

DOING OUR PART



2020 ANNUAL REPORT

STAFFRECOGNITION

Commitment to Quality Award

Roger Hewitt

Louie Sarot Customer Service Award

Allen Phelps

Teamwork/Team of the Year Award

Rising Star Award

Coyote Ridge Corrections Center Food Factory:

Todd Stewart

David Bunce

Cory Choisnet

Michael Dalton

Neetu Kaur

Carlos Martinez

Cheryl Sutliff

Donnie Tuck

Amanda Westphal

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OUR ORGANIZATION

DEPARTMENT OF CORRECTIONS

Steve Sinclair
Secretary



DEPARTMENT OF CORRECTIONS

Danielle Armbruster
Assistant Secretary - Reentry Division

CORRECTIONAL INDUSTRIES

Sarah Sytsma
Director



CI ADVISORY BOARD

Business - Mari Borrero
Business - Danny Carrao
Business - Jim Huffman
General Public - Suzanne Cook
General Public - Terri Fortner
General Public - Zachary Kinneman
Labor - Kristine Cole
Labor - Marilyn Kennedy
Labor - Bill Messenger
State Senator - Patty Kuderer
State Senator - Vacant
State Representative Dan Griffey
State Representative Strom Peterson

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 VISION

Transform lives and increase successful reentry through training and mentoring.

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.

OUR MESSAGE

Though this year has brought forth unprecedented challenges, Correctional Industries (CI) remains steadfast in supporting our vision to transform lives and increase successful reentry through training and mentoring. This commitment continues to further the Department's mission to improve public safety, and together we continue to promote the Reentry Division and change lives.


The impacts of COVID-19 across the state have forced us to rethink how we do the work we do, continuously look for improvement opportunities, and remain relentlessly innovative during a time of uncertainty. We are proud of the work that CI has done to meet the needs of our customers, prioritize safety for our incarcerated individuals, and support our community and each other through the flexibility of the products and services we provide. Demonstrating leadership, community and resiliency has displayed positive work ethics and important skills for our individuals.

Now more than ever is the time for unity, purpose and direction for CI. To that end, we have recommitted ourselves to thoughtful strategic planning and strategy deployment across our division. Our leadership team is working to develop goals and strategies to propel us forward, advance our programs, and support our most valuable asset: our people. Following a methodical approach, these goals will be cascaded throughout our facilities and teams, and serve as a common focus as we move into the next year.

Correctional Industries ended the fiscal year (FY) 2020 with total sales of \$109,963,903; this was a decrease of 2.91% from the last fiscal year. This continues to help us reinvest in our programs and the infrastructure of CI.

Our DOC partners and community stakeholders continue to be invaluable in our mission to support successful reentry. Together we are committed to positive change and making a difference in our community.


Danielle Armbruster
DOC Assistant Secretary - Reentry Division


Sarah Sytsma
CI Director



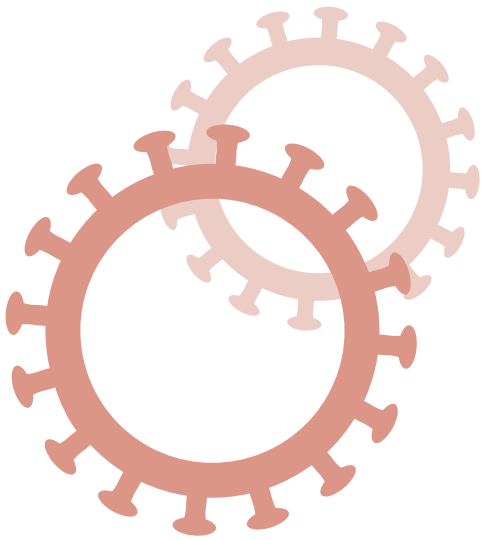
HIGHLIGHT RESPONSE TO COVID-19

Since the start of the coronavirus pandemic, Correctional Industries recognized that the health and safety of its employees and incarcerated workers were top priority. Whether one was reporting to work or working from home, we took steps to assess our customers' needs, shift our focus toward existing service lines that could meet them, and establish new offerings to fill in any gaps. The following pages highlight Correctional Industries response to COVID-19 and how proud we are as a team, and as a business, for doing our part.



“I’m proud our CI team can contribute to the COVID-19 response in such a meaningful way. When we learned of the national shortage of protective gowns, CI sprang into action to develop a prototype to begin manufacturing these gowns. I’m proud of their ingenuity and quick action.”

— Secretary Stephen Sinclair



142K+
 protective gowns made
 as of June 30, 2020

A Stitch in Time Saves Lives
 March 2020
 By Tim Kelly, DOC Communications

The Coyote Ridge Corrections Center textiles factory is typically producing 1,800 to 2,000 clothing garments a week. They are still making garments but now are producing over 500 protective gowns a day and have the hope of making 2,100 gowns a day.

Roger Hewitt, the textiles supervisor at the facility, was happy to help. "It's kind of a nice feeling to be able to give back, especially in this time of need," said Hewitt.

The State Emergency Operations Center asked if the Washington Department of Corrections could help provide relief in the current Personal Protective Equipment shortage due to COVID-19. The opportunity went to the textiles team at Coyote Ridge and

is now expanding to other facilities for supplying help.

Brian Burke, one of the Correctional Industries workers at Coyote Ridge, was asked to make the pattern for the gowns. "My daughter was extremely pleased. She's like 'there are so many people who are in dire emergency for it, the fact that you have a part in this, you should be proud of yourself,'" Burke said.

Corrections is committed to its community, a key value of the department. Everyone involved has been working hard to follow the Centers for Disease Control COVID-19 guidelines, including social distancing, while continuing to produce high quality products.





88,756
protective face shields
and
180,141
protective masks
produced as of
June 30, 2020

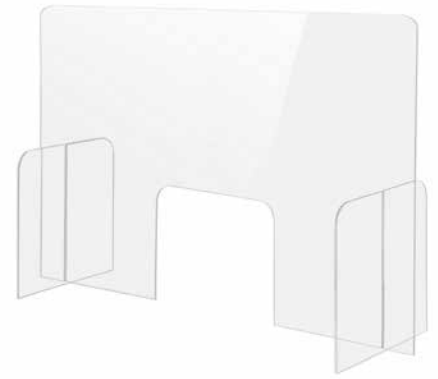
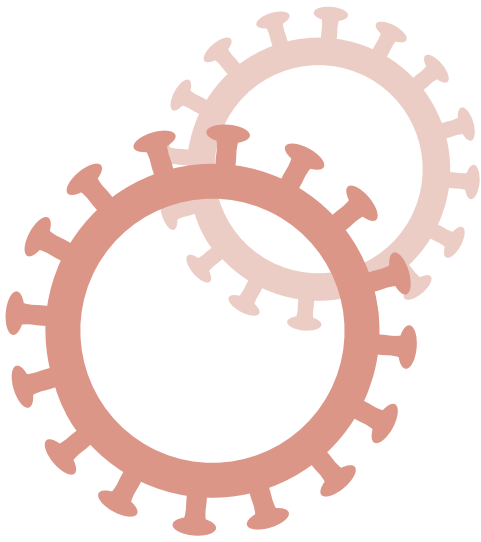
Textiles Manufacturing

Along with protective gowns, Correctional Industries (CI) shifted their traditional industries programs to the production of masks, plastic face shields, hand sanitizer, and protective barriers in March. CI workers at Airway Heights Corrections Center, Coyote Ridge Corrections Center, Clallam Bay Correction Center, Washington Correction Center for Women, Washington Correction Center, Stafford Creek Correction Center, and the Consolidated Distribution Center at CI Headquarters went to work sewing and assembling much needed personal protective equipment (PPE) amid the COVID-19 pandemic.

CI has manufactured over 175,000 protective gowns, 190,000 reusable adult masks, 85,000 reusable youth masks, and 135,000 face shields to date. CI's service and delivery team distributed PPE and other supplies to the Washington State Department of Health and the Washington Military Department's Emergency Operations Center (EOC) even before the EOC was open. CI continues to supply PPE to these agencies as well as other divisions and correctional facilities throughout the state.

While not medical-grade, the masks, gowns, and face shields provide the level of protection recommended by the Centers for Disease Control and Prevention for public settings.





Furniture Market

The COVID-19 pandemic introduced us into a world we never imagined. Returning to work and the office challenged Correctional Industries (CI) to quickly help create isolated work spaces for its customers. Our industry has been moving towards modern, open-office collaboration for years now and unfortunately with COVID-19 that is the exact opposite of what is needed during these times.

Fortunately, CI was able to quickly partner with manufacturers that offer solutions that can keep our customers safe and their agencies running successfully.

Utilizing acrylic screens in high traffic areas is a great way to augment social distancing guidelines and help to protect customers, staff, and co-workers from airborne particles. The free standing protective screens set on top desks, while bolt mounted screens attach directly to work surfaces. Both are easy to clean and enhance safety without compromising the design of existing office layouts.

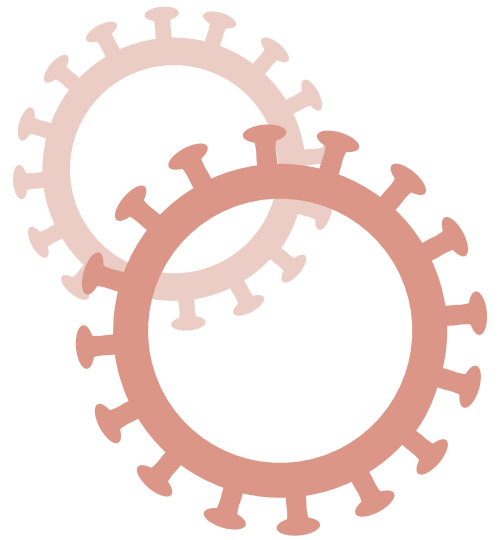
With zero to minimal hardware, these products can be assembled and installed quickly to create isolated work spaces for everyone.



Statewide inventory
levels increased

35%

during the pandemic



Commissary Program

Correctional Industries' commissary program increased its inventory levels across the board to help mitigate supply chain shortages due to the impact of COVID-19. Initially, the Monroe Corrections Center (MCC) was the epicenter within the Department of Corrections. MCC's commissary continued to operate and the quarterly food program shifted to Union Supply in California. As a result, a plan was developed for one distribution center at Airway Heights Corrections Center (AHCC) to assume responsibility for the entire state.

In order to keep up with demand, CI made sure the commissary program did everything possible to keep products on the shelves as well as protect staff and workers from potentially spreading the coronavirus.

Steps taken to reduce the potential of spreading the virus included:

- Institute social distancing
- Require face coverings
- Hand wash frequently
- Wipe down surfaces often
- Install curtain divider assemblies as barriers between production line sections
- Install barriers at checkout registers

In addition, some incarcerated workers were reassigned, which moved them into teams of the operation that reside in the same unit. This minimized contact and also reduced the potential of spreading the virus to unaffected areas within the facility. Plans to bring the quarterly food program back to MCC are set for August.



FINANCIAL HIGHLIGHTS

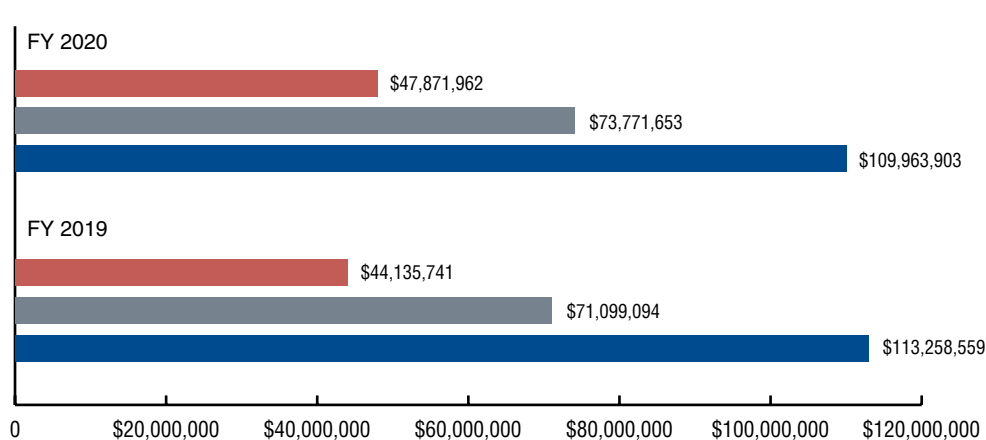
STATEMENT OF ASSETS

	FISCAL YEAR 2019	FISCAL YEAR 2020
CURRENT ASSETS		
Cash	\$1,396,120	\$7,638,905
Petty Cash	<u>5,000</u>	<u>5,000</u>
Total Cash	<u>\$1,401,120</u>	<u>\$7,643,905</u>
Receivables		
Accounts Receivable Net	563,279	414,701
Notes Receivable Short Term	0	0
Due From Federal Government	64,518	30,631
Due From Other Governments	412,128	443,543
Due From Other Funds	7,418,097	5,142,922
Due From Other Agencies	10,793,669	4,281,585
Internal Receivables	0	0
Due From Component Units	0	0
Travel Advance	0	0
In-Process Accounts	<u>905,915</u>	<u>402,722</u>
Total Receivables	<u>\$20,157,606</u>	<u>\$10,716,104</u>
INVENTORIES		
Finished Goods Inventories	2,658,825	2,834,549
Demo-Showroom and Warranty Finished Goods	261,292	281,092
Work-In-Process Inventories	412,780	226,514
Raw Materials Inventories	<u>6,045,035</u>	<u>5,862,614</u>
Total Inventories	<u>\$9,377,933</u>	<u>\$9,204,768</u>
Prepaid Expenses	<u>264,423</u>	<u>282,475</u>
Total Current Assets	<u>\$31,201,082</u>	<u>\$27,847,253</u>
NONCURRENT ASSETS		
Deferred Outflow on COPs Refi	62,441	53,521
Improvements other than buildings	5,058,031	5,058,031
Allowance for Depreciation Improvements Other	(1,275,042)	(1,501,422)
Land	1,539,796	1,539,796
Building	12,828,239	12,828,239
Allowance for Depreciation Buildings	(1,283,852)	(1,398,974)
Furnishings and Equipment	21,083,895	19,481,448
Construction in Progress	0	0
Allowance for Depreciation Furnishings and Equipment	<u>(12,599,355)</u>	<u>(13,031,650)</u>
Total Noncurrent Assets	<u>\$25,414,153</u>	<u>\$23,028,988</u>
TOTAL ASSETS	<u>\$56,615,236</u>	<u>\$50,876,241</u>

FINANCIAL HIGHLIGHTS

STATEMENT OF LIABILITIES AND NET ASSETS

	FISCAL YEAR 2019	FISCAL YEAR 2020
CURRENT LIABILITIES		
Accounts Payable.....	\$8,803,415	\$3,877,147
Accrued Salaries and Fringe Benefits	1,321,159	1,528,020
Due to Other Funds	212,218	90,303
Due to Other Agencies	540,445	361,697
Due to Department of Revenue.....	1,132,864	562,472
Current Lease Purchase Agreements Payable.....	460,000	490,000
Liability for Canceled Warrants.....	16,256	16,416
Deferred Revenues.....	<u>300</u>	<u>18,506</u>
Total Current Liabilities	<u>\$12,486,659</u>	<u>\$6,944,560</u>
NONCURRENT LIABILITIES		
Accrued Annual Leave Payable	1,892,213	1,962,001
Accrued Sick Leave Payable	738,549	760,844
Accrued Compensatory Time Payable	N/A	103,119
Cops Notes Payable	2,695,000	2,205,000
Unamortized Premiums Cops Sold	<u>530,338</u>	<u>454,575</u>
Total Noncurrent Liabilities	<u>\$5,856,100</u>	<u>\$5,485,540</u>
NET ASSETS		
Current Period Profit (Loss).....	3,602,169	173,663
Program Costs	0	0
Retained Earnings.....	<u>34,670,308</u>	<u>38,272,477</u>
Total Net Assets	<u>\$38,272,477</u>	<u>\$38,446,140</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$56,615,236</u>	<u>\$50,876,241</u>



- Operating Expenses
- Cost of Goods Sold
- Revenues

Two Year Financial Comparison
 Fiscal year 2020 revenue decreased by approximately three percent (3%) and cost of goods sold increased more than three percent (3.7%) from fiscal year 2019. There was an 8.7 percent (8.7%) increase in operating expenses in fiscal year 2020, which is primarily attributable to an increase in staff salaries and benefits as well as purchased services.

FINANCIAL HIGHLIGHTS

CASH FLOW STATEMENT

	FISCAL YEAR 2019	FISCAL YEAR 2020
FISCAL YEAR BEGINNING CASH	\$2,932,176	\$1,401,120
Net Income from Operations	\$3,173,938	\$307,219
ADD: Interest Expenses	(\$179,500)	(\$157,750)
Non-Operating Revenue.....	1,096,167	963,535
COI Depreciation Expense.....	(114,960)	(114,960)
COI Small Equipment Expense.....	0	0
Obsolete Inventory.....	(54,197)	(22,550)
Miscellaneous Revenue	757	345
Prior Year Adjustment.....	<u>(320,037)</u>	<u>(802,175)</u>
Current Period Profit (Loss).....	\$3,602,169	\$173,663
Add Back Non-Cash Expenses:		
Year to Date Depreciation	<u>\$1,579,909</u>	<u>\$1,363,749</u>
Total Non Cash Expenses	\$1,579,909	\$1,363,749
CHANGES IN BALANCE SHEET ACCOUNTS		
Sources (Uses) of Cash:		
Accounts Receivable	(\$10,632,940)	\$9,441,502
Notes Receivable Short Term	0	0
Notes Receivable Long Term.....	0	0
Prepaid Maintenance Agreements	(111,319)	(18,052)
Inventories.....	(833,636)	173,164
Accounts Payable.....	<u>5,295,136</u>	<u>(5,912,658)</u>
Total Changes in Balance Sheet Accounts	<u>(\$6,282,759)</u>	<u>\$3,683,957</u>
Net Cash Flow from Operating Activities	<u>(\$1,100,681)</u>	<u>\$5,221,369</u>
Changes to Fixed and Long Term Assets		
Net Cash Flow from Investing Activities	<u>(\$430,735)</u>	<u>\$1,021,416</u>
Net Increase (Decrease) in Cash	<u>(\$1,531,056)</u>	<u>\$6,242,785</u>
Program Administrative Costs	0	0
Changes in Equity Account	<u>0</u>	<u>0</u>
CASH AND EQUIVALENTS AT END OF PERIOD	<u>\$1,401,120</u>	<u>\$7,643,905</u>

REENTRY SUCCESS STORY



Kenneth Alston
Release Date: March 16, 2020
Release County: King

Mr. Alston spent nearly 12 years in prison. He prepared for his release by participating in many reentry programs Department of Corrections (DOC) offered. He received a certificate of completion in the welding program through the prison educational program and had worked for Correctional Industries (CI) since 2011 in both the textiles factory at Coyote Ridge Corrections Center and furniture factory at Stafford Creek Corrections Center.

Mr. Alston's release came one week before Governor Inslee issued a "Stay Home" order due to the coronavirus COVID-19. His goal was to find a stable place to live while pursuing a career in welding technology. He wasn't able to obtain his Washington Driver's License because of the government shutdown but he did have his Washington State Identi-card and Social Security Card provided to him before release.

With only essential businesses allowed to remain open, Mr. Alston's community employment specialist (CES) from CI's workforce development team went to work assisting him with his job search. Staff guided him through the on-line application process and provided him with a letter of reference to accompany his resume for his interview with Home Depot.

Mr. Alston was subsequently hired by Home Depot and is using his CI training and establishing his work history. By mid-June, he was able to acquire his driver's license. His CES has provided him with connections to the Service, Plumbers, HVAC/R, and Steamfitters Union. His plan is to apply for an apprenticeship to become a welder.

In Mr. Alston's own words,

"It goes without saying that the things I have learned while working for the CI furniture factory upholstery shop has helped me deal with real life situations. Soft skills are over looked by some and most do not realize how important it is on how you speak to people and with body language. Working for CI for over three years allowed me to learn a skill that I can use in my life to help me with an employable skill. Getting evaluations and being able to have a resume and reference letter from my time working in CI really help me feel ready to look for a job after release. Also, I am very grateful for all the help and support in wanting to see me pursue a career in welding technology. I am grateful to have CI and CES in my corner. For that, I want to say thank you for not giving up on me."

"Although I am not sewing or upholstering furniture, I am using the skills on how to speak others. I guess you can say I learned the art of doing things the right way. My career goal is to become a welder. My life goal is to be the best man and father that I can be."

REENTRY SUCCESS STORY



Jessica Valdes
Release Date: May 13, 2020
Release County: Snohomish

“The [TRAC] instructor made me believe in myself and showed me things I would have never considered doing in my past life. [CI’s] workforce development training helped me to deal with real life situations and how to keep the right mindset during any conflict.”

Ms. Valdes had been incarcerated since 2018 with a scheduled release date of October 2020. She prepared for her release by participating in the Trades Related Apprenticeship Coaching (TRAC) program with Correctional Industries (CI). TRAC prepares incarcerated individuals for competitive entry into a union apprenticeship. Participants are taught self-confidence and the job skills necessary to begin a life-long career and earn a living wage.

Due to the coronavirus, employment options for Ms. Valdes’ career path was immediately put on hold when she released early through Department of Corrections’ Rapid Reentry. Rapid Reentry allowed partial confinement options as a method to reentry. Individuals such as Ms. Valdes would be transferred to an established residence and placed on electronic monitoring to complete their sentence of confinement. These individuals are monitored by correctional specialists in the community.

Not even COVID-19 could keep Ms. Valdes from pursuing her career with the Cement Mason Union and working towards enrollment into their pre-apprenticeship training. With the assistance of her community employment specialist (CES) from CI’s workforce development team, she was able to obtain all necessary

work documents and referrals to make on-line requests for support services including reinstating her driver’s license.

Any struggle or worry Ms. Valdes had was easily navigated by her CES and CI partners for additional resources. With support services through ANEW, an organization that offers pre-apprenticeship programs, employment navigation and financial support for individuals who desire a family wage career, Ms. Valdes has been able to get the tools and clothes necessary for the pre-apprenticeship training.

As the state of Washington implemented its “Safe Start” re-opening plan, Ms. Valdes continues to work with the Cement Mason Union representative and is scheduled to begin pre-apprentice training in September.

In Ms. Valdes’ own words,

“Without CI I would not be able to navigate my reentry transition due to COVID-19. CI programs and services have provided me with the training and support needed to give me the confidence that I have a better chance than ever to succeed in a career path that will allow for a sustainable living for myself, my daughter and mother.”

1,981

incarcerated individuals working for Class II industries as of June 30, 2020

programming hours worked by active CI incarcerated workers in FY2020

3,644,641

JUST THE FACTS

\$58M+

in contributions CI made to the Washington State economy through purchases from local suppliers and staff salaries

approximately

2,793

online orders placed on CI's website totaling

26

incarcerated women graduates from the Trades Related Apprenticeship Coaching Program

\$773,305

total expenses without considering fund reimbursement to the workforce development program

\$3M+

in sales

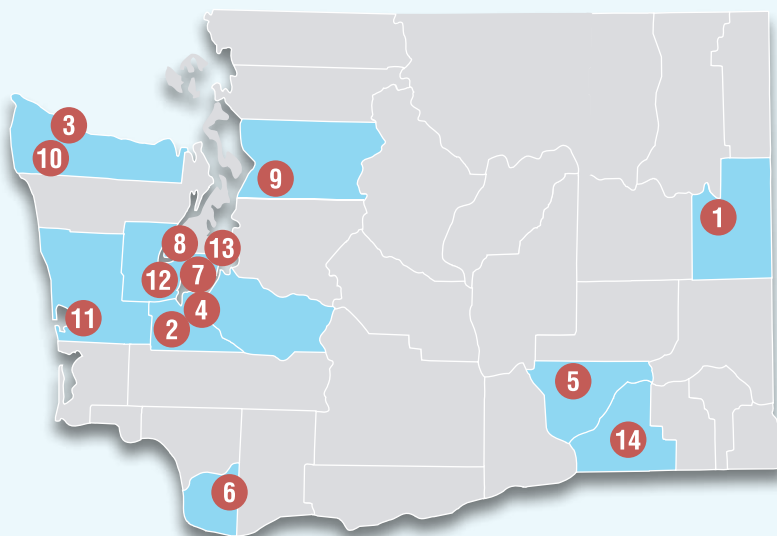
\$438,134

deposited into personal inmate savings accounts from CI earnings

total Standard Occupational Classifications represented for active CI incarcerated workers

80

INDUSTRIES LOCATIONS



1,981 incarcerated individuals working for Class II industries as of June 30, 2020

1 Airway Heights Corrections Center

AIRWAY HEIGHTS - 476 workers

- Commissary - 52
- Food Distribution - 21
- Food Factory - 154
- Food Service - 138
- Laundry - 16
- Optical - 36
- Site Services - 8
- Textiles - 50
- Transportation - 1

2 Cedar Creek Corrections Center

LITTLEROCK - 4 workers

- Laundry - 4

3 Clallam Bay Corrections Center

CLALLAM BAY - 49 workers

- Laundry - 10
- Site Services - 2
- Textiles - 37

4 Correctional Industries Headquarters

TUMWATER - 22 workers

- Furniture Installation & Warranty - 7
- Site Services - 2
- Textiles Distribution Center - 10
- Transportation - 3

5 Coyote Ridge Corrections Center

CONNELL - 257 workers

- Food Service - 156
- Laundry - 26
- Mattresses - 16
- Site Services - 14
- Textiles - 45

6 Larch Corrections Center

YACOLT - 11 workers

- Laundry - 11

7 McNeil Island Stewardship

STEILACOOM - 4 workers

- Vehicle Maintenance - 3
- Waste Water/Water Distribution - 1

8 Mission Creek Corrections Center for Women

BELFAIR - 2 workers

- Trades Related Apprenticeship Coaching (TRAC) - 2

9 Monroe Correctional Complex

MONROE - 411 workers

- Commissary - 47
- Package Programs - 30
- Food Service - 237
- Laundry - 35
- License Tabs - 9
- Optical - 2
- Print Services - 38
- Site Services - 13

10 Olympic Corrections Center

FORKS - 5 workers

- Laundry - 5

11 Stafford Creek Corrections Center

ABERDEEN - 228 workers

- Furniture Factory - 163
- Laundry - 21
- Site Services - 44

12 Washington Corrections Center

SHELTON - 154 workers

- Food Service - 90
- Laundry - 23
- Reception Clothing Distribution - 41

13 Washington Corrections Center for Women

GIG HARBOR - 55 workers

- Braille Services - 21
- Computer Aided Design Services - 7
- Reception Clothing Distribution - 1
- Site Services - 2
- Textiles - 23
- TRAC - 1

14 Washington State Penitentiary

WALLA WALLA - 303 workers

- Box Production - 25
- Field Crops - 3
- Food Service - 165
- Laundry - 24
- License Plates - 43
- Metal Fabrication - 27
- Site Services - 3
- Transportation - 13

BUSINESS OPERATIONS



In August 2019, Correctional Industries (CI) kicked off the first phase of the CI Business Led Transformation (BLT) Project. The BLT Project is a multi-year endeavor to replace the existing enterprise resource planning software, Microsoft Dynamics Great Plains 8 and 10 (GP), with Microsoft Dynamics 365 (D365).

The current GP configuration is not connected between CI sites and was implemented with custom configurations across business areas. Over time, continued use of GP has resulted in:

- Reliance upon Microsoft Access databases and shadow systems which limit data availability
- Infrastructure and operating systems that are outdated and no longer supported by Microsoft
- Outdated technology that hinders business functions from delivering timely products or services
- Non-standard processes utilized at each operation
- Lack of central oversight resulting in duplication of effort and increased error rates

Unlike many projects which kick-off in the design and development phase, CI opted to conduct a Pre-Implementation Analysis (PIA). The purpose of the PIA was to understand and evaluate CI's business processes and how D365 could be configured to satisfy those requirements using out-of-the-box functionality with limited modifications. PIA activities included 24 onsite workshops conducted at six (6) CI sites beginning August 2019 and completing in November 2019.

Upon completion of the PIA, the vendor presented the project team with 978 business requirements. To ensure a complete and thorough review, the project team recruited a diverse group of subject matter experts (SME). The team of SMEs spent many hours reviewing assigned requirements and conducting secondary reviews to ensure understanding, thoroughness and accuracy. In the end, the team approved 98 percent (98%) of the identified requirements. The remaining two percent (2%) will be further evaluated during the next phase of the project. The following statistics represent the major successes of the PIA review process:

- 36 CI SMEs from 14 different CI operational areas
- Completed review and approval process in 16 business days
- Two (2) Business Solutions Managers coordinated all responses and approvals
- 978 D365 process requirements reviewed

The BLT project will significantly impact CI's daily operations. Implementation of D365 will improve business processes and create efficiencies throughout CI operations. Although the changes are positive, the impact of change requires a proactive emphasis on organizational change management (OCM). To ensure CI employees are supported, trained, and engaged, CI has invested in the support of a contracted OCM consultant. Foundational OCM activities occurred during the PIA, including an organizational readiness assessment, which concluded CI is well-positioned for the transition. OCM activities help to ensure staff adoption of changes.



The BLT Project schedule was hindered by the COVID-19 pandemic; however, the project team has maintained forward momentum. During the last months of fiscal year 2020, the project team developed a procurement plan to identify a System Integration (SI) vendor for the implementation phase. The team also developed a technical readiness assessment and plan for ongoing change management activities. Once a SI vendor is identified, the project team will take further steps to move the project toward the implementation phase.

TEXTILES OPERATIONS

Correctional Industries (CI) has produced quality clothing for the Department of Corrections for many years. Correctional garments are designed to be unisex, however a unisex fit tends to favor males. This has resulted in women wearing clothing that does not fit correctly and therefore uncomfortable, which can ultimately affect the overall morale.

The Department recognizes the impact of gender differences. Gender responsiveness is recognizing and accounting for the important differences between men and women in psychological development, socialization, culture, exposure to trauma and life experiences. Gender specific clothing that is proper fitting can assist the Department align and prioritize its resources to provide evidence based, gender responsive interventions.

For the past couple years, CI has been working to make positive changes in the way we design and manufacture clothing for women. CI has developed a production site at the Washington Corrections Center for Women (WCCW) that is dedicated to designing and producing a gender friendly garment line. This allows CI to work with the institution to make real time adjustments to the products.

Leading this endeavor at WCCW is CI textiles shop supervisor Pandora Neiland. Ms. Neiland possesses a vast knowledge of fashion and design from working in the private sector and uses her experience to help with the design and development of CI's gender specific clothing line. Ms. Neiland manages the t-shirt, gym shirt, button shirt, sleepwear, sweatshirt, sweatpants, and jean style pants production lines. Each of these garments have been or are in the process of being redesigned for a female fit.

Currently, the shop is developing a women's shirt and pant line utilizing fit and fabrics comparable to those sold in the private apparel retail market.



By forming a partnership with the institution and listening to the incarcerated population, CI is making basic clothing changes that have the ability to lift one self's identity. This investment at WCCW and the expertise of Ms. Neiland helps support CI's mission and allows us to exhibit our five core values: Lead by example to motivate change, show Humanity by providing second chances, Develop Connections by fostering understanding and mentor growth, build Teamwork that builds unity and strength through collaboration and invest in People who try to inspire and empower individual successes.



FOODSERVICE OPERATIONS

Food Service Programs Provide Nutritious Food and Valuable Experience

April 2020

By Rachel Noll, DOC Communications

The Department of Corrections (DOC) food service programs provide cost effective, healthy and quality meals to the 16,596 incarcerated individuals in the state's 12 correctional facilities. These food service programs adhere to the Dietary Guidelines of America and all mainline menus comply with the Governor's Executive Order 13-06, which requires state facilities to provide healthy foods.

Providing nutritious foods and lifelong experience

Correctional Industries (CI) is a unique blend of business and government, using private industry tools and techniques to provide a public service. Thousands of incarcerated individuals gain work experience and training as they produce high quality, competitively priced products.

"I view this operation as a place to help individuals develop pride, self-worth and skills that are transferable to the marketplace," said Michael

Cline, Correctional Industries Food Factory Operations Manager. "The foundation of the training program is built on the philosophy that individuals take the skills they are taught with them into the community. I hope they are able to build a level of confidence they have never had before."

Thanks to community partnerships, incarcerated individuals with experience working in CI food services have the opportunity to successfully

reintegrate into society and engage in training, education or employment upon release. One community partner, FareStart, provides eligible individuals with an opportunity to participate in a 16-week culinary training program while also receiving housing and career assistance and, according to FareStart, 91 percent of the program's graduates have jobs within 90 days of finishing the program.

Centralized system provides consistent quality and reduces waste

Corrections' food systems use standardized recipes for consistent quality. This reduces the "haves" and "have nots" across the state's 12 facilities allowing for the meals provided to remain equitable regardless of where they are served. CI also provides 35 different menus statewide that allow individuals to have religious or medically necessary meal alternatives.

The centralized system helps estimate a predictable yield for recipes, which reduces the amount of leftover waste due to overproduction. This also helps reduce shortages on the serving line, ensuring everyone receives the appropriate amount with a consistent nutrient content. It also helps ensure that nutritional values per serving are valid and consistent so regardless of where the recipe is prepared, the food is the same. These

standardized recipes also guarantee that meals served comply with DOC's nutritional guidelines that adhere to the Dietary Guidelines of America.

Economies of scale and a 'just in time' supply chain via the food factories can help save on costs for storage and preservation of raw material. When the processes are centralized, it's easier to create efficient purchasing procedures. This allows CI the ability to utilize labor efficiently and reduce training costs.

"Our objectives must aim far higher than just managing operations; they must involve the establishment of principles of performance, cultivate growth and promote change for the better," said Cline.



FOODSERVICE OPERATIONS

Working together to provide healthy food

CI, food services at facilities and incarcerated individuals all work together to prepare healthy foods that will provide proper nutrition to those incarcerated. Corrections' food services administrator and a dietician review and approve dietary allowances annually to ensure that they meet national and statewide requirements while incarcerated workers receive experience working in a kitchen with life-long training that can assist in finding work when they release.

"Foods manufactured and supplied by CI to DOC facilities are a vital element to maintain consistency of menu items and nutrition statewide," said Bryan King, DOC Food Service Administrator. "This allows DOC to achieve and maintain compliance with the 2015 Dietary Guidelines for Americans (DGAs) and fulfill the Governor's Executive Order 13-06. Incarcerated individuals assist with food manufacturing and food service within DOC. In turn, they learn to model pro-social behaviors associated with work ethic and employment."

Since the 1990s, Corrections has implemented standardized menus, healthy practices, and uniform nutritionals (e.g., reduced fat and sodium, higher fiber) to enhance the health and well-being of the incarcerated population including;

- Eliminating use of deep fryers and grill-fried meals and replacing them with baked, roasted or steamed meals
- Making half the plate fruits and vegetables
- Making at least half of the grains whole grains
- Using non-fat and low-fat (1%) milk
- Serving 11 oz. of seafood weekly
- Serving more beans, which are a natural source of fiber and protein
- Reducing the number of sugary desserts

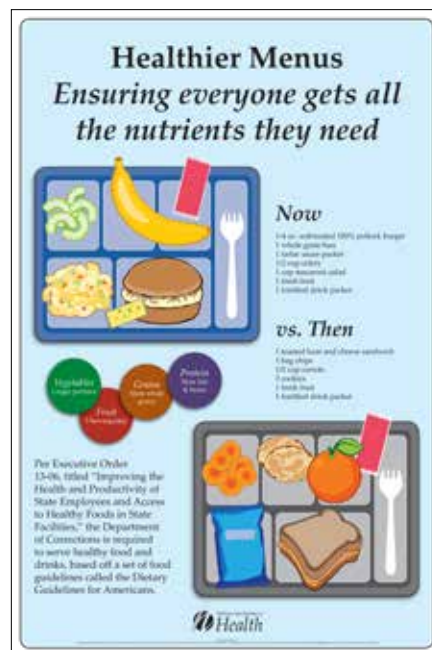
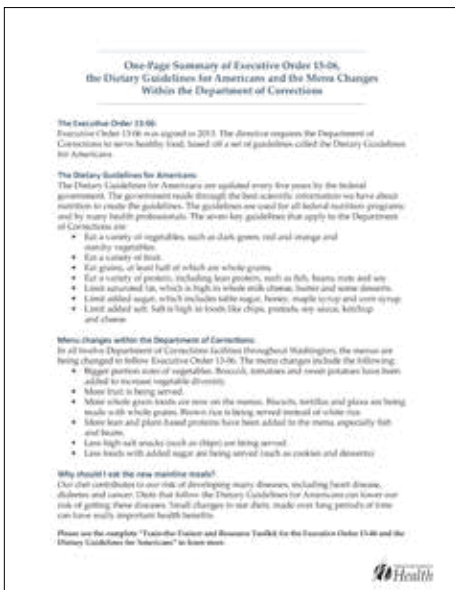


In October 2019, the Washington State Department of Health worked with DOC to release a "train-the-trainer" toolkit with a step-by-step guide to help individuals train others about the new healthier menus and posters to help incarcerated individuals make better choices in the commissary.

Additionally, DOC regularly polls incarcerated individuals and takes suggestions from tier representatives and others on foods to remove from the menu and requests to add food to the menu.

Corrections continues to work hard to ensure that meals served to the incarcerated are healthy and consistent, while providing training and work experience to the incarcerated who assist with food services.

"Correctional Industries food programs hope to create an environment where the incarcerated population has opportunities to grow and change for successful reentry," said Jamie Dolan, Assistant Director, Correctional Industries.



DOING OUR PART

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