<ul style="list-style-type: none"> Reduce consumption of utilities
WCC	<ul style="list-style-type: none"> Identify cost saving measures associated with sustainable practices
WSP	<ul style="list-style-type: none"> Reduce waste per offender



Improvement Projects

Facility	Project	Desired Outcome
SCCC	<ul style="list-style-type: none"> Gardens to kitchen 	<ul style="list-style-type: none"> Established unit vegetable gardens Decreased food costs Increased idleness reducing activities

Delivering Offender Services

Prison Operating Process (POP) 05

Fiscal Year 2017 Aggregate Results

	Measure	Target	Current	Indicator
POP 05.A	Grievances resolved at level 0 or 1	85%	87%	
POP 05.B	Grievances resolved on time	95%	93%	

Improvement Strategies

Facility	Strategy
CBCC	<ul style="list-style-type: none"> Engage offenders in grievance complaint resolution
CCCC	<ul style="list-style-type: none"> Improve clothing exchange process
CRCC	<ul style="list-style-type: none"> Evaluate grievance trends
LCC	<ul style="list-style-type: none"> Evaluate monthly grievance trends for medical
OCC	<ul style="list-style-type: none"> Support religious activities with staffing
SCCC	<ul style="list-style-type: none"> Improve law library process
WCC	<ul style="list-style-type: none"> Increase visit sessions and availability
WSP	<ul style="list-style-type: none"> Make mail delivery and re-routing more timely




Improvement Projects

Facility	Project	Desired Outcome
LCC	<ul style="list-style-type: none"> Health Status Report (HSR) management 	<ul style="list-style-type: none"> HSRs are well managed Offender productivity improves

Managing Offender Case Plans

Prison Operating Process (POP) 06

Fiscal Year 2017 Aggregate Results

Measure		Target	Current	Indicator
POP 06.A	Positive to negative Behavior Observation Entries	4:1	0.25:1	
POP 06.B	Timely Custody Facility Plans	95%	98%	
POP 06.C	Offenders releasing on ERD	80%	80%	

Improvement Strategies

Facility	Strategy
CBCC	<ul style="list-style-type: none"> Ensure offenders are targeted for placement based on needs
CCCC	<ul style="list-style-type: none"> Engage staff in low level intervention by communication
CRCC	<ul style="list-style-type: none"> Increase positive Behavior Observation Entries
LCC	<ul style="list-style-type: none"> Utilize OMNI reports
OCC	<ul style="list-style-type: none"> Increase structured reentry and release plans
SCCC	<ul style="list-style-type: none"> Increase positive Behavior Observation Entries
WCC	<ul style="list-style-type: none"> Programming referrals based on needs assessments
WSP	<ul style="list-style-type: none"> Improve communications between counselors and CCOs



Improvement Projects

Facility	Project	Desired Outcome
WCC	<ul style="list-style-type: none"> Improve six months to ERD report 	<ul style="list-style-type: none"> ERD reporting is timely and consistent between WCC and HQ

Providing Offender Improvement Programs

Prison Operating Process (POP) 07

Fiscal Year 2017 Aggregate Results

	Measure	Target	Current	Indicator
POP 07.A	Average programming hours per offender	5.5 / hrs / day	5.3	
POP 07.B	Offenders unassigned to programming	< 30%	33%	

Improvement Strategies

Facility	Strategy
CBCC	<ul style="list-style-type: none"> Identify programming needs of the population
CCCC	<ul style="list-style-type: none"> Identify and clarify staff volunteer opportunities
CRCC	<ul style="list-style-type: none"> Ensure full utilization of classroom space and hours
LCC	<ul style="list-style-type: none"> Review and enhance current programs
OCC	<ul style="list-style-type: none"> Reduce offender idleness
SCCC	<ul style="list-style-type: none"> Increase availability of chemical dependency treatment
WCC	<ul style="list-style-type: none"> Improve the movement process for programming
WSP	<ul style="list-style-type: none"> Increase the number of volunteers





Improvement Projects

Facility	Project	Desired Outcome
WSP	<ul style="list-style-type: none"> Increase offenders assigned to programming 	<ul style="list-style-type: none"> Reduced idleness

Developing Our Staff

Prison Supporting Process (PSP) 01

Fiscal Year 2017 Aggregate Results

Measure		Target	Current	Indicator
PSP 01.A	Timely PDPs	90%	77%	
PSP 01.B	Annual in-service training completions	95%	87%	
PSP 01.C	Staff retention	95%	98%	
PSP 01.D	Staff survey: In general, I'm satisfied with my job	65%	64%	

Improvement Strategies

Facility	Strategy
CBCC	<ul style="list-style-type: none"> Engage staff in health and wellness activities and fitness programs
CCCC	<ul style="list-style-type: none"> Revamp staff fitness center
CRCC	<ul style="list-style-type: none"> Increase quality PDPs while maintaining timelines
LCC	<ul style="list-style-type: none"> Develop succession plan
OCC	<ul style="list-style-type: none"> Increase recognition of accomplishments
SCCC	<ul style="list-style-type: none"> Develop a mentorship program
WCC	<ul style="list-style-type: none"> Promote and model diversity and inclusion
WSP	<ul style="list-style-type: none"> Develop performance feedback relationships

Improvement Projects

Facility	Project	Desired Outcome
CRCC	<ul style="list-style-type: none"> PDP timeliness 	<ul style="list-style-type: none"> PDPs are completed on time
WSP	<ul style="list-style-type: none"> Succession training 	<ul style="list-style-type: none"> Skills are developed for promotional opportunities

Engaging Community Partners

Prison Supporting Process (PSP) 02

Fiscal Year 2017 Aggregate Results

	Measure	Target	Current	Indicator
PSP 02.A	Number of events and outreach activities	TBD	TBD	?
PSP 02.B	Family advisory council meetings	4 per year	TBD	?
PSP 02.C	Off-site work crew hours	TBD	TBD	?

Improvement Strategies

Facility	Strategy
CBCC	<ul style="list-style-type: none"> Identify and develop partnerships and resources
CCCC	<ul style="list-style-type: none"> Develop and maintain release resource manual
CRCC	<ul style="list-style-type: none"> Conduct preplanned media events
LCC	<ul style="list-style-type: none"> Recruit for family council
OCC	<ul style="list-style-type: none"> Track work hours for offsite crew and establish a 12 month average
SCCC	<ul style="list-style-type: none"> Improve understanding of MOUs and contracts
WCC	<ul style="list-style-type: none"> Communicate successes to area stakeholders
WSP	<ul style="list-style-type: none"> Develop better communication with offsite contracts and religious volunteers

Improvement Projects

Facility	Project	Desired Outcome
WSP	<ul style="list-style-type: none"> Improve community custody relationships 	<ul style="list-style-type: none"> Staff understand their role in the offender release plan process Streamlined transition between prison and community supervision Increase offenders released on ERD

Delivering Administrative Services

Prison Supporting Process (PSP) 03

Fiscal Year 2017 Aggregate Results

Measure		Target	Current	Indicator
PSP 03.A	Average days to fill co positions	75	75	✓
PSP 03.B	Average number of vacancies	211	184	✓
PSP 03.C	Budget variance	≤ 0%	- 0.1%	✗

Improvement Strategies

Facility	Strategy
CBCC	<ul style="list-style-type: none"> • Retain talented staff
CCCC	<ul style="list-style-type: none"> • Network with WCC on CO recruitments
CRCC	<ul style="list-style-type: none"> • Identify top budget issues
LCC	<ul style="list-style-type: none"> • Improve timekeeping through accurate documentation
OCC	<ul style="list-style-type: none"> • Provide positive public info to local outlets
SCCC	<ul style="list-style-type: none"> • Improve staff feedback and evaluation
WCC	<ul style="list-style-type: none"> • Provide opportunities for staff to propose cost savings ideas
WSP	<ul style="list-style-type: none"> • Expand recruitment efforts

Improvement Projects

Facility	Project	Desired Outcome
SCCC	<ul style="list-style-type: none"> • State issued clothing replacement 	<ul style="list-style-type: none"> • Reduced cost • Timely reissue of lost clothing