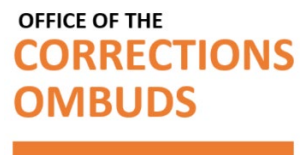


**Report and Recommendations from the Work Release Workgroup**

**Submitted May 6, 2021**

**A Collaboration between the Washington Department of Corrections (DOC) and the Office of the Corrections Ombuds (OCO), in partnership with additional external stakeholders**



## **Background**

Work release facilities serve as a bridge between life in prison and life in the community.<sup>1</sup> Incarcerated people at work release focus on transition, to include finding and retaining employment, treatment, reconnecting with family members, developing life skills, and becoming productive members of the community. They learn and refine social and living skills to create a smoother transition from full confinement. Work release is an opportunity for self-improvement, while assisting incarcerated people in creating a safe and productive lifestyle that can be sustained upon release.

Due to concerns of community members, complaints related to work release conditions of confinement and overall considerations of bettering the existing work release system, the Office of the Corrections Ombuds (OCO) asked DOC to convene a co-chartered workgroup involving a cross-section of internal and external stakeholders, including OCO, the Washington State Reentry Council, family members of incarcerated persons, and formerly incarcerated persons. The first meeting was in February 2020; due to the COVID-19 pandemic, the project was temporarily paused and resumed in June 2020. The workgroup concluded in December 2020.

## **Workgroup Members<sup>2</sup>**

Danielle Armbruster, DOC Assistant Secretary- Reentry Division, Co-Chair

Joanna Carns, OCO Director, Co-Chair

Susan Leavell, DOC Senior Reentry Administrator

Carrie Trogdon-Oster, DOC Administrator – Work Release Oversight and Compliance

Misty Patterson, DOC Program Specialist

Robert Zarate, DOC Community Corrections Supervisor, Bishop Lewis Work Release Center

Shea-Anne Mehus, Community Corrections Officer, Bishop Lewis Work Release Center

Jeffrey Herrmann, Sergeant, Tri-Cities Work Release Center

Melody Simle, family member of an incarcerated person

Clinton Jordan, Senior Director of Pioneer Human Services

Maria Kang, Seattle Community Colleges, Prison Education and Reentry Navigator, Seattle Central College

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<sup>1</sup> <https://www.doc.wa.gov/corrections/incarceration/work-release/default.htm>

<sup>2</sup> Due to COVID-19 interruptions and individuals' changing circumstances, workgroup membership changed over time with some persons who started in February 2020 not continuing with the workgroup through the final meeting in January 2021. In addition, we would like to thank DOC staff who were not official members of the workgroup but who still attended subgroup meetings to give their expertise, including Thomas Layne, Michael Hathaway, and Loretta Taylor.

Teresa Hertz, family member of an incarcerated person

Angee Schrader, OCO Assistant Ombuds – Gender Equity & Reentry

Brittany Lovely, Washington State Reentry Council Coordinator

## **Workgroup Actions**

Workgroup members formally met as a group in February, June, July, August, September, October and December 2020, with a final meeting to review the draft report in January 2021. Workgroup members also met informally between meetings to work on individual projects related to identified issues. External stakeholders of the group held a series of community stakeholder meetings to gather concerns prior to the start of the workgroup and also met with residents at two work release centers. In addition, during the course of the workgroup, workgroup members sent a questionnaire to current residents across all work release centers to gauge the level of internet access at each facility and current needs.

## **Outcomes Already Achieved by DOC**

- Updated all of the work release facility listings on the agency’s website to provide an up-to-date listing of programs.<sup>3</sup>
- At the time of this report, DOC staff reviewed and updated eight of 13 work release policies, with two of the 13 in public review with the policy office. There are ongoing efforts to complete the last three policies with input from stakeholders prior to submission to the policy office, with a planned deadline of August 31, 2021.
- DOC has implemented a pilot program to allow cellphones for all work release residents.<sup>4</sup> The implementation pilot began in February 2021 with participation at all the facilities. The pilot ends in May 2021 at which point DOC will evaluate lessons learned and consider for full evaluation.
- DOC has worked with all work release facilities to ensure that incarcerated persons can store tobacco products on site. Lockers were purchased and installed for all facilities. Each work release facility now has tobacco storage and procedures; however, not all facilities allow smoking on facility grounds.
- DOC updated its orientation materials, including the facility handbook to ensure consistent practices across all work release facilities.

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<sup>3</sup> Due to the pandemic, a pause has been placed on offering programs at the facilities. However, education is still being individually pursued by a number of residents.

<sup>4</sup> The program allows for work release residents to purchase cellphones at their own cost. If they demonstrate that they cannot afford to purchase their own cellphone, then DOC will provide a loaner cellphone up to the time that the person can afford their own cellphone.

- DOC has dedicated a project manager to ensure that state identification (ID) cards are being provided prior to release.<sup>5</sup> The project manager networked with Department of Licensing to identify and implement a process for incarcerated individuals to secure state ID cards prior to their transfer to work release.
- DOC updated 380.540 “Personal Vehicle Use By Incarcerated Individuals,” in November 2020 to allow for individuals to drive personal vehicles while residing in select work release facilities.<sup>6</sup>
- DOC is in the final stages of changing the policy on social outings to no longer require they be linked to hours of employment, but include a greater range of activities, including compliance with the individualized case plan and positive programming. The policy is expected to go to stakeholder review in May 2021.
- DOC is conducting a review of Washington Administrative Code (WAC) provisions related to disciplinary procedures with consideration on revising them to be more specific and relevant to work release centers. A workgroup began in March 2021. Members include external stakeholders and representatives from hearings, classification, ombuds, and work release.
- DOC is prioritizing work release center staff to participate in the Amend<sup>7</sup> training that focuses on behavior management through prosocial, positive engagement with incarcerated individuals.
- All DOC work release supervisors underwent training related to retaliation.
- Relative to the new mission and values statement, work release supervisors have been instructed to hold ongoing conversations with staff to embed the values in daily work.
- DOC has created Individualized Release Plans (IRPs) that provide a plan to reentering citizens to address risk factors, build on strengths, and set goals for a successful reentry. This is currently a pilot program utilized primarily for graduated reentry participants, with some work release participants, with the goal of expansion to all work release residents by the end of 2021.

## **Recommendations**

### **Culture, Consistency, and Transparency**

- DOC should create a clear vision statement for work release centers separate from the prison system that emphasizes supporting successful reintegration into communities, including education, family connections, behavioral health support, employment and job skills, and providing appropriate support and interventions as people encounter obstacles in reentry.

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<sup>5</sup> Note: The individual facility staff are responsible for providing identification cards; the project manager provides networks and troubleshooting assistance to the facility staff.

<sup>6</sup> Reynolds, Bishop Lewis, and Brownstone work release centers are excluded due to the lack of available parking space for personal vehicles.

<sup>7</sup> The Amend training incorporates prosocial, dynamic security concepts modeled on the Norway prison system.

- Once the vision statement has been established, DOC should consider engaging in dialogue, focus groups, and/or evaluation regarding how well the vision is understood and implemented for both staff and incarcerated individuals.
- DOC should update position descriptions, recruitment postings, and related interview assessments for work release staff to reflect recruitment needs relative to the new DOC mission and values and the new work release vision statement.<sup>8</sup>
- DOC training for all current and incoming work release staff will incorporate the new DOC mission and values and the new work release vision statement, with annual refreshers.<sup>9</sup>
- DOC should ensure all work release handbooks and individual facility “house rules” are updated and posted on the external DOC website for easy access and understanding by both incarcerated individuals and their family members.<sup>10</sup>
- All work release staff should be required to undergo training related to trauma-informed care, gender responsiveness, antiracism principles, and cultural sensitivity. The training should include a specific component regarding retaliation.<sup>11</sup>
- DOC should strengthen communication between state and contract staff in work release facilities, including combined contractor and state supervisor quarterly meetings to build teamwork.

## **Programming**

- DOC should expand the utilization of Individualized Release Plan (IRP) to all work release residents. DOC should also ensure that the IRP includes at a minimum the following:<sup>12</sup>
  - Site-specific information for every resident for access to reentry workshops, skill-building, communication soft skills, and other job-related skills programs by WorkSource or other community partners, with a preference for on-site programs or if not on-site, a defined pathway to the program (day/time/transportation/etc).
  - Clearly defined access to parenting programs for individuals, as needed.

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<sup>8</sup> DOC notes that they have already begun updating the position descriptions to reflect the new mission and values statement.

<sup>9</sup> As noted in the outcomes section, DOC work release supervisors have already been instructed to hold daily conversations to support and embed the new values in work release staff work.

<sup>10</sup> DOC notes that they are already in the process of creating a statewide handbook.

<sup>11</sup> DOC notes that this is already in the works, as noted in the outcomes section.

<sup>12</sup> The requirements of the IRP were created and established in Substitute Senate Bill 5304, passed in 2021.

- Financial recovery, financial aid, and credit information.
- Every person in a work release setting should have adequate daily access to the internet for education, employment search, visitation with loved ones, or other needs as approved by DOC. DOC should conduct an evaluation to determine current access at each facility, develop a shared understanding of how much time constitutes “adequate daily access” and develop a plan to ensure every person has adequate daily access.<sup>13</sup>
  - Every resident should have clearly defined access to a computer basics training at each work release facility (e.g., software installed on a work release computer or through an identified community partner or local resource, such as the local library, Goodwill, etc.)<sup>14</sup>
- Behavioral health (e.g., substance use, mental health, etc.) services should be prioritized at least at the same level as other programs such as employment and education, as determined by individual needs. Persons with identified behavioral health needs should be connected to a local behavioral health resource, such as those identified in the Behavioral Health Services Guide<sup>15</sup> and local community site.
- When possible, DOC should provide an orientation welcome packet to individuals approved for work release prior to their transfer from a state correctional facility. The packet should include a work release FAQs document, their IRP, facility handbook and rules, and a contact person for questions. This could also potentially be achieved through a standardized document available through the telecommunications tablets.<sup>16</sup>
- DOC should consider creating or identifying resources for residents to be able to pursue employment opportunities that would not immediately identify them as being a resident of a work release facility until they advance through the employment stages, such as an interview or later. The introduction of cell phones may assist in mitigating such concerns.

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<sup>13</sup> The internet access and approval must go through the OCIO (Office of Chief Information Officer) prior to the ability to complete the necessary work to expand the access as a result of the secure internet pilot conducted at two work release facilities: Peninsula and Reynolds. Each work release facility does have Wi-Fi capabilities and the majority have installed Wi-Fi for general utilization. For the facilities that do not, they are currently on delay due to COVID-19 restrictions of access.

<sup>14</sup> DOC notes that the ability at each work release facility to have computer basics training varies, and several will utilize community partnerships to meet the needs.

<sup>15</sup> The Behavioral Health Services Guide was developed by Teresa Hertz, one of the workgroup members.

<sup>16</sup> Historically, the state correctional facilities have maintained copies of the facility handbook and rules in their libraries though keeping the materials updated and current has, at times, been challenging. Telecommunication tablets would allow the Department to offer current information/orientation materials.

## Disciplinary

- Create a standardized, formal training for all hearings officers presiding over hearings for work release infractions, including a written guide or manual. The training should be provided before a hearings officer begins presiding over hearings and then also provided on a regular basis (e.g., annual) as a refresher.
- An evidentiary packet, which includes at least all relevant evidence to be used in the hearing, should be provided to the infractioned individual for all work release infractions prior to the hearing. The information, including the behavior and infraction, should be provided to an individual when they are detained and served with the Notice of Allegations, Hearing, Rights and Waiver. There should not be a time when an individual does not know why they are placed in custody or for what alleged infractions.
  - When possible, video evidence (e.g., security camera footage) should be captured for all infractions, and it should be available for viewing by the incarcerated individual at the disciplinary hearing, if presented as evidence. The evidentiary packet should include an indication of whether video evidence is going to be used as part of the disciplinary hearing, and notification that the incarcerated individual will have the ability to review it at the hearing.
    - If there is a dispute regarding whether video evidence should be included as evidence, it will be appealable to the DOC HQ Operations Administrator.
- Through its Research and Data Analytics Unit, DOC should conduct a statistical review of work release disciplinary decisions and evaluate them for disparate outcomes based on an incarcerated individual's racial or ethnic identification.
- DOC should ensure that hearings officers will verify and take into account how a person's mental health and/or developmental delay may have played a role in the infraction behavior and also that they separately take a person's mental health and/or developmental delay into account for the appropriate sanctions. This may include additional, specialized training for community corrections officers, as well as a specific procedure for hearings officers to reach out to the person's community health provider. DOC will develop and implement a method to document the verification and consideration of a person's mental health and/or developmental delay.
  - As part of the evidentiary notice, DOC will incorporate a statement of attestation that the individual is capable of understanding and if cognitive assistance is needed, that a person is identified to support. The statement will include an area for signature and/or initialing by the individual.

- DOC should provide for a greater range of sanctions for infractions in a work release setting, with a preference against returning people to prison unless necessary for theirs or others' safety and security.<sup>17</sup>

## **Conditions of Confinement**

- Improve the quality of the lunches provided to persons leaving the facilities with a greater variety in the type of food provided in any given weekly menu rotation. Obtain feedback from the population on their satisfaction with the quality of the food through an exit satisfaction survey.
- While working within limitations of RCW, all persons should have the opportunity to open a bank account, prior to release, to provide a smooth transition of funds. Case managers will provide the opportunity for an individual to open a bank account within 10 days of release/transfer and deposit the minimum dollar amount established by the bank. The individual will not access the account prior to release/transfer but will have a place to deposit the final check upon release/transfer.
- Create clearer policy language and staff direction around pass system, including granting appropriate extensions and limiting impacts to family visits and programming for failure to meet pass timeframes whenever possible.

## **Quality Assurance**

- DOC should build on its current satisfaction survey implemented at some of the work release facilities and utilize systemwide for persons exiting work release facilities, capturing data across a range of areas, including food satisfaction, staff interactions, and program access. DOC should develop a method to capture and compile the data over a given timeframe (e.g., quarterly, annually, etc.). DOC should develop a method to capture information for persons releasing from work release and who are returned to prison or are otherwise unsuccessful to identify what went wrong and additional supports that were needed.
- DOC Research, Data, and Analytics staff in conjunction with Reentry staff should create and publish information for each facility that includes the following:
  - Data related to the satisfaction exit survey, including overall satisfaction of the program/separated by work release
  - Number or percentage of people who are successfully enrolled in education/employed by release date

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<sup>17</sup> As noted in the outcome section, DOC is currently working on the work release disciplinary policy to include progressive/levels of discipline. The work also includes reviewing, updating and changing the WAC to reflect a new process and approach to addressing problematic, disruptive or dangerous behaviors while in work release.



- Number or percentage of people who have participated in/completed programs
- Number/percentage of people did not complete the program (broken down by category of why did not complete)
- Number or percentage of people who are successfully enrolled in education/employed 6 months post-release



STATE OF WASHINGTON  
**DEPARTMENT OF CORRECTIONS**  
**OFFICE OF THE SECRETARY**  
P.O. Box 41101 • Olympia, Washington 98504-1101

June 7, 2021

Joanna Carns  
Office of Corrections Ombuds  
2700 Evergreen Parkway NW  
Olympia, WA 98505

Dear Ms. Carns:

The Washington Department of Corrections appreciates the opportunity to respond to the May 6, 2021 Office of Corrections Ombuds (OCO) report on 'bettering the existing work release system.'

<b>Recommendation</b>	<b>Response</b>
<p>DOC should create a clear vision statement for work release centers separate from the prison system that emphasizes supporting successful reintegration into communities, including education, family connections, behavioral health support, employment and job skills, and providing appropriate support and interventions as people encounter obstacles in reentry.</p> <ul style="list-style-type: none"><li>• Once the vision statement has been established, DOC should consider engaging in dialogue, focus groups, and/or evaluation regarding how well the vision is understood and implemented for both staff and incarcerated individuals.</li></ul>	<p>The Department has created a clear purpose statement for the Reentry Division to include its work release facilities. Currently, the work release orientation handbook is being finalized, and the purpose statement, principles, and some of the recommended pragmatic applications of reentry will be provided within the orientation handbook. Further, the Department agrees with the recommendation to conduct and engage in dialogue and focus groups across the state with both staff and incarcerated individuals.</p>
<p>DOC should update position descriptions, recruitment postings, and related interview assessments for work release staff to reflect recruitment needs relative to the new DOC mission and values and the new work release vision statement.</p>	<p>The Department agrees and has already begun the process of updating position descriptions, recruitment postings and related interview assessments to reflect the agency's mission, values, and Reentry purpose statement.</p>

***"Working Together for SAFER Communities"***

DOC training for all current and incoming work release staff will incorporate the new DOC mission and values and the new work release vision statement, with annual refreshers.	The Reentry Division agrees and is in the process of establishing a funded human resources consultant 4 position to specifically focus on work release training and crossover between work release and graduated reentry staff. The enhanced training will incorporate the new mission, values, and purpose statement.
DOC should ensure all work release handbooks and individual facility "house rules" are updated and posted on the external DOC website for easy access and understanding by both incarcerated individuals and their family members.	The Department agrees and has created the template for facility-specific "house rules" and it has been sent to each work release facility supervisor. By the end of fiscal year 2021 (June 30), the supervisors will have submitted their house rules to headquarters for review, approval, and publication. That publication will occur in both print editions as well as on the agency's external website for consumption by all stakeholders to include family members.
All work release staff should be required to undergo training related to trauma-informed care, gender responsiveness, antiracism principles, and cultural sensitivity. The training should include a specific component regarding retaliation.	The Department agrees and will require all work release staff to undergo said trainings upon their deployment. The Department will consider ways to increase capacity within its training and development unit (TDU) to create and implement such trainings. The retaliation training has been completed with supervisors and will be provided to the line staff.
DOC should strengthen communication between state and contract staff in work release facilities, including combined contractor and state supervisor quarterly meetings to build teamwork.	The Department agrees and the newly hired work release administrator will be scheduling quarterly meetings between both state and contracted work release supervisors. Moving forward, the Department will also consider other methods of enhanced communication between state and contract work release staff.
DOC should expand the utilization of Individualized Release Plan (IRP) to all	The Department agrees and is updating the individualized release plan (IRP)

<p>work release residents. DOC should also ensure that the IRP includes at a minimum the following:</p> <ul style="list-style-type: none"> <li>• Site-specific information for every resident for access to reentry workshops, skill-building, communication soft skills, and other job-related skills programs by WorkSource or other community partners, with a preference for on-site programs or if not on-site, a defined pathway to the program (day/time/transportation/etc).</li> <li>• Clearly defined access to parenting programs for individuals, as needed.</li> <li>• Financial recovery, financial aid, and credit information.</li> </ul>	<p>template, which has already been vetted with external and internal stakeholders, to include incarcerated individuals. The updated IRP template will include the cited topical examples.</p>
<p>Every person in a work release setting should have adequate daily access to the internet for education, employment search, visitation with loved ones, or other needs as approved by DOC. DOC should conduct an evaluation to determine current access at each facility, develop a shared understanding of how much time constitutes “adequate daily access” and develop a plan to ensure every person has adequate daily access.</p> <ul style="list-style-type: none"> <li>• Every resident should have clearly defined access to a computer basics training at each work release facility (e.g., software installed on a work release computer or through an identified community partner or local resource, such as the local library, Goodwill, etc.)</li> </ul>	<p>The Department agrees and its education administrator is leading a team, to include the Department's Information Technology Unit, to determine next steps on implementing internet access at all work release facilities so that those within work release facilities have ready access to academic education, employment searches, prosocial connections and other approved needs. Additionally, the Department is participating in a cell phone pilot, allowing individuals to access the internet for the aforementioned reasons, at all work release facility sites.</p>

Behavioral health (e.g., substance use, mental health, etc.) services should be prioritized at least at the same level as other programs such as employment and education, as determined by individual needs. Persons with identified behavioral health needs should be connected to a local behavioral health resource, such as those identified in the Behavioral Health Services Guide and local community site.	The Department agrees. A prepared case plan, as developed in partnership with an individual, does identify the issues upon which an individual will focus while in work release. One of those areas is behavioral health and that area of focus is prioritized in work release, and connections with behavioral health organizations (BHOs) are made.
When possible, DOC should provide an orientation welcome packet to individuals approved for work release <u>prior</u> to their transfer from a state correctional facility. The packet should include a work release FAQs document, their IRP, facility handbook and rules, and a contact person for questions. This could also potentially be achieved through a standardized document available through the telecommunications tablets.	The Department agrees that an orientation packet, containing many of the materials cited in the recommendation as well as other materials, can be made available to those who are scheduled for transfer to work release.
DOC should consider creating or identifying resources for residents to be able to pursue employment opportunities that would not immediately identify them as being a resident of a work release facility until they advance through the employment stages, such as an interview or later. The introduction of cell phones may assist in mitigating such concerns.	The Department allows individuals to both visit local WorkSource facilities and will continue to permit email creation for individuals to electronically pursue employment opportunities and applications. Additionally, the Department is participating in a cell phone pilot, allowing individuals to access the internet for seeking employment opportunities, at all work release facility sites.
Create a standardized, formal training for all hearings officers presiding over hearings for work release infractions, including a written guide or manual. The training should be provided before a hearings officer begins presiding over hearings and then also provided on a regular basis (e.g., annual) as a refresher.	The Reentry Division has invited the participation of the Administrative Operations Division's Hearings Unit to rewrite the partial confinement infractions and progressive disciplinary system. Training will follow the completion of the preliminary work.



<p>An evidentiary packet, which includes at least all relevant evidence to be used in the hearing, should be provided to the infracted individual for all work release infractions prior to the hearing. The information, including the behavior and infraction, should be provided to an individual when they are detained and served with the Notice of Allegations, Hearing, Rights and Waiver. There should not be a time when an individual does not know why they are placed in custody or for what alleged infractions.</p> <ul style="list-style-type: none"> <li>• When possible, video evidence (e.g., security camera footage) should be captured for all infractions, and it should be available for viewing by the incarcerated individual at the disciplinary hearing, if presented as evidence. The evidentiary packet should include an indication of whether video evidence is going to be used as part of the disciplinary hearing, and notification that the incarcerated individual will have the ability to review it at the hearing.</li> <li>▪ If there is a dispute regarding whether video evidence should be included as evidence, it will be appealable to the DOC HQ Operations Administrator.</li> </ul>	<p>The Department is in the process of creating a hearings preparation checklist, which will include the required materials a case manager would provide an individual facing a disciplinary hearing. This will include proper written notice of the alleged infraction identifying the behavior, their rights, and a list of any evidence, to include video, that may be used at the hearing for the cited infraction(s). The checklist also includes the approval process for video evidence.</p>
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Through its Research and Data Analytics Unit, DOC should conduct a statistical review of work release disciplinary decisions and evaluate them for disparate outcomes based on an incarcerated individual's racial or ethnic identification.	The Department agrees and will request a statistical review of work release disciplinary decisions to include demographic information.
<p>DOC should ensure that hearings officers will verify and take into account how a person's mental health and/or developmental delay may have played a role in the infraction behavior and also that they separately take a person's mental health and/or developmental delay into account for the appropriate sanctions. This may include additional, specialized training for community corrections officers, as well as a specific procedure for hearings officers to reach out to the person's community health provider. DOC will develop and implement a method to document the verification and consideration of a person's mental health and/or developmental delay.</p> <ul style="list-style-type: none"> <li>As part of the evidentiary notice, DOC will incorporate a statement of attestation that the individual is capable of understanding and if cognitive assistance is needed, that a person is identified to support. The statement will include an area for signature and/or initialing by the individual.</li> </ul>	Within the hearings preparation process and checklist, the case manager will ensure and verify the individual understands the process and material being used as evidence, and if there is an issue of competency, follow up with a supervisor for assistance, and will note mitigating factors, including mental health and/or developmental delays, in the hearing process. The Reentry Division is working in partnership with the Hearings Unit to develop and incorporate a statement of attestation into the hearings process.
DOC should provide for a greater range of sanctions for infractions in a work release setting, with a preference against returning people to prison unless necessary for theirs or others' safety and security.	The Department agrees and is currently engaged in a rewrite of the Washington Administrative Code (WAC) Chapter 137-56 to include creating a progressive disciplinary system to address infraction behavior at the lowest level possible.

Improve the quality of the lunches provided to persons leaving the facilities with a greater variety in the type of food provided in any given weekly menu rotation. Obtain feedback from the population on their satisfaction with the quality of the food through an exit satisfaction survey.	The Department agrees with the recommendation and is working toward greater food variety, utilizing the USDA nutritional guidance, and reviewed and approved by a licensed dietitian. The food feedback will be incorporated in the overall work release exit survey and the feedback will be utilized by the Department as it works on providing greater food variety.
While working within limitations of RCW, all persons should have the opportunity to open a bank account, prior to release, to provide a smooth transition of funds. Case managers will provide the opportunity for an individual to open a bank account within 10 days of release/transfer and deposit the minimum dollar amount established by the bank. The individual will not access the account prior to release/transfer but will have a place to deposit the final check upon release/transfer.	The Department agrees and will provide individuals the opportunity to open a bank account, no earlier than ten (10) days prior to release, with the approval of their case manager and based on individualized needs.
Create clearer policy language and staff direction around pass system, including granting appropriate extensions and limiting impacts to family visits and programming for failure to meet pass timeframes whenever possible.	The Department agrees and the pass system policy language in 300.550 Monitoring Graduated Community Access, and ensuing agency practices, will be updated to reflect appropriate guidance.



<p>DOC should build on its current satisfaction survey implemented at some of the work release facilities and utilize systemwide for persons exiting work release facilities, capturing data across a range of areas, including food satisfaction, staff interactions, and program access. DOC should develop a method to capture and compile the data over a given timeframe (e.g., quarterly, annually, etc.). DOC should develop a method to capture information for persons releasing from work release and who are returned to prison or are otherwise unsuccessful to identify what went wrong and additional supports that were needed.</p>	<p>The Department agrees and has begun to collaborate between its Reentry Division and Research and Data Analytics Unit to develop a work release exit survey, which will be deployed across all work release facilities. The results will be compiled and considered at least annually for determinations on effective direction and practices within the work release program. The Department can also survey those individuals who were terminated from the work release program and returned to full confinement.</p>
<p>DOC Research, Data, and Analytics staff in conjunction with Reentry staff should create and publish information for each facility that includes the following:</p> <ul style="list-style-type: none"> <li>• Data related to the satisfaction exit survey, including overall satisfaction of the program/separated by work release</li> <li>• Number or percentage of people who are successfully enrolled in education/employed by release date</li> <li>• Number or percentage of people who have participated in/completed programs</li> <li>• Number/percentage of people did not complete the program (broken down by category of why did not complete)</li> <li>• Number or percentage of people who are successfully enrolled in education/employed 6 months post-release</li> </ul>	<p>The Department agrees on publicly posting information and data that speaks to the efficacy of the work release program and will work toward defining the metrics and indicators to be consistently used in the measurements.</p>

Joanna Carns  
June 7, 2021  
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The information provided by the OCO was useful to ensure the Department of Corrections is doing everything it can to ensure an incarcerated person's time in the agency's custody is fair and focused on rehabilitative programs and actions.

We also appreciate your team's understanding of the unique processes across the correctional system and the addition of policies and procedures, as well as additional resource requests, being put in place to address them. We are working proactively toward and improving quality assurance standards throughout the department. Moving forward, the Washington Department of Corrections will continue to collaborate with the Office of the Corrections Ombuds to strengthen procedures and practices that positive impact individuals' health, safety and welfare.

Sincerely,

A handwritten signature in blue ink, appearing to read "Cheryl Strange", with a stylized flourish at the end.

Cheryl Strange  
Secretary