

CI ADVISORY COMMITTEE DIVISION UPDATE

WASHINGTON STATE CORRECTIONAL INDUSTRIES

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.

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WASHINGTON STATE
CORRECTIONAL INDUSTRIES

BRaille SERVICES

Washington Corrections Center for Women (WCCW)

Program Participants: 19

Programming Hours Worked: 5,264

Certificates (other) Issued: 15

Vacant Positions: 1

MAJOR ACCOMPLISHMENTS:

- Transcribed 10,685 print pages, which equals 22,535 Braille pages. Created 3,440 Tactile pages (2-D graphics).
- An in-house tactile test was created after completion of tactile course adjustments. The test was taken by 13 transcribers and two apprentices for a total of 15 who successfully passed the test and earned an in-house certification for completion.
- An in-house formats course had started with 12 participants. It is being taught by one of the transcribers who has earned all certifications.
- Three new apprentices were hired (one of whom was previously enrolled and has already passed her state test). With the hiring of three new apprentices, a new in-house tactile course has started. Participants will take the tactile test after course completion to earn their first certification.
- A supervisory skill class was completed with group leads, allowing them to enhance their leadership skills.
- Six program participants completed CI's Job Hunter's course; five of them went on to participate in WCCW's March 6 Mock Interviews event, and one of them participated in a virtual Mock Interview event at the end of March when she missed the in-person event due to an unexpected call-out.
- One apprentice is waiting for their results after submitting their manuscript to become nationally certified to transcribe.

FOCUS AREAS:

Training:

- Continued focus on training new apprentices and senior apprentices.

Certification:

- Continued focus on certifications in the program. After completion of the in-house formats course, the in-house Nemeth course will start in the fall.

Project Deadlines:

- Continued focus on communication with the Ogden Resource Center regarding timelines on projects. Weekly job status reports are sent to the Braille Services program from Ogden to track progression. Braille has significantly increased the number of projects completed within given deadlines, including meeting rush project deadlines, and strives to continue to do so.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Focusing on team building for the current production groups with the apprentices. Through learning about each other's strengths and weaknesses within the multiple arrays of certifications required and finding commonalities, this will help the newest hires learn the importance of working closely together on projects and the collaboration needed to be successful.

COMPUTER AIDED DESIGN SERVICES

Washington Corrections Center for Women (WCCW)

Program Participants: 5

Programming Hours Worked: 1,845

Certificates (other) Issued: 2

Vacant Positions: 1

MAJOR ACCOMPLISHMENTS:

- Successfully onboarded two new drafters who are continuing cross-training with the level 4 drafters and two drafting leads.
- Positive results so far from the implementation of drafting fees as orders with the addition of the fees are being finalized.
- Continued training of REVIT BIM software included 3D building architecture and populating areas with CI furniture to give customers a more realistic view of what the areas will look like when installation is complete. New KeyShot software is being used to allow a rendered photo of these areas using the materials and colors chosen by the customer for their projects.
- Drafted a total of 33 new projects. The biggest project toward the 2024 year-end was for DSHS, with a large number of drafting packets completed.
- A drafter successfully completed CI's Job Hunters course and participated in the March 6 WCCW Mock Interviews event.

FOCUS AREAS:

Training:

- Focus on product knowledge and creating draft packets for the two new hires.

Software Updates:

- Working through software updates for the upcoming fiscal year end, including IT assistance. Looking at how they affect current product libraries.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continued training on CI products and systems, including operational processes.
- Streamlining communications with vendors, customers, and account executives.
- Creating baseline values for drafting service fees. Looking at whether the customer is finding the true value of CAD services from initiation through archiving of past and current builds.
- Consulting with IT for a 'whitelist' of vendor information/sites made available to the drafting program.

CONSTRUCTION TRADES

Mission Creek Corrections Center for Women (MCCCW)

Washington Corrections Center for Women (WCCW)

Program Participants: 144

Trade Related Apprenticeship Coaching (TRAC) - 9

AJAC Manufacturing Academy Participants (in Community Based Classes) - 5

Flaggers Course - 80

Construction Trades Apprenticeship Preparation (CTAP) - 50

Programming Hours: 22,727

TRAC - 2,190

AJAC Manufacturing Academy - 1,500

Flaggers training - 640

CTAP - 18,397

Certificates Issued: 657

TRAC - 9 TRAC Completion, Makin' It Work, Financial Literacy and Oregon Labor and Industry Certificates and 18 Carpenters Career Connections Certificates (each participant gets a Level 1 and a Level 2 certificate)

AJAC Manufacturing Academy - 5

Washington State Flaggers Cards and ATSSA (leading national work zone certification for traffic and highway professionals) Cards - 160

CTAP - 50 (from the affiliate colleges)

Carpenters Career Connections - 100

MAJOR ACCOMPLISHMENTS:

- TRAC purchased scaffolding to more closely align its training with industry standards.
- The TRAC instructor attended a Laborers Pre Construction Training session in February at the Laborers Federal Way Training Center for observation.
- Explored offering in the spring, the AJAC Manufacturing Academy for those in community custody, as well as in a facility.
- \$20,000 has been added to the Traffic Control Scholarship fund to finish out the fiscal year.
- Trade and community partners continue to give cohorts a high level of engagement. Special thanks to our partners for providing training, mentorship, support services, and opportunity.
- Class #69 completed Makin' It Work and Financial Literacy classes and CI's Job Hunters class, and all except one participated in the March 6 WCCW Mock Interviews event. One class #69 member participated in a virtual Mock Interview event the end of March when she missed the in-person event due to a medical call-out.

FOCUS AREAS:

TRAC:

- TRAC continues to be our star program and we consistently place graduates from each class with apprenticeships.

AJAC Manufacturing Academy:

- The DOC BJA Second Chance Act grant funding is scheduled to finish on Sept 30, 2025. By then, it is anticipated the program would have substantially met the target of serving 140 students the past three years.
- Focusing on serving potential students in community based classes for winter quarter 2025 with plans for a spring quarter 2025 at WCC or MCCCW. The curriculum is being reviewed and refreshed for serving incarcerated individuals and will incorporate a Haas CNC programming simulator.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue to offer TRAC in the womens facilities and work to expand the program's MOU portfolio.
- Expand Pierce County outreach through Workforce Central relationships.
- TRAC class #69 all received boots and hardhats to keep after incarceration and the goal is to accomplish the same for TRAC class and CTAP in summer 2025.

FOOD MANUFACTURING

Airway Heights Corrections Center (AHCC)

Program Participants: 121

Programming Hours Worked: 62,355

Vacant Positions: 62

MAJOR ACCOMPLISHMENTS:

- Ramadan and Passover - provided core items for DOC to serve Ramadan and Passover to participating incarcerated.
- Purchasing strategy allowed volatile egg and poultry prices to be absorbed and not impact DOC regarding items they utilize from food manufacturing.

FOCUS AREAS:

Work Training Programs:

- Tracking exit interview data from incarcerated to identify themes and opportunities to enhance working and training experience within food manufacturing. Top three reasons listed for quitting this reporting period: #1 is pay-porter jobs are more desirable with less LFO (Legal Fees Obligations) taken out, and the starting rate is better; #2 is undervalued work where they are moved around too much to learn; #3 is not interested in the skills offered.

Develop Marketable Job Skills:

- Working with information technology to develop process to move business data to offender network allowing the development of processes that teach evaluating data points as key success factors and general monitoring of performance in a business environment.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Reviewing manufacturing items for a better balance that supports DOC and aligns with number of workers that are available.
- Reviewing inventory strategy refining inventory target to allow response to emergencies and be a workable amount that does not require expense of outside storage.
- Sales forecast keeping on track with forecasting to provide DOC service at as stable of pricing possible.

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: 568 Average

Programming Hours Worked: 87,777 Average

SOC Certificates Issued: 30

Certificates (other) Issued: 168

Vacant Positions: 182 Average

MAJOR ACCOMPLISHMENTS:

- Continued to support Department of Corrections (DOC) food service locations with menu planning, alternative products, and operational advice.
- Collaborations continue with food manufacturing to support potential future demand needs for emergencies.
- Religious, cultural, and family-centered events are being conducted, with outside guests at some events.
- Major menu revisions underway for fall release.
- In coordination with the state dietitian, developed holiday therapeutic diet menus.
- Provided all facilities ServSafe certification information. Noted that ServSafe training and testing is approved for no cost to the employee and is covered by the department.
- Met with DES contracting services to discuss revising the statewide produce contract. Approved and submitted for bid contracts supporting food product needs for the department.

FOCUS AREAS:

Religious Observances:

- Completed preparations, support and service of the largest religious observances of the year without incident (Ramadan and Passover). These observances had several changes to menus based on input from incarcerated individuals across the state.

Health Services and DOC Budget Collaboration:

- In collaboration with health services and the DOC budget office, we provided support to expand diabetic menu assignments which are funded by legislation. The special therapeutic diabetic diet is in support of the health and well-being of incarcerated individuals whose health is impacted by food intake.

Seafood Acceptability Review and Menu Adjustment Plan:

- A statewide review of seafood acceptability found consistently low intake across all 11 prison food service locations. While the Dietary Guidelines for Americans

recommend fish as part of a balanced diet — and DOC menus meet these guidelines — findings have shown that more than 50% of incarcerated individuals either skip meals when fish is served or attend meals but do not eat the seafood provided.

- As a result, many are not getting their nutritional needs met on those days and instead turn to alternative food sources that often fall short of established health standards. This leads to both nutritional gaps and wasted resources — time, labor, and food costs — on food items that are not being consumed.
- To address this, authorization was sought and received to reduce seafood offerings by 50% and replace them with nutritionally appropriate, higher-acceptance protein options. These changes will be implemented with the fall statewide menu revision, supporting both better nutrition and more effective use of resources.

General Activities:

- Worked with the dietitian and health services on understanding diet reports, and to get them to align with the therapeutic diet policy as they are entered into OMNI (Offender Management Network Information).
- Reviewed food service operations with food service managers. Discussed support as needed from our group to include conversations about providing food safety training for the incarcerated and DOC staff.
- DOC is in the process of developing a cultural policy. A food service office provided significant input regarding the proposed policy to include guidance of food related topics which will have an overall positive impact on the potential 35 recognized cultural groups throughout the state during cultural events.
- Received several inquiries from across the state about expiration and best by dates on food products served to incarcerated. Developed a standard response informing people that the freshness of the food we serve is preserved through the USDA acceptable practice of freezing. The letter will be used for all future inquiries and concerns about the wholesomeness of food served related to dating.
- Significant challenges related with consistency of food provided to individuals at WSP. Spent time working with custody, incarcerated, and food service staff to realign priorities and focus on training and quality improvement steps to resolve challenges.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue to support all DOC food service facilities. Monitor the food supply and collaborate with food manufacturing to ensure product is available as required. Work with food manufacturing with new menu items for upcoming menu release.

FURNITURE BRAND AND SALES

Correctional Industries Headquarters (CI HQ)

MAJOR ACCOMPLISHMENTS:

- Product offerings were provided to the Department of Enterprise Services for review and would be for the new Pritchard building remodel/expansion.
- Department of Social and Health Services has been working closely with an account executive on several large projects that will be realized in 2027 and 2028, further strengthening the partnership.
- University of Hawaii announced a successful test of the UW-style residential life furniture and expressed their intent to purchase several hundred units over the next few years.

FOCUS AREAS:

Customer Outreach:

- The sales team has built several customer lists targeting Washington state county officials, fire chiefs, and police chiefs.

Website Update:

- Ongoing review of terms of sale language, product additions/removal, and pricing updates.

Customer Follow-Up:

- Sale team members have been setting aside time to attend project installations with the goal of providing team support to the install staff and building stronger ties with customers.

Kudos:

- One of the account executives provided coverage to assist the division's partner, CI's CAD program, in helping to keep operations open and lessen the burden on staff, and should be commended.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Customer outreach via targeted email blasts, phone call campaign, and site visits. Addition of FLOW product line to website. Review new height adjustable bases to expand and strengthen the offering.

FURNITURE MANUFACTURING

Stafford Creek Corrections Center (SCCC)

Program Participants: 195

Programming Hours Worked: 48,584

SOC Certificates Issued: 10

Certificates (other) Issued: 9

Vacant Positions: 57

MAJOR ACCOMPLISHMENTS:

- The new CNC has been officially put into operation and is now being used on a daily basis. Along with installing the new CNC machine, created a tool file in Microvellum that allows sending programming to the new CNC from the office.

FOCUS AREAS:

Biennium:

- Although the biennium is slower than usual, this has allowed focus on obtaining raw materials and preparing for end-of-year production.

Tariffs:

- Communication with vendors to keep up with product pricing changes due to tariffs. This has been something that is being monitored daily.

Lean Manufacturing:

- Lean manufacturing has been a focus point in the furniture division for a long time, currently the processes are being examined even more closely. Identifying and analyzing key factors such as waste elimination, focus on value, continuous improvement, throughput, pull system, 5S, and 7 waste.

Purchasing and Invoicing:

- Heightened focus on reviewing purchasing and invoicing to ensure that opportunities to cut and eliminate any waste can be found.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Focus placed on staying within forecasted raw material budget percentages. As raw material prices and tariffs fluctuate, examining the product costs to ensure that they are sold within appropriate margins.
- Continued training on the new CNC machines.
- Focusing on end-of-fiscal-year orders.

INCARCERATED INDIVIDUAL SERVICES

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

Program Participants: 154

Programming Hours Worked: 45,761

SOC Certificates Issued: 12

**Certificates (other) Issued: 16 - Makin' It Work
2 - Financial Literacy**

Vacant Positions: 7

MAJOR ACCOMPLISHMENTS:

- Package Programs: Implemented policy change for package weight limits from 20 to 25 lbs in February. Received approval of specific menu items for Hygiene products to be added to the Union Supply Food Package Program. All package items require Security Management Unit approval, and all proposed items were approved.
- Commissary Program: WIFI Install at AHCC Commissary. Navigated Commissary application outage - DOC's vendor for Incarcerated Technology experienced a 21 business day outage of the system used to collect commissary orders electronically. 21,000 paper orders were distributed, retrieved, scanned, keyed and processed in response to this outage. Typical outages of the electronic order system are backed up by a phone order system, and last 1-2 days. This outage impacted both tablet and phone ordering and was the longest outage of electronic order processing in the 12 years commissary has accepted orders by phone or tablet.

FOCUS AREAS:

Recruitment, Hiring & Retention :

- All shops in the program have struggled to consistently maintain an adequate number of incarcerated workers to ensure efficient operations of the shop. The teams have been participating in local program fairs and special events, advertising commissary hiring during the distribution process and coaching individuals they interact with to work with their counselors to open referrals. Sharing with potential workers the benefits of CI work including educational opportunities such as Makin' It Work and Job Hunters continues to be a strategy to increase the available worker pool.

Package Programs Improvements:

- The team has been working on implementing policy changes to the package programs including the weight increase implemented in February and the addition of hygiene products to the food package currently scheduled for Q2 of this year.

Manage Vendor Performance:

- Currently focused on evaluating poor performing vendors and partnering with them to drive improvements to the customer experience. This includes identifying replacements for out of stock products and improving the experience with our package program vendors customer service team.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- With significant worker turn over comes a large number of workers who have not been through Makin' It Work. We look to partner with Workforce Development to have workers enrolled in class, and host classes where we have instructors. MCC Commissary has certified Makin' It Work instructors who will be offering classes in the upcoming quarter.
- Complete necessary physical and logistical preparations for hygiene program to allow for Q2 launch. With performance issues related to program launches within the package programs, additional focus has been put on resolving inventory issues to ensure new product availability for the population.

LAUNDRY

Statewide

Program Participants: 118

Programming Hours Worked: 53,100

SOC Certificates Issued: 11

Certificates (other) Issued: 2 - Makin' It Work

Vacant Positions: 36

MAJOR ACCOMPLISHMENTS:

- Airway Heights Corrections Center - replacement of washer #6.
- Stafford Creek Corrections Center - arrangements for dryer replacement to be completed by end of the fiscal year.
- Washington State Penitentiary - duct cleaning scheduled, repair of lint vacuum system scheduled for May 2025.
- Washington Corrections Center - working with facility on reengineering of the officer uniform cage.

FOCUS AREAS:

Training:

- Incarcerated workers being prepared for Mock Interview event on May 14.
- Staff and incarcerated workers - (ALM) Associates of Linen Management Certification (ALM).

Safety:

- Conduct and document all training for all incarcerated workers in development of an improved safety culture.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Monthly statewide laundry meeting initiated.
- Forecasting completed for all laundries and communicated with department budget office.

LICENSE SERVICES DIVISION

Monroe Correctional Complex (MCC)

Washington State Penitentiary (WSP)

Program Participants: 25

Programming Hours Worked: 8,415

Vacant Positions: 13

MAJOR ACCOMPLISHMENTS:

- Accomplished creating the required stock on-hand for all standard plates totaling 400,000.
- Maintained a workforce and still adding to the license plates team.
- Managed to cut the material waste down 70% over the last reporting period.
- Got a jump on producing yearly vehicle tabs. With the current overtime being worked, the delivery date for the Department of Licensing (DOL) should be made.
- Incarcerated worker training folders have all been updated and completed.

FOCUS AREAS:

Tab Production Equipment:

- Communicating with a vendor and working with DOL on potentially implementing a digital method of producing licensing tabs.

Vessel Decals:

- The threshold of 400,000 license plates in-stock for DOL at all times has been reached. Processes are now established for retaining that amount and not running out of plates for years to come.

Training:

- Currently conducting a Makin' It Work Class. Also will train new workers joining the license plates team.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Maintain the required DOL on-hand stock of 400,000 standard plates.
- Continue to lower aluminum waste.
- Preventative maintenance program in place for consistent operation of the equipment, reducing downtime.

MCNEIL ISLAND STEWARDSHIP

Cedar Creek Corrections Center (CRCC)

Program Participants: 9

Programming Hours Worked: 5,600

Vacant Positions: 11

MAJOR ACCOMPLISHMENTS:

- A large amount of equipment was sent to surplus.
- KPFF (engineering firm hired last quarter), is still working on the plan to add a new 25,000-gallon tank near the McNeil Island Stewardship (MIS) fuel farm.
- KPFF is still working on a plan to add a new 2,000-gallon tank at the end of the causeway and permanently close the pipeline that comes down from the MIS fuel farm.
- Marine Vehicle (M/V) McNeil returned from drydock. It is currently having a new generator installed and some paint work completed on the upper deck.
- Staff LMS (Learning Management System) training is going very well.

FOCUS AREAS:

Equipment and Vehicle Surplus:

- Continued with the Department of Enterprise Services (DES) to surplus all old and unused vehicles and equipment from MIS.

Nutrient and AKART Study:

- The engineering firm Bio-Habitats is pressing forward on the Nutrient and AKART ("the use of all known, available and reasonable methods by industries and others to prevent and control pollution of the waters of the state of Washington") analysis.

Tool and Equipment Accountability - Marine Department:

- The marine department has made great progress in the first quarter. Once the M/V McNeil is complete, the tool and equipment accountability should be finished up.

Mowing and Trimming:

- It is that time of year again and the staff are hard at work performing fire mitigation tasks for the island.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Working with capital projects on two large projects for the McNeil Island Marine Department. The first is the infrastructure repair/maintenance on McNeil docks, floats, and causeways. The second is the planning and design of new passenger ferries and barges.
- Continue to remove old equipment that the Department of Enterprise Services does not want with appropriate vendors.
- Currently taking quotes for upcoming tug contract renewal.
- Barge #2 is currently out for bid for its haul-out on July 1.

OPTICAL

Airway Heights Corrections Center (AHCC)

Program Participants: 49

Programming Hours Worked: 21,479

SOC Certificates Issued: 6

**Certificates (other) Issued: 1 - Graduate Certificate
4 - Makin' It Work**

Vacant Positions: 16

MAJOR ACCOMPLISHMENTS:

- Optical is doing its best at maintaining the status quo. During the first quarter of this year, optical has seen an increase in jobs on the production floor and in the queue. Optical reaches its peak in production in April, so that, combined with the challenges of losing a large number of skilled incarcerated workforce due to their release and/or timing out, has the management group taking a new approach to optical operations. With all the significant challenges, the division continues to strive to produce high-quality eyewear and its training of the optical incarcerated workforce in meeting high standards and operating procedures within ophthalmology.

FOCUS AREAS:

Overtime:

- Optical has been working closely with the AHCC CI general manager and CI assistant director in monitoring operations for approval of overtime for incarcerated workers and staff. With the high turnover in the incarcerated workforce, it has impacted the number of jobs optical can complete and ship, thus making it difficult to meet the contractual agreement with the Health Care Authority. Optical management has had to coordinate overtime scheduling due to there being only one CI optical supervisor with optical knowledge. There is still confidence that with the completion of authorized overtime, there will be success and daily goals and standards will be met within the lab.

Worker Recruitment:

- A significant number of incarcerated workers have either timed out per CI policy, transferred to another facility, or released into the community. Optical congratulates these individuals, but is experiencing a loss of knowledge as a decrease in the knowledge base within the lab. Management is currently working with the facility's work programs coordinator, AHCC CI general manager, and

CI assistant director regarding methods for previously employed incarcerated individuals, as well as new recruitment.

Upgrading Equipment:

- The technology optical is currently using is very outdated, and it's becoming increasingly difficult to procure the parts needed to use the machinery. Some machines from the former optical lab at Monroe Correctional Complex have been transferred to help keep spending down instead of replacing old equipment. Even doing that, the process the lab uses is out of date and not the current industry standard for a more automated process. To continue teaching the incarcerated a skilled trade, fulfill contractual obligations with the Health Care Authority, and potentially expand to other state contracts, the lab's equipment and process will need a major overhaul.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Cost-Calculation of Raw Materials due to implementation of Tariffs: Management has spoken with representatives of each vendor optical currently does business with. Many of these companies anticipate cost increases due to the current national tariff policy. Management remains in contact both by phone and in-person facility meetings to navigate these uncertain times and brainstorm possible solutions for future procurement, and will advise the chain-of-command of any changes.
- Quarterly Preventative Maintenance by Equipment Manufacturers: Optical's maintenance budget has exceeded forecasts, creating concern for equipment maintenance needed in the coming months. Management has inquired about contacting the manufacturers of the lab's equipment and requesting the companies to send in a certified maintenance technician to perform recurring quarterly preventative maintenance on all machinery within the lab. This could reduce the amount of funds spent on current equipment and maintenance due to human error by the current incarcerated workers while extending the life span of much of the older equipment.
- Estimates and Proposal for Fully Automated Lab Equipment: Most optical labs in the community have gone either fully automated or conduct a majority of their production with automated equipment. In conforming its lab to a full-automated system, optical could produce a significant amount more than its current output with better quality and less waste, fewer consumable products, and have the ability to add more clientele from non-Medicaid providers. There would also be the ability to operate and maintain production standards even with a decrease in incarcerated workers, which seems to be the trend now with the incarcerated population.

SAFETY AND RISK MANAGEMENT

Statewide

MAJOR ACCOMPLISHMENTS:

- As of March 1, the safety and risk manager transitioned back into a permanent position from a temporary assignment.
- Initiated monthly statewide facility safety coordinator meetings.

FOCUS AREAS:

Safety Culture Development:

- Conducting monthly safety meetings with the expectation they are taking place in all CI operations.
- Reestablish tracking and reporting of safety performance on a monthly basis.

Safety Audits:

- Scheduled Stafford Creek Corrections Center safety audit for April 7-10.
- Scheduled Washington State Penitentiary safety audit for May 6-8.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue collaboration with facility safety officers as well as facilities CI safety coordinators to constantly improve and standardize all training, documentation, and culture.

SERVICE AND DELIVERY

Correctional Industries Headquarters (CI HQ)

Program Participants: 28

Programming Hours Worked: 11,590

SOC Certificates Issued: 2

Certificates (other) Issued: 4 - forklift

Vacant Positions: 12

MAJOR ACCOMPLISHMENTS:

- The Service Delivery Division (SDD) warehouse was able to get four incarcerated workers forklift certified last quarter. SDD has a training class once a month for new incoming incarcerated workers.
- Two incarcerated workers have completed the necessary hours needed for certificates of proficiency, one warehouse worker and one installation worker.
- With license plates distributions up to date, SDD continues to partner with DOL through weekly meetings on production and to address any issues. On time deliveries are done within three days after receiving product.

FOCUS AREAS:

Training:

- Increasing staff/incarcerated workers knowledge bases - the main focus for this training program is for staff to work with each incarcerated worker and teach them the skills and product knowledge of warehousing. Topics are picked weekly to work on. Incarcerated workers are also given an opportunity to gain computer skills. Tool training for all staff and incarcerated workers are to be completed and documented by May.

Customer Engagement Meetings:

- The install team continues to make great strides getting back to the basic of project site meetings. The meetings helps the install supervisor, on site contractors and incarcerated workers with planning, and customers with upcoming projects. SDD is conducting conference calls with customers to go over needs to be met, including any extra work to be performed before installing new furniture, any electrical and/or security issues, and overall project summary.

Project Deadlines:

- With managing multiple projects on their plate at one time, installation, warehouse, production, and deliver teams communicated together to complete several large projects and meeting customers' deadlines for moving in. Completion on the projects on time is vitally important to keep great working relationships.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Next forklift class scheduled for May 20.
- Incarcerated Employee Recruitment: SDD continues to coordinate with Cedar Creek Corrections Center (CCCC) to increase the number of available workers for its program with the goal of 40 incarcerated participants. This will allow for more stability in the program and provide opportunities for individuals working towards reentry. Skilled incarcerated workers are leaving monthly due to releases dates and transfers.
- Fiscal Year End Orders: collaborating with furniture manufacturing, vendors, and customers to complete all projects by June 30.
- Asset Replacement: SDD fleet manager is working hard on pricing and replacement of several vehicles.

TEXTILES

Airway Heights Corrections Center (AHCC)
CI Headquarters Consolidated Distribution Center (CDC)
Coyote Ridge Corrections Center (CRCC)
Washington Corrections Center (WCC)

Program Participants: 175

Programming Hours Worked: 20,900

SOC Certificates Issued: 5

Certificates (other) Issued: 13 - Makin' It Work

Vacant Positions: 6

MAJOR ACCOMPLISHMENTS:

- AHCC - Staff Learning Management System (LMS) training is almost complete. AHCC continues to work on processes to increase production capacity in regards to the embroidery machines. Overall warranties are down and have received positive customer feedback.
- CRCC - LMS training is almost complete. Safety wear line is meeting demand for Washington State Department of Transportation.
- CDC - LMS training is almost complete. Presented Department of Children, Youth, and Families with sample officer clothing and they have approved. Continue collaborating with accounting department on identifying processes for internal sales and credit cards.
- WCC - LMS training is almost complete. Continue to develop inventory accountability in regard to property bag fulfillment with the Business Solutions Management (BSM) team developing an inventory location within textiles operating system just for bag inventory.

FOCUS AREAS:

Planned Production:

- WCC property bag line does not run through textiles new Dynamics 365 (D365) planning module as WCC does not consume the inventory until the end of the month. Working with the BSM group to establish a scheduled planned production. This will give demand to production to build the bags.

Transfers Versus Adjustments:

- Working with accounting and the BSM group to identify the best process to accommodate inventory movement and internal sales.

CRCC Textiles and Mattress Factory:

- Established a vendor to purchase the WSDOT logo and now have the availability to heat press the logo instead of the items going to AHCC to be imaged. Waiting on samples to be sent and approved. Mattress Factory has expanded into sewing sweatshirts and some porter vests.

Machinery:

- When textiles consolidated sewing shops, machinery was left over. The production shops took what they needed with the remaining machinery to be dispositioned for parts or surplus. There are 12 machines that will be transferred to WCC to start producing sweatpants and sweatshirts. The CI general manager for WCC is working with the site to add approximately six more incarcerated workers.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Shorten the order conversion cycle (the time it takes from the customer sending CI an order to when the order is received by them and invoiced) from 30 days to under 15 days. Currently, orders are running at about 19 days.
- Making contact with counties and local government for potential sales and partnerships.

WORKFORCE DEVELOPMENT

Statewide

MAJOR ACCOMPLISHMENTS:

- Since the start of the year, the Workforce Development (WD) Navigator for Eastern Washington and the Western Washington WD Navigator started weaving in Job Hunter classes (a six-week course) to prepare CI incarcerated workers interested in participating in Mock Interview events at a few facilities for the first half of the year.
- On March 6, the WD team held a Mock Interview event at Washington Corrections Center for Women (WCCW). WCCW's incarcerated participants came from CI's CAD and Braille programs and TRAC class #69. Outfitting interview attire for WCCW participants presented a unique challenge for the team given the expansive variety that the tops came in (e.g., fabric, fit, design, type - cardigans/blouses/sweaters, etc.). With weekly fittings by the WD team over the course of a month, all the incarcerated participants were feeling confident and appreciative of their selections. Guest interviewers for the event included DOC reentry staff, employers, and community resources, with most of them choosing to support for the entire day (there was a morning session and an afternoon session). Based on the high level of enthusiasm from all participants (guest interviewers and incarcerated participants alike), the event provided a rich learning experience for all involved.
- Following WCCW's event, virtual Mock Interviews were scheduled for two WCCW incarcerated individuals who had taken the job training course and been fitted for interview tops in preparation for the March 6 event, but missed it due to last-minute medical and other callouts. Serving as a "trial run" for the WD team providing interview experiences virtually, the March 31 WCCW virtual Mock Interviews offered more of a release location/career goals focus for the incarcerated participants. For instance, one of the participating individuals was releasing very soon to Spokane, so their guest interviewers represented employers and resources in Spokane. The other participating individual was more interested in learning about reentry resources out in the community, so their guest interviewers were from community-based organizations centered on reentry needs.
- The WD manager and brand and mission administrator represented CI/DOC at the Alliance NW event in Tacoma in March, connecting with numerous employers located largely in Western Washington.

FOCUS AREAS:

Mock Interviews:

- The WD team is busy preparing for Mock Interview events to be held in several facilities in the spring, one at Coyote Ridge Corrections Center (CRCC) in Connell and one at Washington Corrections Center (WCC) in Shelton. Planning for more events at larger facilities statewide continues, along with virtual opportunities for smaller facilities and incarcerated individuals releasing before or after a scheduled event.

Fair Chance Employers and Community Resources:

- Efforts by the WD team also continue in making connections with resources and employers in different counties to help develop a robust reference list statewide for releasing individuals and to offer opportunities to participate in Mock Interviews to learn more about CI's skilled workforce.

Job Hunter and Financial Literacy:

- Continual Job Hunter classes are being scheduled statewide to support upcoming Mock Interview events. Maintaining a schedule of financial literacy classes is also a focus for the team.

Community Employment Navigator:

- An exemption was approved to fill the community employment navigator position. The job was posted in February and closed with a hundred applicants. Panel interviews with several applicants was conducted in March, with final candidates scheduled for follow-up interviews the end of March.

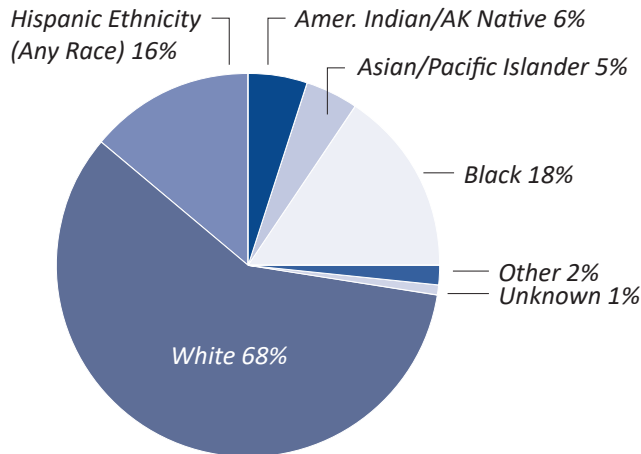
STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Conducting Mock Interview events at CRCC and WCC in May.
- Planning for upcoming Mock Interview events at remaining larger facilities, and virtual Mock Interviews for smaller facilities.
- Developing and maintaining contacts gained through employer and community outreach efforts.
- Onboarding a new community employment navigator.
- Supporting a Makin' It Work Train the Trainer class.

ETHNICITY BREAKDOWN

DOC PRISON POPULATION

TOTAL: 12,817



Airway Heights Corr. Ctr. - 1,858

- Amer. Indian/AK Native - 111
- Asian/Pacific Islander - 50
- Black - 190
- Other - 17
- Unknown - 17
- White - 1,473
- Hispanic (Any Race) - 393

Cedar Creek Corr. Ctr. - 380

- Amer. Indian/AK Native - 24
- Asian/Pacific Islander - 33
- Black - 98
- Other - 4
- Unknown - 0
- White - 221
- Hispanic (Any Race) - 36

Clallam Bay Corr. Ctr. - 617

- Amer. Indian/AK Native - 45
- Asian/Pacific Islander - 39
- Black - 148
- Other - 8
- Unknown - 3
- White - 374
- Hispanic (Any Race) - 124

Coyote Ridge Corr. Ctr. - 2,025

- Amer. Indian/AK Native - 92
- Asian/Pacific Islander - 94
- Black - 394
- Other - 28
- Unknown - 29
- White - 1,388
- Hispanic (Any Race) - 346

Monroe Correctional Complex - 1,400

- Amer. Indian/AK Native - 72
- Asian/Pacific Islander - 72
- Black - 249
- Other - 21
- Unknown - 7
- White - 979
- Hispanic (Any Race) - 215

Olympic Corrections Center - 264

- Amer. Indian/AK Native - 20
- Asian/Pacific Islander - 15
- Black - 50
- Other - 18
- Unknown - 0
- White - 161
- Hispanic (Any Race) - 26

Stafford Creek Corr. Ctr. - 1,821

- Amer. Indian/AK Native - 73
- Asian/Pacific Islander - 122
- Black - 385
- Other - 17
- Unknown - 18
- White - 1,206
- Hispanic (Any Race) - 168

Washington Corr. Ctr. - 1,593

- Amer. Indian/AK Native - 110
- Asian/Pacific Islander - 78
- Black - 284
- Other - 16
- Unknown - 5
- White - 1,100
- Hispanic (Any Race) - 254

Washington Corr. Ctr. for Women - 602

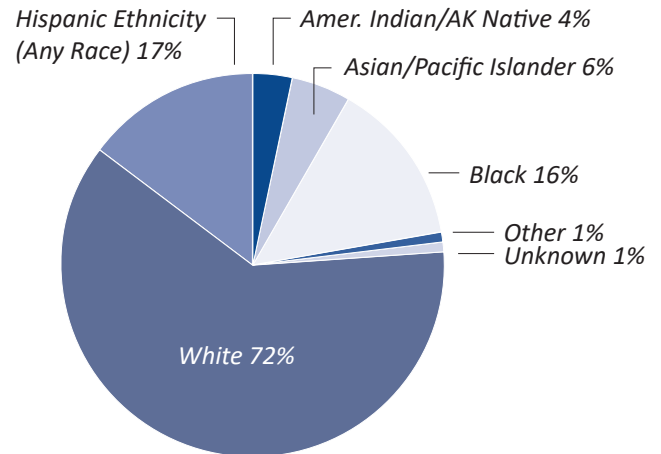
- Amer. Indian/AK Native - 52
- Asian/Pacific Islander - 37
- Black - 79
- Other - 34
- Unknown - 6
- White - 394
- Hispanic (Any Race) - 78

Washington State Penitentiary - 2,114

- Amer. Indian/AK Native - 147
- Asian/Pacific Islander - 100
- Black - 484
- Other - 45
- Unknown - 9
- White - 1,329
- Hispanic (Any Race) - 405

CI CLASS II PROGRAM PARTICIPANTS

TOTAL: 1,401



Airway Heights Corr. Ctr. - 411

- Amer. Indian/AK Native - 19
- Asian/Pacific Islander - 14
- Black - 44
- Other - 2
- Unknown - 6
- White - 325
- Hispanic (Any Race) - 93

Cedar Creek Corr. Ctr. - 39

- Amer. Indian/AK Native - 1
- Asian/Pacific Islander - 5
- Black - 13
- Other - 0
- Unknown - 0
- White - 20
- Hispanic (Any Race) - 3

Clallam Bay Corr. Ctr. - 8

- Amer. Indian/AK Native - 0
- Asian/Pacific Islander - 0
- Black - 6
- Other - 0
- Unknown - 0
- White - 2
- Hispanic (Any Race) - 1

Coyote Ridge Corrections Center - 272

- Amer. Indian/AK Native - 6
- Asian/Pacific Islander - 17
- Black - 33
- Other - 3
- Unknown - 5
- White - 208
- Hispanic (Any Race) - 71

Monroe Correctional Complex - 241

- Amer. Indian/AK Native - 9
- Asian/Pacific Islander - 12
- Black - 38
- Other - 2
- Unknown - 4
- White - 176
- Hispanic (Any Race) - 29

Olympic Corrections Center - 3

- Amer. Indian/AK Native - 0
- Asian/Pacific Islander - 3
- Black - 0
- Other - 0
- Unknown - 0
- White - 0
- Hispanic (Any Race) - 1

Stafford Creek Corr. Ctr. - 179

- Amer. Indian/AK Native - 5
- Asian/Pacific Islander - 14
- Black - 35
- Other - 1
- Unknown - 3
- White - 121
- Hispanic (Any Race) - 11

Washington Corr. Ctr. - 149

- Amer. Indian/AK Native - 5
- Asian/Pacific Islander - 11
- Black - 28
- Other - 3
- Unknown - 2
- White - 100
- Hispanic (Any Race) - 21

Washington Corr. Ctr. for Women - 25

- Amer. Indian/AK Native - 2
- Asian/Pacific Islander - 4
- Black - 1
- Other - 2
- Unknown - 0
- White - 16
- Hispanic (Any Race) - 7

Washington State Penitentiary - 74

- Amer. Indian/AK Native - 5
- Asian/Pacific Islander - 7
- Black - 23
- Other - 3
- Unknown - 0
- White - 36
- Hispanic (Any Race) - 7