WASHINGTON STATE
CORRECTIONAL INDUSTRIES

2025

ANNUAL REPORT

washingtonci.com

Department of Corrections
WASHINGTON STATE

OUR MISSION

To improve public safety by positively changing lives.

OUR VISION

Working together for safer communities.

OUR COMMITMENT

To operate a safe and humane corrections system and partner with others to transform lives for a better Washington.

MESSAGE FROM THE

ASSISTANT SECRETARY

It's an important time to shine a light on the importance of successful reentry for individuals returning to their communities after incarceration.

It is critical to understand that the Reentry Division within the Washington State Department of Corrections plays a crucial role in helping people rebuild their lives. From educational and job training programs, housing assistance, navigational services and our commitment to Reentry 2030, our Division is working every day to expand meaningful opportunities for success.

Reentry is about more than second chances. It's about believing in growth, embracing change, and providing hope. Together, through our shared commitment, we are building safer communities and creating brighter futures for the people we serve.

DANIELLE ARMBRUSTER

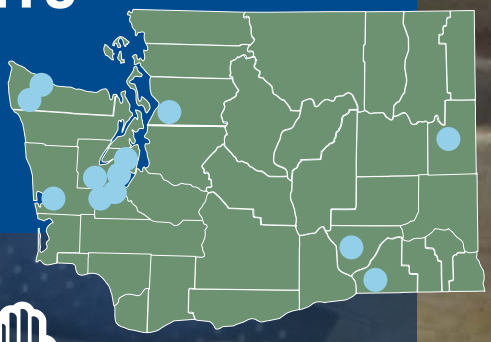
Danielle Armbruster

FY25 AT A GLANCE

CORRECTIONAL INDUSTRIES PARTICIPANTS

1,796

As of June 30, 2025



$1.2M

Approximate amount incarcerated workers contributed from CI earnings to meet financial obligations such as court ordered fines, child support and victim restitution. Many also send a portion of their pay home toward family support.

Awarded

316

Makin' It Work Certificates

$66.9M

CONTRIBUTED TO THE WASHINGTON STATE ECONOMY THROUGH PURCHASES FROM LOCAL SUPPLIERS AND STAFF SALARIES

Participants Worked a Total of

2.5M

Programming Hours

51%

EMPLOYMENT RATE* FOR INDIVIDUALS WHO WORKED FOR CI RELEASED DURING FY25 Q2**

**Data from FY25 Q4 Results WA: Employment Post Release Report*
***Data reflects a lag of at least 3 quarters to allow for job search duration and ESD reporting*

FACT

$337,207
AMOUNT DEPOSITED INTO INCARCERATED WORKERS' SAVINGS ACCOUNTS

TABLE OF CONTENTS

CI LEADERSHIP

JAMIE DOLAN
DIRECTOR

TODD CUNNINGTON
DEPUTY DIRECTOR

VICKI HOFFMAN
ASSISTANT DIRECTOR

LINDSEY KONRAD
ASSISTANT DIRECTOR

RYAN SADLER
ASSISTANT DIRECTOR

OUR MISSION

CI 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 VALUES

Lead
Humanity
Connections
Teamwork
People

MESSAGE FROM THE

DIRECTOR

As we wrap up this year, I want to take a moment to thank all the Correctional Industries staff for their dedication, adaptability and continued commitment to our mission of maintaining and expanding work training programs which develop marketable job skills, instill and promote positive work ethics and reducing the tax burden of corrections. This has been a year marked by both meaningful successes and ongoing fiscal challenges, and through it all, the CI team has remained focused, collaborative, and resilient.

Despite the statewide financial constraints we've navigated, we achieved significant progress across our programs, strengthened key partnerships and continued to deliver quality service to our community of releasing individuals. These accomplishments are a direct reflection of staff's hard work and determination. This remains vital work as we know that 97% of all incarcerated individuals return to our local communities and CI plays an important role in that transition with the seed money from savings and the experience gained from CI's work programs.

I know that working through uncertainty isn't easy on staff or the population we serve, but I am deeply grateful for the professionalism and creativity that is brought to the work every day. As we continue our development of meaningful programs aiding in post release employment opportunities, I am confident that the same spirit of teamwork and innovation will carry us forward. CI will continue to utilize private industry tools and techniques to provide a public service focusing on producing high quality, competitively priced products for the sustainment of transforming lives and increasing successful reentry. Our workforce development team has collaborated with many external stakeholders and built relationships with the local business communities to create stronger pathways for individuals returning to the local communities.

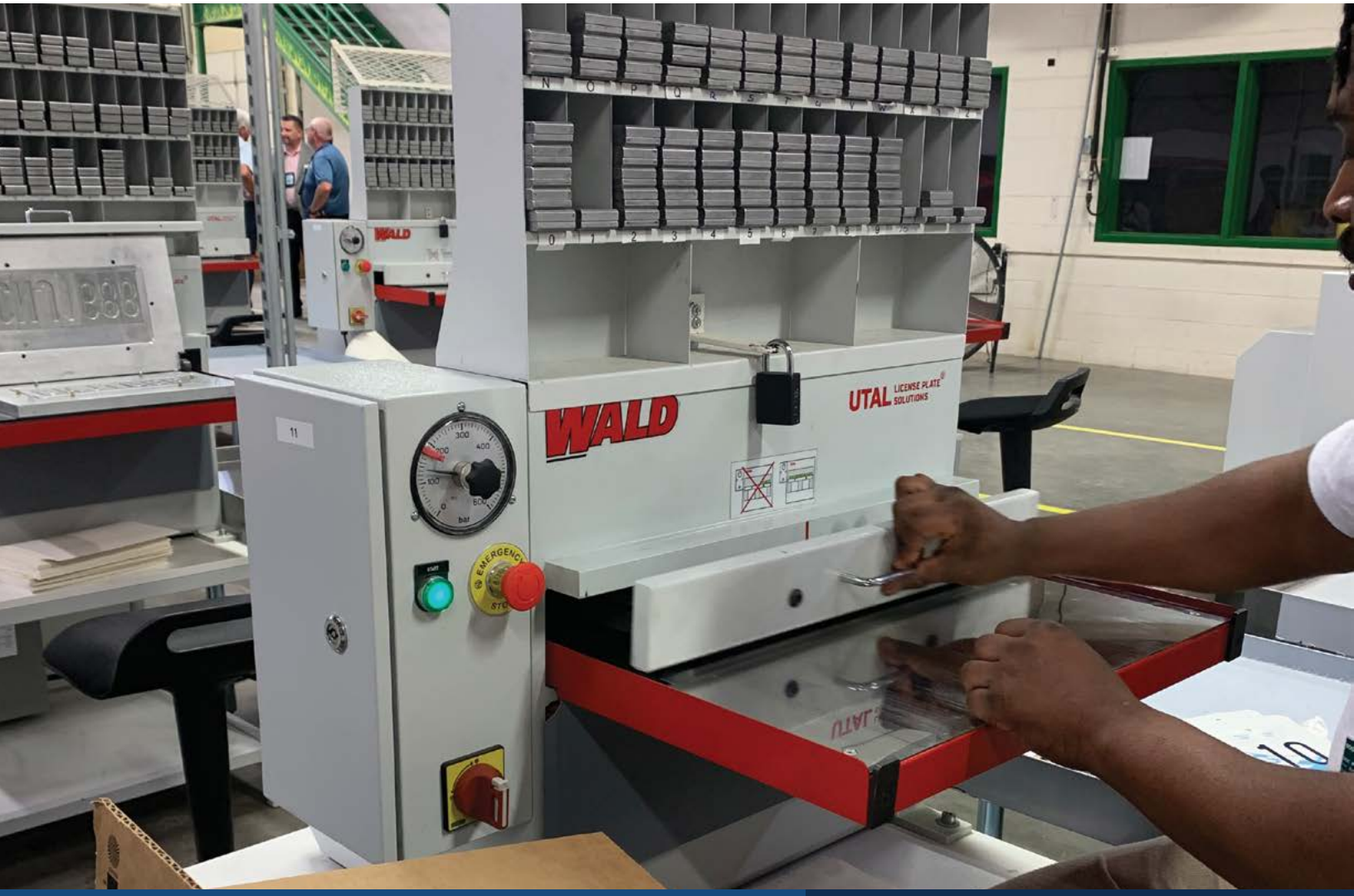
JAMIE DOLAN

FEATURE

LICENSE SERVICES DIVISION

Photo courtesy of Joe Drazan.

100 YEAR ANNIVERSARY



NEW LICENSE PLATE SHOP

A grand opening celebrating a new license plate shop and the 100th anniversary of the first plates produced at Washington State Penitentiary (WSP) was held in July 2024. Relocated from its previous location in the East Complex to the South Complex, the new license plate shop had more modern machinery including two inkjet printers.

The first license plate produced at WSP was in 1923, establishing a partnership between Washington State Department of Licensing and the Department of Corrections that continues to the present day. Before 1923, wood or leather license plates were created by the Tacoma Rubber and Stamp Company, which produced them from 1915 to 1923, and at that time, moved away from do-it-yourself plates that started in 1905 when the first motor vehicle license number was issued.

100 YEARS AT A GLANCE

The penitentiary at Walla Walla began manufacturing license plates in 1923. This was a considerable cost savings. Costs were reduced by purchasing large quantities of enamel paint for the plates.

1923

1926

A new license design was instituted. It was slightly larger and had the word “Washington” across the bottom of the plate.

License plates with a combination of 3 letters and 3 numbers are issued. 30,000 car plates are run daily.

1957

A new law requires all plates to be manufactured with reflectorized material for easier identification in the dark.

1968

1998

After 83 years of state-issued license plates, Washington for the first time displayed the state motto, Evergreen State, on its plates.

Correctional Industries implements digital “flat plate” technology.

2002

2024

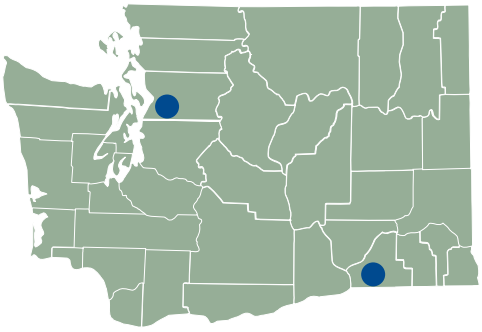
License Plate Shop relocated from the East Complex/Minimum Security area to the South Complex/Medium Security area, with new machinery including two inkjet printers.

PROGRAM UPDATE

MAJOR ACCOMPLISHMENTS

New equipment in the License Plate Shop produced over 500,000 sets of plates during the fiscal year and continues to maintain production needs for the Department of Licensing.

The License Tab Shop at the Monroe Correctional Complex purchased new Zebra printers.



SPECIALTY PLATES

The Department of Licensing approved the following plates during the fiscal year:
Honeybees and Pollinators
Evergreen State
LeMay
Mt. St. Helens
Pickleball
Smokey Bear
Throwback Plate (All Black Plate)

My Story

Mel Stohs

For Melvin Stohs, who was 18 years old when he was incarcerated and 49 years old when he was released, an entirely new world awaited him, one that was as fascinating to him as it was frustrating and challenging. His brother gave him a laptop and mobile phone to celebrate his release, which, while very appreciated and welcomed, not to mention much needed for Melvin, would also be technology that was light years away from what he knew at 18. Melvin, (who goes by "Mel" these days), had always been industrious and curious, even as a child, and this carried through during his time in prison too, so he wasn't intimidated by this new-to-him technology for long.

Mel spent a majority of his 31 years in prison trying to pick up as much work skills, training and programming to fill his toolbox and pave a way to what he might think of doing if he ever got released. But from the get-go, Mel experienced barriers that made him re-think and re-strategize which way he'll go next.

"Since I was so young and LWOP [Life Without Parole], I was considered a flight risk and given less choices for programming," said Mel. One of the first things he tried for instance, was to get an Associates (AA) degree but funding got cut off and the program went away. As he navigated through this heavily restrictive environment, he found himself gravitating towards CI (Correctional Industries).

Mel started at the License Plate (LP) Shop working with the blanking die and embosser.

"This was back in the 90s," Mel recalled proudly, and surprisingly, fondly. Working at the LP, he found that he really liked working with the machines. Because he was working with the machines daily, Mel picked up specific knowledge on its idiosyncratic tendencies, understanding it's every detail and functioning.

"Mechanically, there was a lot of things that only I knew," said Mel. "If something broke down, I had to figure it out. There was a mechanic, but just in case they weren't available, I needed to get it done to get the work done." Mel credits his ability to trouble shoot and solve problems as one of the most important aptitudes he learned while working at the LP shop.

Another aspect of working at the LP shop which made it enjoyable at times for Mel was the coordination among everyone working there.

"Skills wise you needed dexterity for the machinery but to get the job done it also requires collaboration among the other workers too," said Mel. While recalling his time working at the shop, Mel shared some fond memories.

"Skills wise you needed dexterity for the machinery but to get the job done it also requires collaboration among other workers too.

"We would have races to finish making the quota for the day," said Mel. At one point, Mel was able to cut the time down to a mere 3 minutes using the embosser, which for a cumbersome and clumsy mechanical machine not changed since its first usage in the 1950s, was a nearly miraculous task.

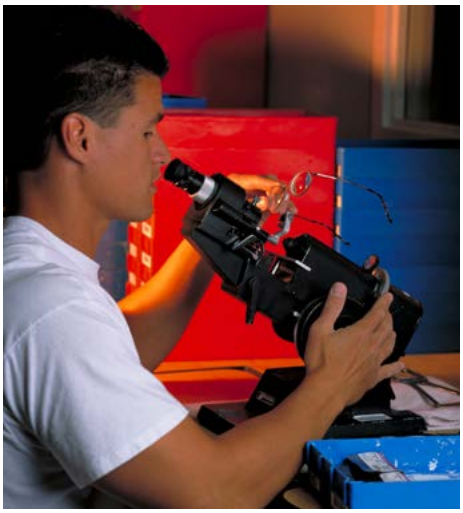
Working at the LP shop started an in-prison employment journey for Mel that would ultimately sharpen his skills and inform him of what he is good at and what he likes to do.

"In every CI operation, I learned something," said Mel. He went from WSP (Washington State Penitentiary) to CBCC (Clallam Bay Corrections Center) early in his incarceration, and at CBCC, got a clerk job in the gym, which, while not a CI job as laundry

SUCCESS STORY

operations were the only CI operations there and CI had no openings at that time for job, it was the only one he could get. Again, Mel leaned on wanting to work rather than to sit around. It wasn't the type of job Mel usually tended to apply for, where there were mechanical aspects to the work tasks, but he did learn to type, which would come in handy later.

After a short stint at CBCC, Mel was then moved back to WSP where he worked briefly at the metal plant at WSP, and got to work on upholstery, sewing, fabricating metals and welding. After a little while there, he was then moved to Airway Heights Corrections Center (AHCC), where he applied for, and got a job at the CI's Optical Lab where he worked for four years.



Mel working in the optical lab circa 2008

"I loved it," said Mel. He dove deep into the work, getting to know the mechanics of it all, and became so proficient and skilled at it that he became a lead at the lab.

> "I was given all the specialty jobs. The ones that came with challenges...

"I was given all the specialty jobs. The ones that came with challenges like figuring out refractions + or – lenticulars. So lenticulars for babies, for example," said Mel. "It was a lot of problem solving on late orders too." He enjoyed optical work so much that one of the first jobs he applied for when he was released was for an optical place in Tacoma.

"I was offered a job but didn't have transportation at the time so I had to turn them down," said Mel.

Due to procedural limitations set on consecutive time worked at CI, Mel had to switch gears and jobs while at AHCC and pivoted towards working as a clerk for the gym through DOC Class III work. But, as Mel was inclined to do, he gave it his all and earned an MS Office proficiency certificate.

After working as a clerk at the AHCC gym for a period of time, Mel then requested to work at CI's Furniture Factory in Stafford Creek Corrections Center in Aberdeen, where he was able to secure a job.

Having built a full resume of work experience and history by then, Mel fully realized that he had an aptitude for working with mechanical items and really liked the challenges of figuring out how things worked. It led to him looking at his life with deeper introspection. It was during this time that Mel became more family focused, in particular with his father, as the closeness he shared with his brother never dissipated, even during his incarceration. His father was a mechanic and owned his own shop. Between his experience working while in prison, mainly for CI and its various shops, and the realizations of all that that he came to know from those experiences, Mel came to believe strongly that this was because of his father. It was a reflection that brought comfort for him.

"Skills are passed down genetically," said Mel, who did some research on this topic when he released that reinforced his belief.

Five years before his release, Mel was transferred to Washington Corrections Center in Shelton, where he, as typical to his work ethic and mindset, had worked for a chunk of CI's operations. From Food Services to Warehouse, to Property Bag production and being a Clerk, Mel picked up even more skills that would ultimately reinforce his employment ready toolbox.

"As a clerk, I learned to hone my skills in organization and coordination through logistics work," said Mel. "As lead on Property Bag production my sewing skills came into play, and again there was coordination, organization and processing that I was able to strengthen my skills in." Mel also took the Makin' It Work, cognitive/soft skills training that CI provides to enhance the technical skills that their workers gain.

When Mel was released, the world was going through and getting over COVID, so he relied heavily on his family to help him during his transition back to the community. Besides the laptop and cell phone his brother gave him upon his release, his brother also was instrumental in helping Mel get a driver's license and his social security card. Due to the timing of his release, immediate post release employment for Mel was a non-starter. Other than the one interview he had with the optical shop in Tacoma, there was understandably a dry well of jobs to be had, so Mel decided to turn to academics.

Mel lived with his father when he first released, so the nearby Olympic College (OC) was where he enrolled full-time. "I didn't have expenses since I was living with my dad, so I was able to save my Financial Aid reward money that was left over after paying tuition, " Mel said. Also during his time studying at OC, the Basic Food Employment and Training (BFET) program offered Mel a part-time office assistant job at the Multicultural Center. Within a year of working at the Multicultural Center, he was offered a full-time position as the Program Coordinator for the Multicultural Center. Mel earned an Associates in Business Management at OC, and then a Bachelor's degree in Applied Science – OLTM Organized Leadership and Behavioral Management in 2024.

By 2023, Mel had secured a job working for IATSE, a sports entertainment union, on their utility crew and earning a high wage with good benefits. The utility crew does all the lighting, sound and mechanical behind-the-scenes work for big and hugely attended live events, from Seahawks games to big-name musical acts' concerts.

Sadly, Mel's father would not get to see his son secure that well-paying job or receive his bachelor's degree. Mel's father passed away in 2022 from COVID and left Mel his house.

"I was glad to have spent two years with him, but I wished it was more…I missed so many years being with him," Mel said. "I would give back the house if I could have my father back."

"Family is super important," said Mel. "I feel like they are my keys to success. Good, strong family relationships," said Mel. With his inheriting the house, Mel has, in his typical fashion, put a lot of work personally into it. He learned electrical work, and, through the help of YouTube, was self-taught on the house's plumbing, drywall, and other needs, to make it truly a labor of love. Mel's eventual goal is to fix the upper house, which has three bedrooms, and then move into a studio with a garage for himself.

A point of pride he had working for IATSE, was helping new co-workers fill out their time cards via the three different apps required to do it. Since there were no instructional or technical support to help with it, as Mel found when he was navigating through it himself to his frustration, he took it as a problem-solving exercise and worked through it on his own. He eventually figured it out and shared his knowledge with those who, in theory, should have been more familiar with the technology than he was, a fact which he takes great delight in.

Outside of working at IATSE and his house, Mel is trying to get three patents and has one patent pending on artistic designs for home decor that are culturally inspired.

Mel's success and tenacity to keep learning and accomplish things on his own, especially in the workplace, he can trace confidently back to CI on-the-job and social skills training and employment in prison.

TRADES RELATED APPRENTICESHIP COACHING

CONNECTING INCARCERATED INDIVIDUALS TO CONSTRUCTION CAREERS

The Trades Related Apprenticeship Coaching (TRAC) program is designed to provide work training in non-traditional jobs for women. Up to 12 incarcerated students, per 16-week session, receive 460 hours of theoretical and practical instruction aimed at preparing them for competitive eligibility within a variety of union trade apprenticeship programs.

Ultimately, the TRAC program is a preview of what a living wage career looks like in the community. It not only teaches incarcerated women job skills, but also life skills, reliability, the importance of hard work, and how to add value to the workplace.

> *"The TRAC field trip was such an amazing experience. Not only did we get to go up on the 14 feet iron beams, but we were able to learn different techniques and skills from all the apprentices and journeymen there. I hope that more doors open for future TRAC participants to go on more field trips because it's an opportunity to connect in the field and gain skill development.*

My Story

Ilyan Vang

Ilyan Vang is well on her way to reaching her post-release goals. Within just a few months into her Graduated Reentry time at the Helen B. Ratcliff House Reentry Center, she has secured a spot in the Laborers Union, has made great strides in reconnecting with her family, and is feeling optimistic about her future.

A key to her success has been taking TRAC (Trades Related Apprenticeship Coaching) while at MCCCW (Mission Creek Corrections Center for Women). Ilyan's motivation to take TRAC was in her love for her daughters, she knew that gaining knowledge and skills would help her have a better chance of succeeding when she was released

"With my lack of real work experience, TRAC had opened up the door to a career I never thought I could have. The hands-on training and experience in TRAC gave me a better understanding on tool use and skilled development and gave me networking opportunities to support my career growth, where I also learned about the union," said Ilyan.

An iron worker journeyman shows Ilyan snap and saddle ties.

A COLLECTIVE PARTNERSHIP

In November 2024, TRAC class #68, from Mission Creek Corrections Center for Women (MCCCW), embarked on a journey that had never been done before—a site visit to the Ironworkers Local 86 Union Hall. In coordination with, and the help of multiple sources, TRAC's program manager and instructor were able to set up this groundbreaking opportunity for the TRAC class to travel to the Ironworkers Local 86 at their location in Tukwila [South of Seattle], Washington for a visit.

Typically, TRAC's program manager and instructor would invite apprenticeship coordinators from multiple union construction trades to come to the facility to talk with the students about their particular craft, and to perform hands-on tasks with the students to give them insights into the trades. But since all of the TRAC students were gate card eligible allowing them to take part in class outside of the secure perimeter, their thought was, "why don't we bring the class to the hall?"

"The Ironworkers Local 86 have been a tremendous community partner for the program, for many TRAC graduates, and anyone who has been interested in the trade, regardless of whether they were able to partake in the TRAC program or not. We were honored that they were so willing to have us there," said O'Boyle, TRAC instructor.

25
Graduated

7
Joined Union Apprenticeships

Ilyan is being taught tasks and safety procedures while balancing on a high beam.

REENTRY EFFORTS

MOCK INTERVIEW EVENTS

Mock Interview events, coordinated by CI's Workforce Development (WD) team, provide a culminating real-world interview experience and job readiness training for incarcerated workers. In order to qualify as a job candidate for the event, incarcerated individuals participated in six weeks of Job Hunters training provided by WD navigators using an Employment Security Department curriculum.

In FY2025, events were held at Airway Heights Corrections Center (AHCC), CI Headquarters in Tumwater, Washington Corrections Center for Women (WCCW), Coyote Ridge Corrections Center (CRCC) and at Washington Corrections Center (WCC). Nearly a hundred incarcerated individuals were given the opportunity to participate in the events.

97

Participants Completed Job Hunters Series

MOCK INTERVIEW PARTICIPANT PERSPECTIVES

"I enjoyed getting to meet and hear more about the talents of the interviewees"
Spokane employer (AHCC, September 2024)

"From my experience, the Mock Interviews helped me to understand what I need to prepare myself for the real thing,"
Anthony, incarcerated individual (CI HQ, December 2024)

"It was an experience that is great practice for our future upon release. I got great feedback and a lot of great useful information. I would love to do it again!"
Jessica, incarcerated individual (WCCW, March 2025)

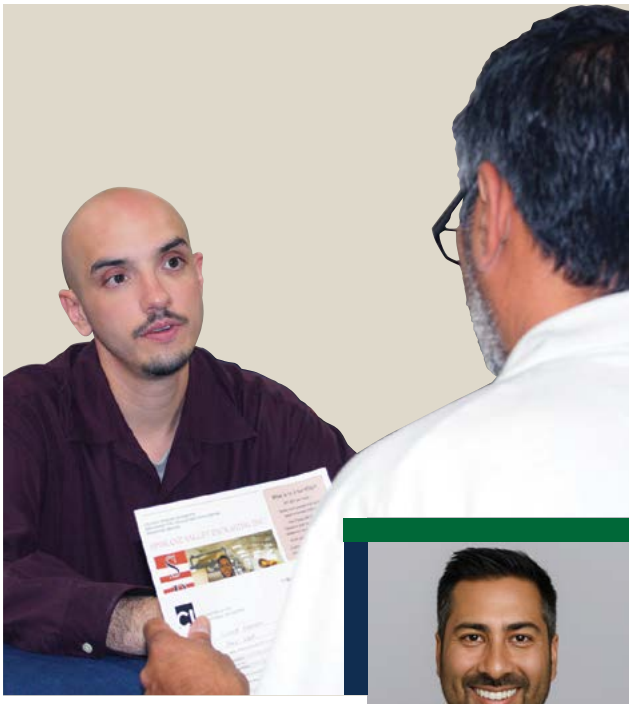
> "It went above and beyond my expectations.
>
> Donald, incarcerated individual (AHCC, September 2024)

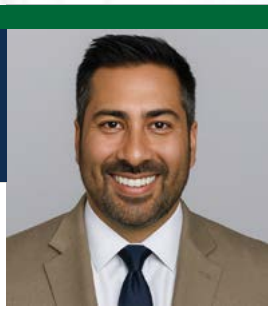
"I find this exercise so beneficial that I plan to do it every time it's available until my release date. It's so helpful to be able to interact with actual HR representatives from outside sources."
Christopher, incarcerated individual (CI HQ, December 2024)

"The mock interview day was a powerful and deeply impactful experience for us. It is invaluable for the women at WCCW to see that a supportive community is waiting for them beyond these walls—ready to be their village."
King County community resource (WCCW, March 2025)

"What we were looking for as interviewers was curiosity; a hunger to learn. Job interviews are a chance to set yourself apart, and to prove that you are capable and dependable. This exercise was transformational and I'm so proud of the participants."
Pierce County employer (WCCW, March 2025)

"Fun, interesting and fulfilling."
DOC Business Services staff member (WCC, May 2025)





Fair Chance Employer

Art Vega

General Manager, BakeMark

"I want to sincerely thank CI for giving me the opportunity to participate in the Mock Interviews at AHCC. I walked away with so much inspiration and optimism from the individuals I met and from being part of this program.
It was truly rewarding to see the preparation, effort, and determination from the participants, and I'm grateful I was able to play a small role in supporting their journey. I would absolutely do this again and will be encouraging others to join future events as well.

PROGRAM UPDATE

264
Course Completion Cards Granted

FINANCIAL LITERACY

After the April 2024 launch of a new WD training resource, a Financial Literacy class, a total of 264 incarcerated individuals have taken the course during FY2025. The workshop style class, based on curriculum from the Consumer Financial Protection Bureau (CFPB), includes 58 pages of handouts/tools that are resources related to each module of the class. Module examples are “Getting Through the Month,” “Dealing with Debt,” Understanding Your Pay Stub,” and “Tracking Income and Benefits.”

WORKFORCE DEVELOPMENT SHOP BOARDS

All CI shops in all 11 prisons were hand delivered two by three feet boards showing a potential pathway to success for a job in the community by signing up and utilizing WD services. Starting in August 2024, and ending in October, WD team members hand delivered 50 WD Shop Boards to all CI areas in nine facilities, while CI’s Safety and Laundry Manager delivered ones for Olympic Corrections Center and Clallam Bay Corrections Center.

CI’s WD Shop Boards were created to inform CI incarcerated workers of all the WD services on offer to them, including resumes, career navigation, job searches and supporting classes and events such as Job Hunters and Mock Interviews. With a four person WD team that isn’t available on a daily basis at the facilities, the boards are meant as a tool for CI workers to learn about and engage with the WD team. The colorful and cheery design of the board was inclusive of feedback from 15 incarcerated workers and CI’s Corporate Management Team and are tailored with a version for either the men’s prisons or the women’s prisons.

The WD Shop Boards include:

- Step by step guide on WD services
- A way to contact the WD Team via Kiosk
- WD Team members’ photos that are assigned to the facility for recognition
- A place to sign up for upcoming WD classes and events
- A Success Story

MAKIN’ IT WORK

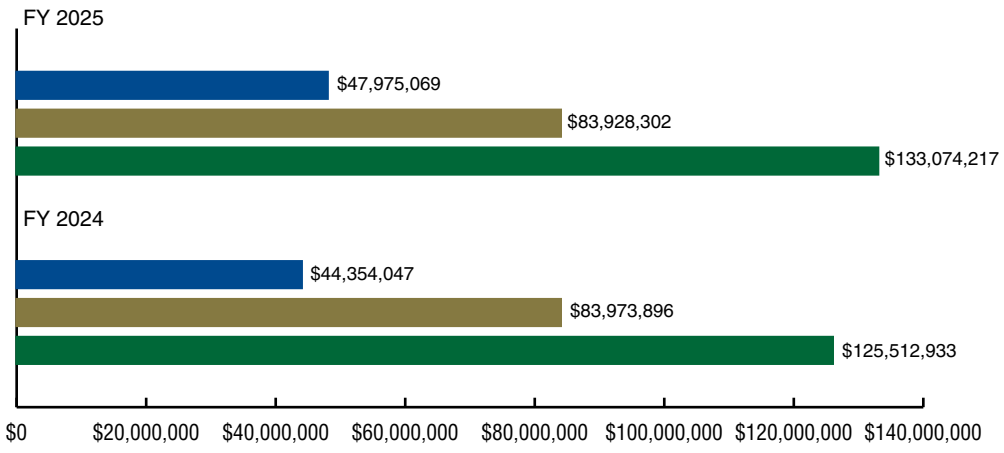
Five new Makin’ It Work instructors (CI staff members) from AHCC, WSP and CRCC were trained during a “train the trainer” session in April 2025 to assist with more numbers of incarcerated individuals receiving the training at those eastern Washington facilities. Makin’ It Work, a proprietary behavioral and cognitive skills training, helps incarcerated individuals prepare for the community and the workplace when they release.

STATEMENT OF ASSETS

	FY 2024		FY 2025
CURRENT ASSETS			
Cash	$2,566,466		$6,145,469
Petty Cash	$5,000		$5,000
TOTAL CASH	$2,571,466		$6,150,469
Receivables			
Accounts Receivable Net	$535,509		$177,559
Due From Federal Government	$12,379		$29,156
Due From Other Governments	$587,844		$810,405
Due From Other Funds	$7,154,538		$3,641,358
Due From Other Agencies	$6,086,866		$4,001,908
Internal Receivables	$3,528		$0
Travel Advance	$0		$793
In-Process Accounts	$1,254,688		($2,738,418)
TOTAL RECEIVABLES	$15,635,353		$5,922,760
INVENTORIES			
Consumable Inventories	($191,271)		$48,075
Finished Goods Inventories	$8,685,591		$5,734,508
Demo-Showroom and Warranty Finished Goods	$126,532		$108,338
Work-In-Process Inventories	$348,499		$275,347
Raw Materials Inventories	$7,563,569		$7,964,674
TOTAL INVENTORIES	$16,406,388		$14,130,942
Prepaid Expenses	$53,226		$575,669
TOTAL CURRENT ASSETS	$34,666,432		$26,779,840
NONCURRENT ASSETS			
Deferred Outflow on COPs Refi	$26,760		$0
Improvements other than buildings	$5,578,333		$5,345,529
Allowance for Depreciation Improvements Other	($2,316,196)		($2,222,870)
Land	$1,539,796		$1,539,796
Building	$12,828,239		$12,828,239
Allowance for Depreciation Buildings	($1,843,610)		($1,957,383)
Furnishings and Equipment	$17,969,044		$19,305,013
Allowance for Depreciation Furnishings and Equipment	($12,442,437)		($11,462,331)
TOTAL NONCURRENT ASSETS	$21,339,930		$23,375,992
TOTAL ASSETS	**$56,006,362**		**$50,155,832**

STATEMENT OF LIABILITIES AND NET ASSETS

	FY 2024	FY 2025
CURRENT LIABILITIES		
Accounts Payable	$6,773,451	$3,044,564
Accrued Salaries and Fringe Benefits	$1,517,640	$1,776,968
Due to Other Funds	$3,527,319	$814,816
Due to Other Agencies	$238,773	$220,603
Due to Department of Revenue	$599,361	$442,991
Current Lease Purchase Agreements Payable	$565,000	$0
Liability for Canceled Warrants	$24,471	$11,369
Deferred Revenues	$0	$875,885
TOTAL CURRENT LIABILITIES	$13,246,015	$7,187,197
NONCURRENT LIABILITIES		
Accrued Annual Leave Payable	$1,908,938	$2,063,770
Accrued Sick Leave Payable	$552,269	$566,130
Accrued Compensatory Time Payable	$35,183	$0
Cops Notes Payable	$590,000	$0
Unamortized Premiums Cops Sold	$227,288	$0
TOTAL NONCURRENT LIABILITIES	$3,413,678	$2,629,901
NET ASSETS		
Current Period Profit (Loss)	$599,144	($150,674)
Retained Earnings	$38,747,525	$40,489,409
TOTAL NET ASSETS	$39,346,669	$40,338,734
TOTAL LIABILITIES AND NET ASSETS	**$56,006,362**	**$50,155,832**



Operating Expenses

Cost of Goods Sold

Operating Revenues

Fiscal year 2025 saw a revenue rebound of 5.7%, and a slight reduction in operating expenses from fiscal year 2024. Cost of Goods Sold did expectedly increase nominally. The overall positive results for the year can be attributed to consistent evaluation of our pricing structures and the need to control expenses in what was a challenging economic environment.

CASH FLOW STATEMENT

	FY 2024		FY 2025
FISCAL YEAR BEGINNING CASH	**$1,020,911**		**$2,571,466**
Net Income from Operations	($5,666,089)		$2,745,361
Add Back Non-Cash Expenses:			
Interest Expenses	($26)		($70)
Non-Operating Revenue	($22,686)		($205,904)
COI Depreciation Expense	$0		$0
COI Small Equipment Expense	$0		$0
Obsolete Inventory	$0		$0
Miscellaneous Revenue	$0		$0
Prior Year Adjustment	$0		$0
Current Period Profit (Loss)	($5,688,801)		$2,539,387
Add Back Non-Cash Expenses:			
Year to Date Depreciation	$402,742		$571,109
Total Non Cash Expenses	$402,742		$571,109
CHANGES IN BALANCE SHEET ACCOUNTS			
Sources (Uses) of Cash:			
Accounts Receivable	($7,547,410)		$6,916,091
Notes Receivable Short Term	$0		$0
Notes Receivable Long Term	$0		$0
Prepaid Maintenance Agreements	$41,444		($522,443)
Inventories	($3,904,204)		$2,022,273
Accounts Payable	($3,144,799)		($6,842,596)
Total Changes in Balance Sheet Accounts	$539,850		$1,573,325
Net Cash Flow from Operating Activities	($6,631,393)		$4,683,821
Changes to Fixed and Long Term Assets			
Net Cash Flow from Investing Activities	($990,471)		($2,607,170)
Net Increase (Decrease) in Cash	($7,621,864)		$2,076,651
Program Administrative Costs	$0		$0
Changes in Equity Account	$0		$0
CASH AND EQUIVALENTS AT END OF PERIOD	**($6,600,953)**		**$4,648,117**

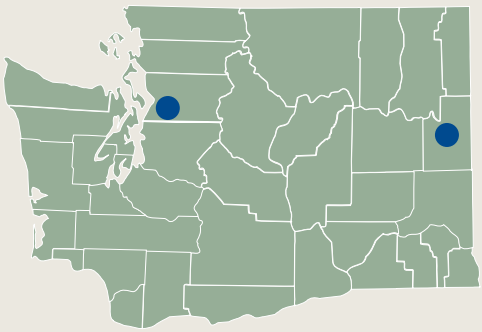
PROGRAM UPDATE

COMMISSARY

Fiscal year 2025 saw both unprecedented challenges and huge successes for the Commissary program.

In March 2025, the program experienced the longest outage of ordering systems in its history—a 27-day statewide outage of the tablet and phone ordering systems used to collect and process incarcerated customer commissary orders, which required dedicated time from 20 staff to work on 21,000 paper order forms that had to be physically distributed to incarcerated, collected and scanned to AHCC, error checked and sorted, before being distributed to commissary staff to be manually keyed through the sales system.

Throughout the year, there were major accomplishments, including site visits to each facility by distribution managers to speak directly with staff and the incarcerated population, yielding numerous product suggestions and program improvements that were implemented. Collaborations on products that led to equitable outcomes, (see facing page), and positive findings from a Washington State Institute for Public Policy (WSIPP) review and analysis on Assessments and Charges in Washington Department of Corrections Facilities, rounded out a substantially dynamic year.



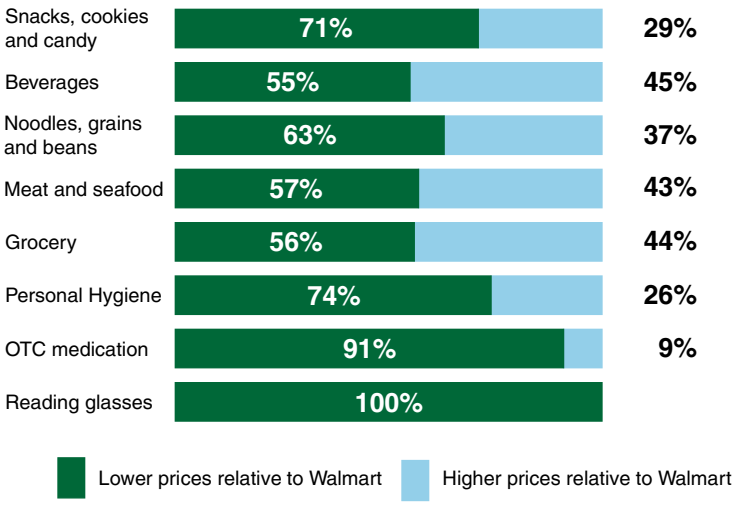
CI operates two commissary distribution centers, one located at Airway Heights Corrections Center in Eastern Washington and another at the Monroe Correctional Complex.

FY25 TOP 6 ITEMS BY UNITS SOLD

472,776 chewy protein bar	**261,932** 8oz Minute rice
292,696 Kirkland brand sparkling water	**236,125** hot summer sausage
236,617 beef salami summer sausage	**221,832** microwave movie theater popcorn

CI COMMISSARY UNIT PRICE COMPARISON BY ITEM CATEGORIES*

**Data from WSIPP Report: Unit Price Comparison for Commissary Items by Category.*



The WSIPP report found CI's commissary prices were lower for 50 percent or more items relative to Walmart in 10 of 13 item categories.

SERVICES

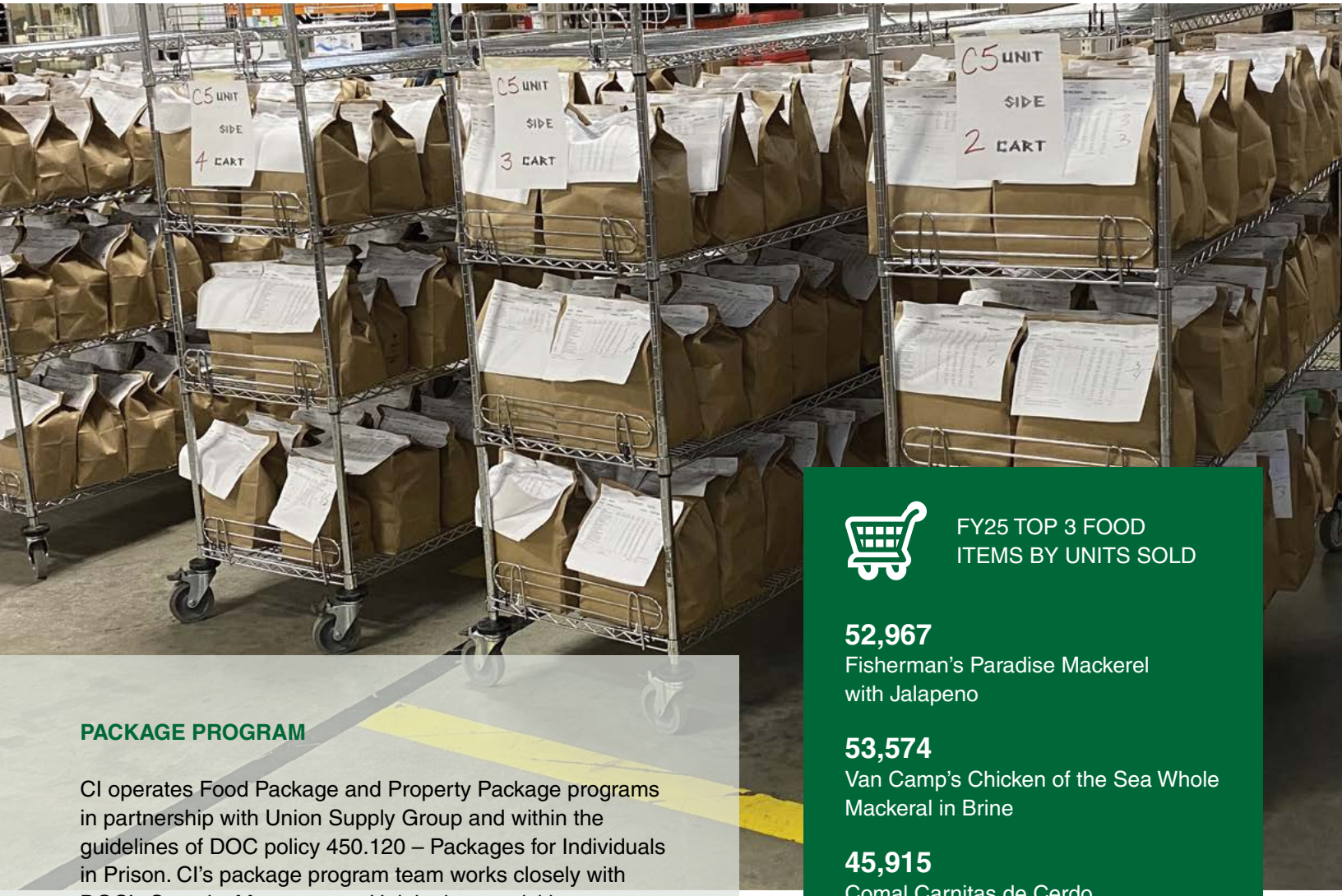
EQUITABLE HYGIENE PRODUCTS

CI Commissary, in partnership with DOC's office of Equity, Diversity, Inclusion, and Respect (EDIR) and Women's Prison Division, introduced six new textured hair care commissary products in 2024. The product include a shampoo and conditioner, a deep treatment mask, a leave-in cream, a hair and scalp conditioner, and a loc twist and braid gel. One of the new products, the leave-in cream, is the number one most popular for women in the hair care category and is the number two most popular statewide.

The project started with a conversation between the EDIR team and the commissary team about an opportunity to better serve specific needs of the population at the Washington Corrections Center for Women and Mission Creek Corrections Center for Women. The populations of those facilities then provided the EDIR team with a list of approximately 100 products they would like to have access to.

From that list, the commissary team reviewed available products from their list of vendors. They then produced a survey that EDIR assisted with distributing. From the results of the survey, the team identified products in each category (shampoo, conditioner, etc.) that were high scoring and met the criteria for products commissary typically looks to offer (value, quality, availability). The identified products were then placed with vendors, ordered and made available to the population.

PROGRAM UPDATE CONTINUED



PACKAGE PROGRAM

CI operates Food Package and Property Package programs in partnership with Union Supply Group and within the guidelines of DOC policy 450.120 – Packages for Individuals in Prison. CI's package program team works closely with DOC's Security Management Unit in the acquisition, approval, and distribution of food and personal property as policy sets limits on package weight and the types and quantities of allowable personal property items. In December 2024, policy changes went into effect, which positively impacted the programs and ultimately the customers. Policy changes included the ability to add hygiene products to the food package program and increased weight limit for the food/hygiene package and property package.

The addition of hygiene items to the food package program was an accomplishment almost two years in the making and was originally proposed by workers on CI's braille team at Washington Corrections Center for Women. Following the December policy update, the package program team got to work identifying new product offerings, negotiating prices, designing a menu, developing marketing materials, and adding a new racking/picking section to the assembly line. In total, 70 new hygiene products launched in the June 1, 2025 catalog and feedback from customers – including the women from the braille shop – has been incredibly positive.

FY25 TOP 3 FOOD ITEMS BY UNITS SOLD

52,967
Fisherman's Paradise Mackerel with Jalapeno

53,574
Van Camp's Chicken of the Sea Whole Mackeral in Brine

45,915
Comal Carnitas de Cerdo (Seasoned Pork)

Favorite additions to the program:

Dolly Madison Donut Gems
Jelly Swirl Honey Buns
Klements Cheddar Summer Sausage

TOTAL ORDERS

20,614
FOOD/ HYGIENE

28,651
PROPERTY/ HOBBY/FAITH

ANNUAL AWARDS

L-R: Director Jamie Dolan with Aaron Phelps, Jonny Morisset, Kyley Wheeler and Taylor Wood.

RECOGNITION

STAFF ACHIEVEMENTS

We celebrated the following staff, nominated by their peers, as 2024's CI annual award recipients:

◄ The Rising Star Award is presented to an employee who exhibits leadership, initiative, diligence, teamwork and innovation, and who possesses the qualities to become a future leader in CI. Victor Barnes has helped to develop a more consistent level of trust between staff and incarcerated workers. His practices and attitude have surpassed any previous level of inclusivity and equity. He has taken the initiative to evaluate some gaps in practice and procedures and has collaborated with all areas of the Service and Delivery Division to develop daily routines that clarify who, what, where, and when the physical orders, invoices and all shipping documents, and payment information can be located in the warehouse.

◄ The Louie Sarot Customer Service Award is presented to an employee who exhibits consistent excellence in customer service. Jonny Morisset exhibits outstanding customer service as one of our business solution managers. He goes out of his way to problem-solve and find solutions when there are obstacles and challenges utilizing our new operating system. He is collaborative and open to hearing other's considerations. His commitment to teaching and assisting others to make CI a success is sincerely appreciated.

◄ The Commitment to Quality Award is presented to an employee who demonstrates a commitment to continuous quality improvement. Michelle Hooper's leadership within the commissary distribution center has led to several quality improvements over the last year. While commissary is built on a library of Standard Operating Procedures and best practices, Michelle isn't afraid to question those procedures and practices and suggest alternate ways to accomplish the same goals while increasing efficiency and improving the quality of work completed.

◄ The Team of the Year Award is presented to employees that show progress in meeting CI objectives. The Business Solutions Team is dedicated to the success of CI staff, operations, and mission. Over the last year the team has worked countless hours to prepare for implementing D365 within CI's lines of business. Their efforts to move CI into a new era where our operations and financials are integrated in one system, everyone has more reliable data, and data is directly accessible/consumable is commendable.

WASHINGTON STATE
CORRECTIONAL INDUSTRIES

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