



State of Washington

Department of Corrections

2004 TRANSITION OVERVIEW

November 2004

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Agency Overview

The Department of Corrections is responsible for the management of all state operated adult prisons and the supervision and monitoring of specific adult offenders living in the community. In addition, the Department is legally and/or constitutionally mandated to provide offenders with health care services and correctional work programs, and to maintain an offender tracking system.

As of September 30, 2004, the Department is currently responsible for the incarceration of 17,149 offenders. Several hundred of these offenders reside in out-of-state contract facilities or in local jails. In addition, the Department is responsible for more than 49,000 field cases and actively supervises over 30,000 offenders in the community. Offenders under the Department's jurisdiction are typically felony offenders sentenced in Washington State Superior Courts.

The population of offenders incarcerated by the state is expected to increase at a rate of about two percent, or 300 offenders, per year. The number of offenders supervised in the community is expected to remain constant. However, it is anticipated that these offenders will require more resource-intensive services.

The Department employs over 8,200 men and women and the current biennial operating budget appropriation is \$1.28 billion. Approximately 75 percent of all operating resources are allocated to the incarceration of offenders in facilities. The Department headquarters is located in Olympia. Other facilities and offices are located in communities throughout the state.

The Department is a cabinet agency and the agency head, or Secretary, is appointed by the Governor and confirmed by the State Senate. The Secretary reports directly to the Governor and, unlike some states, does not report to a commission, board of directors, or a director of public safety. In addition, the Department does not manage local jails or supervise offenders sentenced in District or Municipal Court. Local jails are the responsibility of county and, in some cases, city government.

Agency Overview

Washington State uses a standardized, or determinate sentencing, method for sentencing offenders. Sentences are calculated based on the severity of the current offense and prior criminal history. Offenders sentenced to incarceration for less than 12 months serve their sentence in local jails and those sentenced to incarceration greater than 12 months serve their sentence in a state facility. The Department does not play a role in determining which offenders are sentenced to prison. However, the Department is responsible for managing every offender sentenced to its jurisdiction by the Courts.

Changes to sentencing laws have increased incarceration time for offenders convicted of drug crimes, sex offenses, multiple felonies, and use of weapons. Changing the state sentencing laws is the only way to significantly increase or decrease the offender population.

In 1999, legislation was passed that significantly modified sentencing for offenders and those receiving supervision in the community as part of their sentence. The legislation required the Department to manage offenders using a risk-based criteria. The Department must calculate each offender's risk to re-offend or potential to cause future harm. This calculated risk level is used to determine the intensity of community supervision provided by the Department.

The risk-based approach requires the Department to focus resources on high-risk offenders or those offenders with the greatest risk of re-offending and causing harm in the community. The legislation also expands the Department's authority to establish and modify conditions of supervision, sanction violators, and to develop a more community-oriented approach to offender management.

In 2002, the Legislature passed sentencing changes that reduced prison sentences for certain low-risk drug offenses and redirected resources to substance abuse treatment programs. In 2003, community supervision was eliminated for certain low-risk offenders and shortened prison stays by 17 percent for some low-risk prison offenders.

The combined impact of recent sentencing changes is to reduce the community supervision population to higher-risk offenders and reduce the overall number of offenders on supervision in the community.

By law, the Secretary of the Department serves on the Sentencing Guidelines Commission, Correctional Industries Board, and is co-chair of the Washington State Law and Justice Advisory Council.

Partnering State Agencies

The Department depends on partnerships with several state agencies in order to meet its mission. Most of these agencies provide goods and services to the Department. Other agencies exchange information and share resources and land. Partnering state agencies include:

- Caseload Forecast Council
- Criminal Justice Training Commission
- General Administration
- Information Services
- Personnel
- Natural Resources
- Social and Health Services
- Indeterminate Sentence Review Board
- Office of Financial Management
- Sentencing Guidelines Commission
- Washington State Patrol
- Washington Institute for Public Policy

The Department operates 15 facilities located in 12 different counties.

- *Ahtanum View Correctional Complex - Yakima County*
- *Airway Heights Corrections Center - Spokane County*
- *Cedar Creek Corrections Center - Thurston County*
- *Clallam Bay Corrections Center - Clallam County*
- *Coyote Ridge Corrections Center - Franklin County*
- *Larch Corrections Center - Clark County*
- *McNeil Island Corrections Center - Pierce County*
- *Monroe Correctional Complex - Snohomish County*
- *Olympic Corrections Center - Jefferson County*
- *Pine Lodge Corrections Center for Women - Spokane County*
- *Stafford Creek Corrections Center - Grays Harbor County*
- *Tacoma Pre-Release - Pierce County*
- *Washington Corrections Center - Mason County*
- *Washington Corrections Center for Women - Pierce County*
- *Washington State Penitentiary - Walla Walla County*

The Department also operates more than 80 Community Supervision field offices located across the state and 15 work release facilities.

Agency Overview

The Department enhances public safety through the administration of criminal sanctions. Specific services and activities are listed below.

Activity: Confine Convicted Adults

The Department supports and maintains facilities used to incarcerate felony offenders sentenced to a term of incarceration. These facilities utilize appropriate security features, equipment, and staffing levels necessary to detain, and safely manage and provide for offenders housed in total and partial confinement.

Activity: Health Care Services in State Prisons

The Department provides medical, dental, and mental health services to incarcerated offenders. Sex offender treatment programs and chemical dependency treatment services are also provided to specific offenders. These services ensure that offenders are provided constitutionally required health care and the services necessary to function in an institutional environment.

Activity: Education of Convicted Adults in State Prisons

Education and work programs, such as Correctional Industries, are provided to incarcerated offenders. Offenders can earn General Education Development (GED) and vocational certificates. In addition, offenders participate in programs such as stress and anger management, victim awareness, and other programs designed to reduce the likelihood of re-offending.

Activity: Supervise Adult Offenders in the Community

The Department provides supervision primarily to high-risk adult offenders in the community. These offenders typically are released from jail and prison and considered to be at the highest risk to re-offend and cause harm while in the community. Supervision activities include monitoring conditions of supervision, development of offender accountability plans, conducting violation hearings, imposing sanctions, and managing outpatient treatment services.

The Department also provides community and victim services that enhance community safety. This includes activities such as conducting end of sentence reviews, providing notification to law enforcement of the release of high-risk offenders, victim safety planning, and assisting in the development of community oriented transition plans for high-risk offenders.

Activity: Core Administration

Basic infrastructure services are provided that support confinement, supervision, health care, and education activities. Essential business services include accounting, budgeting, contracting, human resources, information technology, and overall agency administration.

Agency Organization

Office of the Secretary

Secretary Joseph D. Lehman	Public Information Chief Veltry Johnson
Chief of Staff Patria Robinson-Martin	Quality Administrator Jane Parnell
Community Protection Victoria Roberts	

Office of Administrative Services

Deputy Secretary Tracy Guerin	Human Resources Jennie Adkins
Assistant Deputy Secretary Marcus Glasper	Information Technology Carol Meraji
Budget, Research, and Strategic Planning Randi Warick	Risk Management and Safety Kathy Gastreich
Capital Planning and Development , Bill Phillips	Rules, Contracts and Public Disclosure , Gary Banning
Comptroller and Business Services , Denise Doty	Diversity Programs Administrator Annie Williams

Office of Correctional Operations

Deputy Secretary Eldon Vail	Northwest Regional Administrator , Kit Bail
Assistant Deputy Secretary Operations , Lynne Delano	Southwest Regional Administrator , Ruben Cedeño
Assistant Deputy Secretary Programs , Anne Fiala	Southeast Regional Administrator , Marge Littrell
Correctional Industries Howard Yarbrough	West Central Regional Administrator , Jim Blodgett
Northeast Regional Administrator , Kaye Adkins	Hearings Lori Ramsdell-Gilkey

Office of Correctional Operations-Programs

Assistant Program Administrator , Doreen Geiger	Medical Services Marc Stern
Chemical Dependency Patty Noble	Mental Health Kelly Egan
Education Michael Paris	Offender Classification Gary Fleming

The Department is comprised of three offices.

The Office of the Secretary provides overall leadership and management. The Deputy Secretaries for Administrative Services and Correctional Operations report to the Secretary. The Secretary's legal authority is delegated to the Deputy Secretaries in his or her absence. Community Protection and Victim Service functions also report directly to the Secretary.

The Office of Administrative Services provides administrative and business services to the entire agency. Key sections, such as Human Resources, Information Technology, Budget, and Accounting Services, report to the Deputy Secretary or Assistant Deputy Secretary. The Office of Administrative Services also has staff working in field offices and institutional facilities.

The Office of Correctional Operations provides administrative and direct oversight of all offender related activities and facilities. Assistant Deputy Secretaries report directly to the Deputy Secretary for Correctional Operations. Agency level program administrators, such as Medical Services or Chemical Dependency Administrators, report to the Assistant Deputy Secretaries.

The Department is divided into five regions. Facility Superintendents and Community Corrections Field Administrators within each region report to a Regional Administrator. Regional Administrators report to the Assistant Deputy Secretary of Operations. Facility Superintendents have full administrative authority for the activities and operations of their facilities. Field Administrators are responsible for Community Supervision activities within their region.

The reporting structure for Correctional Operations is consistent with risk-based approach to managing offenders. This structure allows the Department to provide better-coordinated transitional services for high-risk offenders leaving prison and moving back into the community.

Lethal Force

Community Corrections Officers have the authority to use lethal force in self-defense while exercising their statutory responsibilities. Lethal force may be used at facilities under specific safety and security situations. Special teams at each facility are on call in the event of a major crisis or the loss of offender control.

If such an incident were to occur, the Department will activate a centralized command center to assess and coordinate agency and law enforcement response.

Agency Organization

Office of Correctional Operations-Superintendents

Ahtanum View Correctional Complex , Joop DeJonge	Monroe Correctional Complex James Spalding
Airway Heights Corrections Center , Maggie Miller-Stout	Olympic Corrections Center Karen Brunson
Cedar Creek Corrections Center , Dan Pacholke	Pine Lodge Corrections Center for Women , Donna Cayer
Clallam Bay Corrections Center , Sandra Carter	Stafford Creek Corrections Center , Doug Waddington
Contracted Offender Placement , James Thatcher	Tacoma Pre-Release James Walker
Coyote Ridge Corrections Center , Tom Donahue	Washington State Penitentiary , Richard Morgan
Larch Corrections Center Patricia Gorman	Washington Corrections Center , Carol Porter
McNeil Island Corrections Center , Alice Payne	Washington Corrections Center for Women , Belinda Stewart

Office of Correctional Operations-Community Supervision

Northeast Field Administrator , Jack Kopp	Southwest Field Administrator Kristina Anderson
Northwest Field Administrator , Gregg Freeman	West Central Field Administrator , Karen Portin
Southeast Field Administrator Terry Antles	West Central Field Administrator , Kathy Bouta
Southwest Field Administrator Gary Herness	West Central Field Administrator , Kevin Bovenkamp
Southwest Field Administrator Stefani Meusborn-Marsh	West Central Field Administrator , Earl Wright

Agency Budget

The Department's operating budget is about \$1.28 billion and is 97.6 percent funded out of the General Fund-State. This represents about five percent of the total 2003-05 Biennium General Fund-State appropriation. A very small portion of the Department's total appropriation comes from smaller accounts such as the Public Safety and Education Account and Violence Reduction and Drug Enforcement account. The Department also receives approximately \$12 million in Federal funds for operating and capital purposes. However, Federal funds account for less than one percent of the Department's operating budget.

The Department's current construction budget is more than \$256 million. These funds support maintenance projects, additional bed capacity, and planning for new facilities. The Department is currently engaged in large-scale projects at the Monroe Correctional Complex located in Snohomish County, Washington State Penitentiary located in Walla Walla County, and Coyote Ridge Corrections Center located in Franklin County.

The operating and capital budgets are driven by anticipated caseloads, or the number of offenders, expected to be under the Department's authority. By law, the Caseload Forecast Council calculates the offender population for planning and budget purposes. The Governor and the Department are required to use the Council's offender population forecast for budget development.

The Department anticipates operating costs will continue to increase as a result of growing offender populations and changing offender risk-levels. The Department anticipates a nine percent increase, or \$116 million, in operating funds to continue providing current levels of service in the next two fiscal years.

The Department operations, such as community supervision activities, are authorized and funded in the two-year, biennial, and omnibus operating appropriations bill. The Department is almost entirely funded by revenues collected from sales and use taxes, the Business and Occupation tax, and property taxes that make up the General Fund. The Office of the State Treasurer funds construction projects through the sale of bonds and funds are appropriated in the capital appropriations bill.

Distribution of Resources

- *Confined Convicted Adults: 59 percent or \$754 million*
- *Health Care Services: 16 percent or \$203 million*
- *Education Services: 2 percent or \$31 million*
- *Supervising Offenders: 16 percent or \$208 million*
- *Core Administration Services: 7 percent or \$84 million*

The Caseload Forecast Council's population projections indicate that the prison population will increase by 18 percent by 2010.

The Department currently has a total operating bed capacity of 15,170. This includes 335 Intensive Management Unit Beds, 10,308 Close and Medium Custody beds, 3,853 Minimum Custody Beds, and 674 Work Release beds.

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The Department utilizes a Risk Management Identification process that includes the Level of Service Inventory-Revised (LSI-R) and a violence screening tool. The LSI-R risk assessment tool assesses factors that research has identified as strong contributors to criminality and that measure an offender's risk to re-offend.

The Department also uses additional risk assessment tools for special populations such as sex offenders and the mentally ill offenders. Using these tools, offenders are classified into four types:

- Risk Management A (RM-A);
- Risk Management B (RM-B);
- Risk Management C (RM-C); or
- Risk Management D (RM-D).

High-risk offenders are RM-A and B offenders. High-risk offenders currently make up 48 percent of the Community Supervision population.

Moderate- and low-risk offenders (RM-C and D) comprise 47 percent of the population. About five percent are in the process of becoming classified at any time.

Agency Budget

The Department is divided into five programs for operating budget and legislative appropriation purposes.

PROGRAM 200 - Institutional Services

Institutional Services is part of the Office of Correctional Operations. This program provides resources for operations of regional offices, and offender services in major institutions, minimum custody camps, and work release facilities. The current biennial appropriation for Institutional Services is \$952.5 million (General Fund-State, General Fund-Federal, and Violence Reduction Drug Enforcement Account) and an allotment of 6,047.0 FTEs.

PROGRAM 300 - Community Supervision

Community Supervision is part of the Office of Correctional Operations. This program provides resources for the supervision of offenders living in the community. The current biennial appropriation for Community Supervision is \$198 million (General Fund-State, Public Safety and Education Account, and Cost of Supervision Account) and an allotment of 1,418.0 FTEs.

PROGRAM 400 - Correctional Industries

Correctional Industries is a part of the Office of Correctional Operations. This program provides resources to develop and operate programs that offers offenders employment, work experience, reduced idleness, and positive work ethic. The majority of the program is funded by a non-appropriated revolving fund. The current biennial appropriation for Correctional Industries is \$1.26 million (General Fund-State) and an allotment of 6.0 FTEs.

PROGRAM 100 - Administration and Program Support

This program includes the Office of the Secretary and the Office of Administrative Services. This appropriation provides resources for overall leadership and management of Department activities, policies, and operations and also includes Community Protection and Victim services. The Office of Administrative Services provides administrative and business services, including information technology projects, to the entire Department. The current appropriation for the program is \$80 million (General Fund-State, Public Safety and Education Account, and Violence Reduction Drug Enforcement Account) and an allotment of 600.6 FTEs.

Program 600 - Interagency Payments

The Department provides payments to other state agencies for shared and consolidated business functions. The current biennial appropriation for Interagency Payments is \$48.4 million (General Fund-State).

Major Issues: Capacity vs. Sentencing Laws

Department facilities are currently operating at 117 percent, or almost 1,800 offenders over operating capacity. Overcrowding presents a significant safety and security risk to employees, offenders, volunteers, and the public. This issue requires immediate and sustained attention due to the high potential that increased pressures within facilities may result in high profile offender disturbances, incidences of violence, or escapes from secure facilities.

Currently, more than 1,750 inmates are crowded into existing cell space. In addition, more than 750 offenders are housed in rented beds in public and private facilities out of state and in local jails. It is projected that the growth in the population will continue to exceed current operating capacity and is expected to be about 3,000 above capacity by the end of Fiscal Year 2007. An appropriate long-term response to the overcrowding will mean construction of new prison beds. However, it requires approximately four years to build a new institution and three years to add beds to an existing facility. To alleviate the projected overcrowding, the Department assumes that it will continue to rent over 1,800 beds in the next biennium.

Prison overcrowding is a function of supply and demand with sentencing laws driving demand. A recent report conducted by the Washington State Institute for Public Policy identified options for reducing the need for new prison construction. Options include reducing the number of offenders sentenced to prison and/or reducing the length of stay in prison. Specifically, proposals include changing the sentencing grid, creating alternatives to prison, funding research-based prevention programs, reducing the length of stay in prison, implementing intervention programs, and increasing earned good time which would reduce the length of stay in prison.

Washington State has exercised some, if not all, of the above options at different times. These options achieved modest and/or temporary reductions in the prison population. However, given current public perception and values, the early release of offenders or changes to the sentencing grid can be politically challenging.

Stakeholders

- American Civil Liberties Union
- Indeterminate Sentencing Review Board
- International Brotherhood of Teamsters
- Sentencing Guidelines Commission
- Washington Association of Prosecuting Attorneys
- Washington Association of Sheriffs and Police Chiefs
- Victims Community
- Inmate and Offender Families
- Correctional Industries Board
- Columbia Legal Services

Legislative Committees

- Senate Children, Family, and Corrections
- Senate Ways and Means
- House Appropriations
- House Capital
- House Criminal Justice and Corrections

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Stakeholders

- American Civil Liberties Union
- Association of Washington Businesses
- Columbia Legal Services
- Correctional Industries Board of Directors
- Department of Employment Security
- Department of Health
- Federation of Independent Business
- International Brotherhood of Teamsters
- Organized Labor
- State Board on Community Technical Colleges
- Washington Federation of State Employees

Legislative Committees

- Senate Children, Family, and Corrections
- Senate Ways and Means
- House Appropriations
- House Capital
- House Criminal Justice and Corrections

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Major Issues: Offender Programs

State resource constraints have diminished the Department's capacity to provide services and programs to offenders. This issue requires immediate and sustained attention due to the high potential for high profile offender disturbances and employee disapproval.

Current events are eroding the Department's program capacity. A recent State Supreme Court decision ruled that it is unconstitutional for private sector companies to operate in the Correctional Industries program and use offender workers. Subsequently, the Department was ordered to shut down the program and will lose over 300 offender jobs. It is anticipated that the loss of these jobs will result in a reduction in offender contributions to the Crime Victim Compensation fund by \$1.5 million. The Department also contracts with community colleges to provide educational services to offenders. However, the level of service that the Department can afford does not fully meet the needs of the growing offender population.

The reduction in offender work programs and the challenges of providing meaningful education programs combined with high levels of overcrowding present an increased safety and security risk to employees, offenders, volunteers, and the public. These programs reduced offender idleness and shifted offender focus to positive activities. In addition, diminished capacity to provide essential services such as medical treatment increases the Department's risk and liability.

Like other health care providers, the Department cannot find sufficient nursing staff due to low salaries and the difficult and dangerous nature of the work. A deficient health care information system and insufficient staffing levels for centralized health care management also limit the Department's ability to provide appropriate clinical direction for facility operations.

In challenging financial times, it is often difficult to support programs for offenders when the public perception is that these services do not benefit the general population. However, research has proven these programs to be sound investments and help reduce recidivism. Limiting the Department's ability to provide meaningful education and work programs has a negative impact on a long-term solution that can ultimately reduce the need for criminal justice and other social services.

Major Issues: Release of Offenders

The Department ultimately releases about 97 percent of all incarcerated offenders. The return of high-risk offenders to certain communities can be counter-productive for the development of positive community partnerships. This issue requires constant monitoring due to the increased potential for high-profile offender releases and the need for inter-jurisdictional cooperation necessary to ensure public safety.

Throughout Washington State, significant public concern exists about the release of high-risk offenders from correctional institutions to the community. Balancing community safety with the rights of individuals to return to and live in the community is challenging. It is particularly difficult if the person involved is a sex offender or a dangerous person with a mental illness and identified as high-risk for re-offense.

Most neighborhoods have enough “social capital” to use community notification and other tools to drive offenders into other neighborhoods that do not have the ability to keep them out. The Department actively assists neighborhoods such as Georgetown in Seattle, Hill Top in Tacoma, and New Washington in Spokane not because it is the best place for returning offenders but because the offenders are already there.

Offenders go to these neighborhoods because they can find needed social services and are more likely to find a shelter provider or landlord willing to provide housing. At times, however, this housing is temporary or substandard. Although it is not the only element for successful transition to the community, housing is a critical element to the re-entry process. Without housing, an offender’s ability to find and retain employment, obtain treatment services, and comply with supervision requirements is severely limited.

The Department cannot resolve this issue alone. It requires a collaborative response from multiple systems and individuals. However, due to the highly charged political aspect of this issue, many communities have difficulty addressing them. Thus, communities tends to focus on how to get the offender to move someplace else rather than how to create the resources necessary to support the offender and at the same time protect the community.

Stakeholders

- Department of Community Trade and Economic Development
- Department of Social and Health Services
- Washington Association of Prosecuting Attorneys
- Washington Association of Sheriffs and Police Chiefs
- Washington State Rental Housing Association
- Victims Rights Groups
- Superior Court Judges Association

Legislative Committees

- Senate Children, Family, and Corrections
- House Criminal Justice and Corrections

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Stakeholders

- Department of Information Services
- Office of Financial Management
- Washington Association of Sheriff's and Police Chiefs
- Washington Association of Prosecuting Attorneys
- Superior Court Judge's Association
- Caseload Forecast Council
- Sentencing Guidelines Commission

Legislative Committees

- Senate Ways and Means
- House Appropriations

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Major Issues: Replacement Information System - Offender Management Network System (OMNI)

The Department is currently replacing its 20-year old primary information system. The new system, known as the Offender Management Network Information (OMNI), will replace outdated mainframe software and technology with contemporary web-based infrastructure that best meets the current information needs associated with the risk-based management of offenders. This issue requires immediate and sustained attention due to the moderate potential for high profile announcements associated with project delays and costs overruns.

The replacement was originally planned as a four-phase project. The first phase was successfully delivered, accepted by the Department, and deployed. The delivery of the second phase was delayed 18 months and is anticipated to exceed original cost estimates by \$3 million. Delays and cost overruns are due to new legislative requirements, vendor staff turnaround, and the unanticipated complexity of the information requirements for correctional business processes.

Due to statewide financial constraints, the third phase of the project was not funded in the 2003-05 Biennium budget. This resulted in an extended timeline for the total project. As a result, some of the automated business processes that exist in the old system will not be transferred to OMNI as soon as originally planned. This requires that the old and new systems operate synchronously for a longer period of time in order to maintain correct data. This synchronous dependency increases the level of complexity for ensuring the on going integrity of mission critical data. The extended timeline for total project completion increases the overall cost of the project and new system requirements may be identified because of changing business and legal requirements.

Although funding was requested, future funding for OMNI phases are not assured in the budget process. It is critical that the project receives continued support so that the transfer of business processes in the old system to OMNI can take place as quickly as possible. Delays in moving forward with OMNI could result in critical offender data not being synchronized across both systems. This potentially places the Department and community at risk since offender management decisions would be made with incomplete or erroneous information.

Major Issues: Tort Liability

The number and size of monetary awards for tort liability cases against the Department continues to grow while recent changes in policy and sentencing laws designed to mitigate risk take effect. This issue requires constant monitoring and sustained attention due to the moderate potential for continued high profile awards and claims.

Washington State, by statute, is liable for damages arising out of its tortious conduct to the same extent as it if it were a private person or corporation. As such, DOC is faced with significant liability due to its legal mandate. In the last five years, approximately 80 percent of the Department's paid liability resulted from claims alleging negligent supervision. Negligent supervision claims are allegations that an offender on supervision in the community was not properly supervised and as a result a member of the public was seriously injured or killed.

The state of Washington is self-insured for tort liability and DOC participates in the state's self-insurance liability program. Thus the issue of increasing tort liability is broader than the Department of Corrections. Over the past few years the state convened a Risk Management Task Force and several legislative proposals were introduced to address tort liability and tort reform.

It is likely that the major tort liability facing the Department will continue to arise from alleged negligent supervision. Currently, there are approximately 20 negligent supervision cases stemming from events that occurred between 1996 and the present. There is typically a lag of several years between the date of loss and final resolution of these types of lawsuits. In addition, there is a lag between implementation of loss prevention strategies and the impact of those strategies.

Recent court rulings, however, have been in the Department's favor. One case found that the Department is not liable for the actions of offenders who are only on supervision for collection of legal financial obligations. A second case is pending before the Supreme Court on the issues of duty and nexus.

Stakeholders

- Association of Washington Cities
- Washington Association of County Officials
- Office of the Attorney General
- Office of Financial Management
- Victims Rights Groups
- Washington State Trial Lawyers Association

Legislative Committees

- Senate Judiciary
- Senate Children, Family, and Corrections
- House Judiciary
- House Criminal Justice and Corrections

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