

# CI ADVISORY COMMITTEE DIVISION UPDATE

**DRAFT\_v2**

## WASHINGTON STATE CORRECTIONAL INDUSTRIES

**Our Vision:** Transform lives and increase successful reentry through training and mentoring.

**Our Mission:** Correctional Industries is committed to maintain and expand work training programs which develop marketable job skills, instill and promote positive work ethics, and reduce the tax burden of corrections.

### **Our Core Values**

- **Lead:** We walk the talk to motivate change.
- **Humanity:** We provide opportunity for second chances.
- **Connections:** We foster understanding and mentor growth.
- **Teamwork:** We build unity and strength through collaboration.
- **People:** We inspire and empower individual success.

## Points of Contact

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WASHINGTON STATE  
CORRECTIONAL INDUSTRIES

# BRAILLE SERVICES

Washington Corrections Center for Women (WCCW)

**Program Participants: 17**

**Programming Hours: 478**

**Certificates (other) Issued: 1 - Formats, 2 - Unified English Braille**

**Vacant Positions: 4**

## MAJOR ACCOMPLISHMENTS:

- Following operations being suspended for two months due to a rise in COVID cases within the facility, the challenge of resolving the backlog of work was met successfully with transcribers fully motivated to serve their customers' needs with their well-known talents and efficiencies.
- Ogden Resource Center was able to source larger projects to WCCW that would potentially have been paused for the upcoming school year. These were completed in the short time frame given so these transcribed volumes were ready in time for distribution.

## FOCUS AREAS:

### Virtual Meetings:

- In working with local IT, braille was able to set up virtual transcriber meetings and trainings through Washington State School for the Blind (WSSB). This is a priority for both parties for completion.

### Certifications:

- Continued momentum for increasing the number of individuals that have gained certifications through Nemeth and Proofreading Certifications.

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- CI will continue collaborating in order to establish recruitment strategies that will include tactile positions geared more toward those people with less time prior to their earned release date so they can earn certification in this highly skilled and needed aspect of braille transcript creation.

# COMMUNICATIONS

Monroe Correctional Complex (MCC)  
Washington State Penitentiary (WSP)

**Program Participants: 35**  
**Programming Hours: 17,720**  
**SOC Certificates Issued: 2**  
**Vacant Positions: 45**

## MAJOR ACCOMPLISHMENTS:

- License Plates: Although still challenged by lower than scheduled incarcerated worker numbers, we have accomplished getting caught up with the Department of Licensing (DOL) order requirements. We are working overtime as needed to stay on track and are strategic in what areas to focus on for production on a daily basis. Continued collaboration with DOL has led to improved reporting and communication between both agencies regarding what is produced, what plates are priorities, and when categories of plates can be expected to arrive to DOL.
- Print/Sign: We continue to be challenged with low worker numbers in this area as well. Overtime is being performed and the teams continue to work primarily through first-in/first-out, while allowing some room for priority orders. Collaborating with facility leadership, we are attempting to have some of our former workers return to our print and sign areas that have relocated to a different part of the facility. This will help us get caught up with orders currently in our queue.
- Tabs: Despite dealing with a still-limited number of workers in this area, the team was able to complete the DOL order that was needed by the end of the fiscal year. Evaluation is being made for potential equipment upgrades for this business.

## FOCUS AREAS:

### Incarcerated Worker Support:

- As seen above, having sufficient workers in our operations remains key to the success of our programs. We will continue to work with each facility to attain as many workers as possible in our communications operations. We believe we not only have products to produce for our customers, but more importantly, have a great personal and employability growth program for people who want to prepare for life beyond incarceration.

### Equipment Updates:

- We continue to evaluate equipment upgrades within our shops. Discussions involve updating to industry-standard equipment to give relatable job skills to our workers while also improving our productivity. Quotes have been received from vendors after consulting with other correctional industries programs that have recently or are in the process of updating their equipment.

### Cost and Pricing:

- With ongoing escalations of raw material and transportation costs, we continue to evaluate our pricing structure to cover the cost of doing business while remaining competitive. This has led to us looking closely at our product offerings as well as ways to improve efficiencies within our operations.

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue improving our production reporting with DOL to collaborate on priority needs and operational updates.
- Ongoing work with Department of Corrections and facility leadership to increase worker participation numbers and make determinations of next steps to improve overall communications businesses.
- Make determinations on equipment upgrades, funding, and timing of potential implementation.

# COMPUTER AIDED DESIGN SERVICES

Washington Corrections Center for Women (WCCW)

**Program Participants: 5**

**Programming Hours: 476**

**Vacant Positions: 3**

## MAJOR ACCOMPLISHMENTS:

- Following another closure of operations due to increased COVID cases resulting in programs being closed, the operation was able to reopen in time to complete some important and delayed Computer Aided Design (CAD) projects for customers end of fiscal year orders.
- The return of the workers also highlighted the importance of the program to the furniture division and highlighted the pride that the incarcerated drafters take in the success of the operation.

## FOCUS AREAS:

### Recruitment for Industries Specialist 2:

- CI has began the steps to work through the recruitment to fill this critical role in the operation. While this recruitment goes through the process, support from the sales team has been provided.

### Online Training/Partnership with current product vendor:

- Continue to collaborate and partner with one of the furniture divisions primary vendors to provide online training in CAD to both incarcerated drafters and staff.

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continued partnership with facility leadership to ensure that COVID protocols are adhered to in order to maintain the ability to continue operations uninterrupted.

# FOOD MANUFACTURING

Airway Heights Corrections Center (AHCC)

**Program Participants: 155**

**Programming Hours: 76,583** (Note: The number of hours do not align with normal hours due to eight days of weekend overtime work.)

**SOC Certificates Issued: 16**

**Vacant Positions: 31** (Note: We've had unit quarantines put in place restricting about 40 workers from reporting to the food factory)

**SOC Certificates Issued: 16**

**Other: 2 - FareStart Applicants**

## MAJOR ACCOMPLISHMENTS:

- Maintaining safe working environment.
- Staff and incarcerated worker support for extended work hours to build inventory of finished goods.
- Special Halal diet recertification and bakery production.

## FOCUS AREAS:

### Workforce Development - Soft Skill Growth:

- In May 2022, an incarcerated bakery worker mistakenly put yellow cupcake mix in with the corn muffin mix. He did not realize the error until five batches (13,000 each) of product had been processed. The product looked fine, but the worker knew the new muffins would not meet FDA labeling guidelines and would not be the product we were supposed to be making. He immediately informed his supervisor of what happened and they isolated the non-conforming product. The great part about this situation is that he caught his mistake and even knowing it was costly, he brought the issue forward to his supervisor on his own. This is just one example of the positive culture taking place within the food factory. It shows that doing the right thing and holding yourself accountable is being instilled in the workers. The importance of empowerment cannot be overstated. The food factory staff are very proud to be a part of this process.

### Food Manufacturing Contingency Planning:

- Over the past several months there have been intermittent outbreaks of COVID within our facilities. Because of this, sites have implemented quarantines, causing reduced workforces and driving changes to food service menus. This resulted in short-notice large volume orders of frozen

meal and tray lunch items. Part of the food manufacturing contingency planning included working extended hours on the weekends and building inventory of items such as bakery products, frozen meals, and tray lunches. To date we have been able to fulfill all internal Department of Corrections' (DOC) orders.

### Recertification of Halal food processing:

- There were 39 finished good products and hundreds of ancillary products re-certified for use in the DOC's Halal diet menu.

### Bakery Production and Opportunity Buys:

- After several months of intermittent bakery production (due to staffing and equipment issues) the bakery has been running well and is at full capacity. All product lines (bread, dinner rolls, muffins, breakfast bars and cookies) are being manufactured and we continue to meet all customer orders.
- To continue to support food services with quality products at the lowest possible cost, food manufacturing continues to look for opportunities to buy products that are normally cost prohibitive. Recently, food manufacturing purchased cooked beef rib-eye for use as a center of the plate item. While this purchase was a one-time opportunity, the available 35,000 pounds should yield enough product to serve as a special meal seven times to the entire incarcerated population. This is a cost-saving opportunity being offered to food services.

### **STRATEGIC PRIORITIES FOR UPCOMING QUARTER:**

- Ongoing inventory build up of finished goods in support of food services as a continuity plan for feeding the DOC prison population in the event of quarantines.
- Preventative maintenance on all equipment.
- Preparation for a food factory shutdown due to a drain replacement in July 2022.

# FOOD SERVICE

Airway Heights Corrections Center (AHCC)  
Coyote Ridge Corrections Center (CRCC)  
Monroe Correctional Complex (MCC)  
Washington Corrections Center (WCC)  
Washington State Penitentiary (WSP)

**Program Participants: 620 - Monthly Avg (Mar-May)**  
**Programming Hours: 89,822 - Monthly Avg (Mar-May)**  
**SOC Certificates Issued: 17**  
**Certificates (other) Issued: 60**  
**Vacant Positions: 134 - Monthly Avg (Mar-May)**

## MAJOR ACCOMPLISHMENTS:

- Continued multi-facility support to COVID outbreak facilities in menu planning, alternative products, and operational advice.
- Collaboration with food manufacturing to support inventory build-up for response needs for COVID outbreaks and factory plant capital project at AHCC.
- Seasonal Department of Corrections (DOC) menus have been released after approval and nutritional analyses completed. Improvements continue returning to stock food items as food supply chain disruptions ease up. The goal remains to return to menus as written, as items become fully available again.
- Religious, cultural, and family-centered events and observances are being planned and conducted. Ramadan and Passover observances have both completed with significant operational challenges.
- Challenges remain regarding the incarcerated workforce for food services needs. Even with reductions in quarantines and isolations, cohort work groups are limiting meal productions and menu adherence.

## FOCUS AREAS:

### Statewide Operational Support:

- Continue to monitor and support with staff resources, alternative product supply, collaboration with food manufacturing customer care, menu planning, operational advice, etc.

### Product Supply, Consistency, and Cost:

- Vendor collaborations: ongoing sourcing and approval of alternative food items.
- AHCC food manufacturing: Support customer care with resources, facility communications, product selection, etc.

### Dietitian Support:

- Collaborate with the state dietary manager to assist in menu planning, product review, approvals for substitution items, support for medical diets, and information requests.

### Garden Project:

- Ongoing collaboration with the Sustainability in Prisons Project surrounding DOC garden initiatives. The project has passed through all of the IRB processes and is ready to send reports to the incarcerated garden workers, food service staff and facility plant staff who oversee the gardens.

### **STRATEGIC PRIORITIES FOR UPCOMING QUARTER:**

- Continue support for all DOC facilities. Monitor the food supply and collaborate with AHCC food manufacturing to return to 'new normal'.
- Continued focus on consistency of the supply chain.

# FURNITURE BRAND AND SALES

Headquarters (HQ)

## MAJOR ACCOMPLISHMENTS:

- Sales and brand assisted with weekly coverage of customer service, braille and Computer Aided Design (CAD) duties for an extended period through the end of the fiscal year during many weeks without incarcerated crews. Finished year with approximately \$10 million in sales with another almost \$7 million still on the books.

## FOCUS AREAS:

### Sales - Resume Targeted Email Blasts:

- In addition to monthly email blasts we intend to send quarterly targeted blasts to user groups to include: fire and rescue departments, law enforcement groups and housing authorities statewide.

### Sales - Lead Generation through Tradeshows:

- In past years we have had great success with leads generated from contacts made at tradeshows. Now, as COVID-related restrictions continue to lift, we would like to once again market our goods/services through tradeshows/ events.

### Brand - Complete Factor Pricing Program:

- Complete the linkage between all residential living and detention furniture unit cost statements with the database update tool to allow for across the line pricing updates. Begin with target of monthly updates.

### Brand - Statements of Line:

- Update numbering convention for main table line and incorporate statement of line document for cross-reference sheet and visual representation for customers specifying furniture. Utilize price list snips. Next will be the residential living products for addition to the website for revenue generation.

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Sales:
  - Develop a proposal for an additional staff member to the sales team with a focus on non-mandated sales. The non-mandated market has the largest room for growth. In times of economic downturn, higher education enrollment grows as displaced workers seek to gain new skills. Cities/counties and tribal nations also represent a large market that cannot be serviced adequately by one account representative.
- Brand:
  - Establish vendor agreement to stock component product stateside, at the vendor partner's distribution center in Michigan, to reduce turn around from 90-120 days to 10-14 days. This will allow us to better serve customers by helping to achieve reasonable lead times. It will also increase revenue as the final product can be added to the e-commerce site as all sales to date have been via word of mouth.
  - Develop a decision document regarding the separation of the Manufacturing Distribution Center (MDC) business for ancillary goods from the actual furniture operations at Stafford Creek Corrections Center. As operations for MDC are already captured on its own financials page, developing a method for ordering and receiving product in a particular fashion is more readily possible. The purpose would be to lessen the burden on the manufacturing site in terms of duplicative data entry for items that receive no added value at the factory location. This will also lower the transportation costs for Correctional Industries and allow more time to be devoted to the improvement of our own lines and products.
  - Create sustainability targets, outline steps to achieve goals, and determine tracking methods. Consolidate all existing vendor-generated health product declarations and other certifications into a simple database.

# FURNITURE MANUFACTURING

Stafford Creek Corrections Center (SCCC)

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- To work with the facility to ensure that COVID safety protocols are in place and adhered to in order to stay operational in the upcoming quarter to catch up on production of received orders.
- Continue to focus on product pricing to account for market fluctuations for raw material costs.

**Program Participants: 132**

**Programming Hours: 10,847**

**SOC Certificates Issued: 3**

**Vacant Positions: 124**

## MAJOR ACCOMPLISHMENTS:

- During the past six months the Furniture Factory has been impacted by COVID outbreaks, which resulted in only essential operations being conducted. Overall, the factory has been running at about 70 percent capacity for approximately three and half months. Through a great deal of hands-on work by staff processing through the business office and with sales staff assistance, the business office was able to invoice \$2.98 million in June of 2022, and total invoicing for Fiscal Year 2022 ended with \$9.7 million.
- To kick off the new fiscal year we received \$243,000 of sales in the first week of July. In addition, we had \$1.65 million in sales for the month of June, which is also work for this fiscal year. With the new work and the work that was pushed from last year to this year we have a total of \$6.95 million in open orders at this time.

## FOCUS AREAS:

### On-boarding and Training:

- Our two new staff in customer service are both very excited to be a part of Correctional Industries (CI). They have been picking up everything very fast and have passion for their work. We look forward to see their growth and success.

### Filling all open staff vacant positions:

- These positions include upholstery supervisor, wood shop supervisor, and logistics supervisor.

### Backlog orders:

- Working through backlog of orders for production to be in compliance with the December 30, 2022, delivery for orders received before April 15, 2022, that was approved by the Office of Financial Management (OFM) for end of year purchases.
- The factory will start working overtime on July 18, and we will continue overtime off and on until the factory is on track to complete all orders in the factory.



# INCARCERATED INDIVIDUAL SERVICES

Airway Heights Corrections Center (AHCC)  
Monroe Correctional Complex (MCC)

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Ongoing collaboration with USG regarding customer service concerns.
- Continued focus on cost-avoidance efforts.
- Working with our vendor partners to find alternative products that may help reduce pricing for the incarcerated population.

**Program Participants: 111**

**Programming Hours: 47,619**

**SOC Certificates Issued: 2**

**Vacant Positions: 18**

## MAJOR ACCOMPLISHMENTS:

- Began working with Securus on the application for ordering commissary using the tablets. Have finalized the delivery partnership with Correctional Industries (CI) headquarters transportation to deliver all program orders for Western Washington.
- Continue to work closely with external vendor and the city of Monroe on the permitting process to install the new racking to accommodate the monthly property and food package programs at MCC's Twin Rivers Unit.
- Continue to maintain high levels of service to the statewide population with reduced resources.

## FOCUS AREAS:

### Commissary:

- Continue to review price increases received from the majority of our vendors on a weekly basis. Completed quarterly inventory at both central distribution centers with minimal loss.

### Monthly Property Program:

- Continue to work with Union Supply Group (USG) and Department of Corrections security to bring new products into the program.

### Food Package Program:

- Offering the program bi-monthly has streamlined the operation and has allowed us to keep incarcerated workers productive.

### Bulk Sales:

- We continue to have a great relationship with Green Hill School and continue to meet their needs monthly.

# LAUNDRY

Statewide

**Program Participants: 130**  
**Programming Hours: 27,450**  
**SOC Certificates Issued: 1**  
**Certificates (other) Issued: 1**  
**Vacant Positions: 16**

## MAJOR ACCOMPLISHMENTS:

- One replacement washer for Washington Corrections Center has been received. Installation will occur in August 2022.
- Two replacement dryers for Stafford Creek Corrections Center are scheduled for delivery in early August 2022.
- Statewide operations processed 2.6 million pounds of laundry for Department of Corrections (DOC) during this reporting period. This volume represents a 10 percent increase compared to the previous quarter.
- Statewide operations processed 10.3 million pounds of DOC laundry in Fiscal Year 2022.
- All laundries have returned to normal operations with regular incarcerated workforces at 90 percent of ideal worker levels.

## FOCUS AREAS:

### Department of Social and Health Services (DSHS):

- The proposal to support DSHS operations at Maple Lane has been routed for final approval and contract execution.
- Support would be provided by Cedar Creek Corrections Center laundry operations.

### FY 2023 Laundry Service Rates:

- Cost-per-pound (CPP) rates have been finalized based upon the proposed FY 2023 laundry service forecast.
- CPP rates are anticipated to go into effect in August 2022.

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Evaluate and implement production strategies, sustaining service to DOC facilities as COVID challenges continue throughout the state.

# MCNEIL ISLAND STEWARDSHIP

Cedar Creek Corrections Center - McNeil Island (MIS)

**Program Participants: 7**  
**Programming Hours: 960**  
**Vacant Positions: 8**

## MAJOR ACCOMPLISHMENTS:

- Marine vessel (M/V) Chinook remains on schedule for retrofitting this winter, which includes the overhead canopy of the upper deck, seating and rub rail installation to better match the docks at McNeil Island. The Chinook is currently in dry dock receiving bottom paint, a new generator, mufflers, gel coat and drive shafts.
- The deck replacement of Barge #2 has been completed and is now back in service. Cost \$1.7 million.
- We received the repair and replacement report from KPFF on July 14, 2022. Engineers from KPFF have been on-site since March 2022 to assess marine railway and infrastructure to provide data for decision making. The marine railway has been out of service since December 2021 due to safety concerns.
- Island Infrastructure – New valve replacement at Butterworth Reservoir allows the ability to isolate the Special Commitment Center from further water shut off events during critical repairs.
- Two additional leaks along the main water line have been repaired and water usage has been reduced significantly.
- The water well project is nearing completion and the system has been activated. It will not be fully operational and put into service until the back up generators are installed in late August.

## FOCUS AREAS:

### Marine Vessels:

- Barge #1: Currently in service; USCG Certificate of Inspection (COI) completed 2022, with anticipated 50 percent deck replacement needed. Currently waiting for shipyard availability.
- M/V Callahan scheduled for dry dock in September 2022 for routine maintenance and USCG COI certification.
- M/V McNeil is due for its out of water USCG inspection in January of 2023.

### Electrical :

- Lift station overhead power to underground is 95 percent complete. Pumps have been ordered for the Special Commitment Transition Facility (SCTF) lift station.
- Primary power overhead fuse sizing and 20-314K (3-3), the notice to proceed was issued March 20, 2022. A meeting with MIS staff, contractors and capitol projects was held and contractors have been out to the island conducting surveying.
- Marine breaker box needs to be sealed to prevent any extreme high tide from entering electrical piping. Advised by Department of Corrections electrical staff. We have received the seal kits and are waiting on electrician to conduct the work.
- Installation of a pigtail receptacle and switch needs to be installed at water treatment to plug in emergency generator if necessary. Betschart electric was scheduled on July 15, 2022, to evaluate.

### Waste Water:

- The well project continues nearing completion, the filtering system has been installed and the well system is Online. Currently waiting for the Department of Health to complete water testing and installation of the backup generator which should arrive the end of August 2022.
- The SCTF lift station pump currently is functioning with one pump and the back up was assessed and deemed unable to be re-built from our existing two. Two new pumps have been ordered with a 10-week lead time. Department of Social and Health Services capital projects is working on replacing the electrical infrastructure.

### Recruitments:

- Recruitments active for marine operations manager, marine operations supervisor, and ferry operator deckhand.

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Allocation of funding for marine railway repairs and winch for dry dock cradle. We received the report from KPFF on July 14, 2022 detailing three options identified to have it repaired and returned to service.
- Reallocation of senior and junior deckhands currently with the Office of Financial Management.
- Complete recruitments for vacant and newly established positions.

# OPTICAL

Airway Heights Corrections Center (AHCC)

**Program Participants: 47**

**Programming Hours: 18,601**

**Certificates (other) Issued: 3 - Certificates of Completion**

**Vacant Positions: 3**

## MAJOR ACCOMPLISHMENTS:

- Lean Manufacturing:
  - We have reduced the amount of different colored trays used in the lab for holding the frames and lenses as they go through production. There are now three different colored trays and the tray that needs to be used for a job will depend on the material requested. Our queue has been set to automatically put jobs using specific materials into the corresponding queue number for that material which allows our stockroom workers to scan orders into the correct color tray depending on which queue they are scanning.
  - Shipping transformation.
  - We have standardized our order forms so that they are uniform across all billing agents. Any adjustment so specific forms needed can be easily done with one click instead of adjusting the whole form.
  - We have been able to print any notices (i.e. out of stock frames) to our providers on the back of their packing slips to reduce waste of adding tiny slips of paper to their shipments.
  - We are now focusing on what Labzilla tells us should be shipping for the day instead of shipping every order that is completed. This has helped us prioritize orders that may be nearing their due date or late orders that need to be completed and shipped sooner than other jobs.
- Formal training through the Optical Training Institute for six incarcerated workers has begun. It is an American Board of Opticianry (ABO) training program and is recognized verification that the worker has the skills and knowledge to perform the job at a higher level of competence. There is a certification test, however, we currently cannot proctor that test. This training will help prepare our workers for that certification and we look to be able to proctor in the future.
- New equipment was received in our lab to be more in line with the optical industry. In addition to the new edger, we now have a new coating machine and have updated our slurry/finishing systems. This will ensure the best quality of product for our providers and end users.
- We have expanded the eyewear selection for staff and are working on updating selections for the incarcerated and the Health Care Authority.
- Our providers have been uploaded into our remote ordering system.

## FOCUS AREAS:

### Remote Ordering for Providers:

- We are still waiting to have two lines of code added that is preventing our remote system from connecting with our in-lab system.

### Lens Ordering Online:

- Recently we were able to use our vendor's website to order lenses for the lab, which was very successful and reduced the amount of errors from the vendor when they used to hand key our orders. There has since been an update on their website and we are no longer able to drop our file on their site. We are working with IT to see what is preventing us from being able to order Online. For now, we are sending the files to the vendor via email to have them drop the order in for us.

### New Packing Slips for Providers:

- As part of our shipping revamping process, we are changing how packing slips look for our providers. The changes are to include more information that better suits what our providers need (i.e. medical record numbers instead of our document numbers as they don't use document numbers) and to help separate what we have shipped to them in their shipment (contacts, full pairs of glasses, or stock frames).

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue working with IT/cybersecurity to move forward with testing of remote ordering for our providers starting with the Department of Corrections Health Services.
- Continue working with IT/cybersecurity to fix the issue preventing us from ordering lenses Online.

# SAFETY AND RISK MANAGEMENT

Headquarters (HQ)

## **MAJOR ACCOMPLISHMENTS:**

- The Department of Corrections' accident reporting system (OnBase) is operational and in use.
- The safety committee at Correctional Industries headquarters has been reinstated. All member positions are filled and the committee is currently active.

## **FOCUS AREAS:**

### Accident Severity Rating:

- The overall accident severity rating has declined to 65 percent rated "minor" or less. The target number of "minor or less" incidents is 75 percent.
- The most common root cause is having none, or improper, Personal Protective Equipment (PPE).
- Corrective actions include a focus on ensuring workers wear proper PPE while performing jobs.

# SERVICE AND DELIVERY

Cedar Creek Corrections Center (CCCC) - CI HQ

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Current recruitments in process to fill vacant CI supervisor assistant, truck driver, and warehouse operator.
- Ensure all of the staff holding a commercial drivers license have obtained their P1 passenger endorsement. Three staff are scheduled to take the exam and field test.

**Program Participants: 8**

**Programming Hours: 3,610**

**Certificates (other) Issued: 4 - Forklift Certifications**

**Vacant Positions: 20**

## MAJOR ACCOMPLISHMENTS:

- Certifications for incarcerated participants.
- Warehouse was able to get four incarcerated worker forklift certifications completed last quarter.
- One of the challenges that the Service and Delivery Division (SDD) has encountered is delayed production of product or late arrival of product. With later orders SDD has plans effectively to make maximum use of staff and incarcerate worker resources.
- Within the scope of work, we have been creative to keep all Correctional Industries (CI) logistical needs met including food, mattresses, furniture, license plates, and COVID supplies for both the Department of Corrections and Department of Health.

## FOCUS AREAS:

### Incarcerated Workforce:

- CI SDD coordinating with Cedar Creek Corrections Center (CCCC) to increase the number of available workers for its program with the goal of 30 incarcerated participants. This will allow for more stability in the program and provide opportunities for individuals working towards reentry.

### Programming:

- CI SDD has recently updated the Intra-Agency agreement with CCCC for the assignment of incarcerated workers to CI headquarters and SDD off-site install crews.
- CI management has reached out to CCCC program manager to be part of the selection process for placement of incarcerated workers.

### Higher Education:

- As we have seen a return of orders for residential living furniture for higher education, SDD is working collaboratively to ensure that these orders deliver timely in the short window prior to students returning in the fall.

# TEXTILES

Airway Heights Corrections Center (AHCC)  
Clallam Bay Corrections Center (CBCC)  
Coyote Ridge Corrections Center (CRCC)  
Washington Corrections Center (WCC)  
Washington Corrections Center for Women (WCCW)

**Program Participants: 230**  
**Programming Hours: 76,870**  
**SOC Certificates Issued: 15**  
**Vacant Positions: 111**

## MAJOR ACCOMPLISHMENTS:

- New Lexar plotter at AHCC.
- Developed a carpenter pant sample and awaiting approval from the Department of Corrections.
- Gender-specific pant samples produced and ready for testing at WCCW.
- WCCW textiles is preparing for the arrival of their new 15-head embroidery machine.
- Re-bid Alaska Department of Corrections (DOC) incarcerated clothing contract. Awaiting final results. We did sign an extension to carry the current contract through the end of August.

## FOCUS AREAS:

### Scrubs:

- Textiles is re-engaging with engineering a line of scrubs for DOC Health Services. Samples have been brought in and prototypes will be produced at CRCC. Textiles will offer a women's and a unisex set. These scrubs will be made of a lightweight poly/poplin with a 6 percent Lycra stretch in the fabric.

### Full Cost Recovery:

- Textiles is working on verifying full cost recovery of each product line currently being manufactured. Full cost recovery includes the item's bill of material, shop overhead, and administrative costs. We are evaluating if incarcerated direct labor, direct consumables and freight-in should also be accounted for in our price calculations.

### Cost Reductions:

- Operating expenses for the textiles division is 28.3 percent of sales. We are evaluating if consolidation and reductions can be made in some areas to improve our cost standing while maintaining appropriate output of our goods.

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue work with Avande and our representatives to successfully execute user acceptance training of our incoming D365 system update.
- Ongoing communications with DOC and other customers regarding cost increases we are experiencing that will affect the prices they pay for goods.
- Acceptance by Alaska DOC to continue and expand textiles offerings within their facilities.
- Development of scrubs and carpenter pants as part of our product offerings.

# TRAC

Mission Creek Corrections Center (MCCCW)  
Washington Corrections Center for Women (WCCW)

**Program Participants: 16**  
**Programming Hours: 2,304**  
**Certificates (other) Issued: 15**  
**Vacant Positions: 2**

## MAJOR ACCOMPLISHMENTS:

- Aerospace Joint Apprenticeship Committee (AJAC) Manufacturing Academy completed the third cohort with 15 completing the course. One of these students who also graduated Trades Related Apprenticeship Coaching (TRAC) and has returned to the community has been able to return to the workforce as an ironworker with Local 86 in Seattle.
- A few of AJAC graduates from the first cohort have released to the community and have gained employment in the manufacturing field. Every AJAC graduate who has completed the program and navigated their reentry back into society has gained employment. That is a 100 percent employment rate.

## FOCUS AREAS:

### AJAC Manufacturing Academy Fall Class:

- We are looking into coordinating with the AJAC team on getting another class started up for our fall quarter.

### Community Corrections:

- We continue to work with the Vera Institute of Justice to finalize the Program and Implementation Guide for the Bureau of Justice Second Chance Act grant.

### Trades Related Apprenticeship Coaching:

- We started TRAC class #63 out at MCCCW due to a larger demand of eligible applicants for the program. We started July 11 and have eight students enrolled and carrying heavy stuff fast! We will be assessing what a TRAC class will potentially look like at WCCW once we get closer to class #63 completion.

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Plan future AJAC Manufacturing Academy classes in other Correctional Industries programs around the state.
- Work with Department of Corrections reentry navigators to provide opportunity for incarcerated individuals in graduated reentry, housed in the Reentry Centers, or on electronic home monitoring with preapprenticeship opportunity.
- Exploring the possibilities of a partnership with the Apprenticeship and Non-Traditional Employment for Women at the Apprenticeship Resource Center in CDL training and how we could provide living wage employment as opposed to predatory employment practices.



# WORKFORCE DEVELOPMENT

Statewide

**SOC Certificates Issued: 49**

**Other: 13 - FareStart Applications, 40 - Resumes Created**

## MAJOR ACCOMPLISHMENTS:

- Continued to provide workforce development and employment services to releasing individuals.
- Ongoing collaboration with Department of Corrections (DOC) reentry navigators to ensure transitional services are maintained.
- Networking with DOC Community Corrections, classification counselors and Correctional Industries (CI) staff regarding the partnership with FareStart and housing options.

## FOCUS AREAS:

### Training :

- Ongoing exploration of additional programming opportunities for incarcerated participants relevant to current business trends and employment opportunities in the community — specifically computer skills, broader access to trades training (TRAC), and updating and expanding the Certificates of Proficiency (COPs) available within facilities.

### FareStart:

- FareStart is in the process of redeveloping their program to better meet the needs of their clients due to ongoing COVID challenges. We are continuing to partner with them on release plans, programming and housing for releasing individuals.

### Engagement with Fair Chance Employers:

- Continual outreach to potential fair chance employers. In addition, there is ongoing collaboration with the reentry team to ensure all have access to the same resources.

### National Restaurant Association:

- There have been ongoing conversations with the senior manager of Workforce and Business Development for the National Restaurant Association. This is in an effort to create employment opportunities for the incarcerated population upon release.

## STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Fill three staff vacancies (workforce development manager and the two workforce development specialists. Future needs include an additional community employment specialist for eastern Washington (for a total of two) to better connect people releasing in those counties with opportunities.
- Reestablish Makin' It Work programming in facilities and work towards reestablishment of job hunters, mock interview fairs, LEAN training, etc., in all facilities when the team is reestablished and trained.
- Planning to hold a train-the-trainer course for staff in fall 2022.
- Explore how technology could assist the workforce development team in providing trainings to incarcerated workers, i.e., use of Zoom or Teams and large screen monitors or televisions to simultaneously provide trainings in multiple facilities concurrently.

