

CI ADVISORY COMMITTEE DIVISION UPDATE

WASHINGTON STATE CORRECTIONAL INDUSTRIES

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

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

Our Core Values

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

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WASHINGTON STATE
CORRECTIONAL INDUSTRIES

BRaille SERVICES

Washington Corrections Center for Women

Program Participants: 16

Programming Hours: 232

Certificates (other) Issued: 2 - Nemeth Braille Proofreader

Vacant Positions: 5

MAJOR ACCOMPLISHMENTS:

- Two incarcerated individuals obtained the highest certification achievable of Nemeth Braille Proofreader from The Library of Congress.
- Washington Corrections Center for Women's (WCCW) Braille Services has been selected again to host a music workshop for National Braille Conference in April 2022 held in Kansas. The event directors requested our team apply to host other workshops as well, as our transcriptionists have received the utmost attention from last years educational venue.
- Two of our past transcribers that released approximately one year ago were contracted to aid Washington State School for the Blind (WSSB) through this recent outbreak with transcribing certain projects from their own homes.

FOCUS AREAS:

Recruitment:

- Collaborating with the facility job coordinator to recruit up to five incarcerated individuals. First round of applicants included two approved from classification of the 12 that applied to the program.

COVID-19 Outbreak:

- Clustered outbreaks occurred at WCCW in December 2021. In January 2022, the facility instituted restrictions to mitigate the spread of COVID-19 within the incarcerated population and placed all units on either quarantine or isolation. With our highly skilled transcriptionists unable to work, WSSB was forced to locate outside resources to maintain their own project load. WCCW Braille Services is considered the one essential need of their own operations, which also serves State agencies such as Department of Social and Health Services.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- As the facility population decreases and fewer eligible incarcerated individuals are available for this long-term program due to shorter sentencing, the creation of positions for tactiles is a good fit in this demanding field.
- Focus on individuals with shorter terms (three years). Tactile creation is still an introduction into transcription and would be a good support to other experienced transcribers allowing more projects to be accepted for the more experienced transcribers and proofreaders.

COMMUNICATIONS

Monroe Correctional Complex
Washington State Penitentiary

Program Participants: 4 (36 upon return to work)
Programming Hours: 13,850
Vacant Positions: 32

MAJOR ACCOMPLISHMENTS:

- License plates recently filled a staff vacancy. We are excited to not only have all staff positions currently filled, but are also encouraged by the teamwork, effort, and resilience of this team through challenging COVID-19-related circumstances. Much of this past quarter was spent with an abbreviated and then unavailable incarcerated worker team, then staff were needed in critical operation areas (food, laundry, commissary) to keep facility operations going.
- Secured another 100,000 sets of plates from a third party vendor that deliver the week of 2/14/22. We have collaborated with our various raw material suppliers to keep costs as low as possible for an additional order of 200,000 sets being placed to fill in for the shortfall we have experienced in production at the facility due to COVID-19 issues.
- Print, sign, and tab shops have been without incarcerated workers for the majority of this past quarter as well. During this time two staff members have diligently worked on producing any orders they could, keeping open lines of communication with their customers, and supporting additional areas of the facility whenever needed. Their care and concern for outputting the best possible service for our customers has not wavered.

FOCUS AREAS:

Communication:

- The division has and will continue to provide its highest effort in maintaining open and transparent communication with all stakeholders via outward messaging, phone calls, and regular meetings.

Support:

- All staff have assisted in various areas or at other work locations during this past quarter. This includes assisting the Consolidation Distribution Center (CDC), Monroe Correctional Complex (MCC), Service Delivery Division (SDD), Washington Corrections Center (WCC), and Washington State Penitentiary (WSP) within food service, laundry, commissary, and more.

Production:

- With minimal to (at times) no incarcerated workers, as well as limited staff and access to work areas, production continues to be a priority focus. Staff continue to be creative in seeking maximum output in adverse conditions. Their continued efforts are to be commended.

Equipment:

- License plates has secured a new Magnum Press and a smaller press for 7-inch license plates. There were some challenges with the new press after installation that required attention by the vendor. Staff are actively monitoring the press after the repairs were made to ensure production and quality are maintained. We also had some interruptions with the blanking line. Department of Corrections (DOC) and Correctional Industries (CI) staff teamed up to get the issue resolved to minimize delays in production.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Hiring - Print and tab have two vacant staff positions to be filled. Additionally, with the closures occurring at the MCC Washington State Reformatory in the past year, we have many worker positions to be recruited for and filled. Attention to the hiring of staff and workers will drastically help in recovering and pushing toward future success.
- Process Improvements - As we encounter various scenarios throughout this pandemic, the past quarter has truly highlighted best practices and where improvements are needed. As we work toward returning to normal operations, we will look to make some immediate changes that should greatly improve both production efficiencies and the customer experience.
- Web Presence - A focus will be placed on moving DOC forms Online this quarter. This will greatly reduce time lines for our customers and the time to the production floor.

COMPUTER-AIDED DESIGN SERVICES

Washington Corrections Center for Women

Program Participants: 6

Programming Hours: 232

Vacant Positions: 4

MAJOR ACCOMPLISHMENTS:

- A recently released incarcerated drafter who completed Tacoma Community College (TCC) Tech Design course at Washington Corrections Center for Women (WCCW) and received an AutoCAD Level II Certificate, along with 2 years on the job experience through our Correctional Industries (CI) planning services, very quickly had two job offers related to the drafting and design field following release.

FOCUS AREA:

Recruitment:

- Drafters are recruited directly from completing TCC Tech Design. Two are considered available through classification and the WCCW jobs coordinator. Other programming requirements and Graduated Re-Entry (GRE) for incarcerated individuals prevent them for consideration for the program.

Projects:

- Professional Computer-Aided Design (CAD) drafting services are a large part of our furniture division. With space planning and project quotes for our State customers and higher education partners, there is currently \$1.3M of projects that need to be completed and on hold with the facilities current outbreak status and slated for procurement this biennium year. The current outbreak and our assigned workers access to the program is projected to last into mid-February.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Extend recruitment for more candidates to fill vacant positions.
- Work with technical design instructor to include more on the job training opportunities with upcoming drafters.
- Create (Online) product center work station that drafters can access for up-to-date specifications from vendors.

FOOD MANUFACTURING

Airway Heights Corrections Center

Program Participants: 121
Programming Hours: 58,241
SOC Certificates Issued: 7
Vacant Positions: 63

MAJOR ACCOMPLISHMENTS:

- Food manufacturing purchased raw materials (food) to support quick serve meals for food service. In December 2021 and January 2022 we supported the emergency feeding of all prisons experiencing partial or total restricted incarcerated movement due to COVID-19 outbreaks.

FOCUS AREAS:

Contingency Food Stock:

- Because of the ongoing outbreaks of COVID-19-related infections in nearly every state prison the food factory worked ten full weekend shifts to maintain a supply of food items required to support food services. The foresight to purchase additional inventory of contingency food stock in the fall proved to be essential to the success of providing an ongoing food supply to Department of Corrections (DOC) food services. These outbreaks drove the need to use all of the purchased and manufactured emergency stock food supplies.
- We continue to provide significant emergency food support to all of our customers, some of which are listed: Washington State Penitentiary (WSP), Washington Corrections Center (WCC), Coyote Ridge Corrections Center (CRCC), Clallam Bay Corrections Center (CBCC), Airway Heights Corrections Center (AHCC), Monroe Corrections Center (MCC), King County Jail, and Elmwood Correctional Facility in Santa Clara County, California.

Food Factory Operations:

- Due to significant COVID-19-related outbreaks at AHCC, the site implemented restricted movement for incarcerated individual. This resulted in shutting down the food factory operations on January 19th. The factory has not operated since that date. All staff have been reassigned to other support areas like the distribution warehouse, commissary, and food services. Staff have been working extended hours in support of operations at the site and for statewide feeding.

Upcoming Religious Events:

- All orders for Passover submitted and planned out in support of participants.
- Planning for production of Ramadan event scheduled.

Other Equipment Successes and Challenges:

- Replacing the compressor for the blast freezer proved to be more complicated than anticipated and the job is still not completed. Estimated completion date is sometime in February.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Ongoing support of prisons feeding during pandemic crisis.

FOOD SERVICE

Airway Heights Corrections Center
Coyote Ridge Corrections Center
Monroe Correctional Complex
Washington Corrections Center
Washington State Penitentiary

Program Participants: 637 - Monthly Average (Oct.-Dec.)
Programming Hours: 92,696 - Monthly Average (Oct.-Dec.)
SOC Certificates Issued: 22
Vacant Positions: 295 - Monthly Average (Oct.-Dec.)

MAJOR ACCOMPLISHMENTS:

- Provided multi-facility support to facilities impacted by COVID-19 outbreak by deploying Department of Corrections (DOC) civilian staff to assist with resources, menu planning, alternative products, and operational advice. Correctional Industries (CI) continues to manage food supply chain disruptions within all market sectors (protein supply, dry goods supply, disposable service item supply, etc.). Our goal remains to return to menus-as-written and published.
- Religious, cultural and family-centered events and observances are being planned and conducted as best they can. 'Grab & Go' feedings for event meals are the norm.

FOCUS AREAS:

Operational Support Statewide:

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

Product Supply, Consistency, and Costing:

- Vendor collaborations - source, approve, utilize alternative food items.
- Airway Heights Corrections Center (AHCC) Food Manufacturing - Support customer care with resources, facility communications, product selection, etc.

Dietitian Support:

- Collaborate with the State Dietary Manager to assist in product review, approvals for substitution items, planning for medical diets, and support for needed information requests.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue supporting all DOC facilities during current outbreaks. Begin planning for seasonal menu and re-evaluate the food supply chain.
- Ongoing conversations with the Sustainability in Prisons Project (SPP) regarding future state of garden produce. The SPP is a partnership between The Evergreen State College and DOC. Their mission is to empower sustainable change by bringing nature, science, and environmental education into prisons.

FURNITURE BRAND AND SALES

Headquarters

MAJOR ACCOMPLISHMENTS:

- Monthly email communications continue to keep customers engaged and in some cases have drawn customers back to us. These communications have been showcasing Correctional Industries (CI) reentry programs, incarcerated worker success stories along with new product spotlights and industry news.

FOCUS AREAS:

Customer Contact/Engagement:

- It is especially important in our current COVID-19 impacted world to keep our customers informed. Current issues with raw material shortages and rising costs not only affect our ability to purchase and produce our products but they also impact our customers purchasing power. Honest, timely communication of these challenges provides our customers with perspective and enhances their trust in our organization.

Lead Generation:

- As customer attempt to negotiate this tricky post COVID-19 return to work world with uncertainty and limited budgets, it is important that we expand our customer outreach even wider to capture as much business as possible, and leverage those non-mandated customers. Through continued coordinated efforts with our marketing group we are expanding our outreach to include PAC (Purchasing Association Council) and other associations and professional groups that have quarterly or yearly meetings and conferences.

Mitigating Cost Increases:

- Continued focus is still required to review and revise product pricing to account for vendor cost increases and surcharges.
- Progress is being made on price adjustments and key to our success will be pivoting to a monthly pricing model for certain product lines including both wood and metal residential living furniture and our detention center offerings.

Supporting Remote Working Environments:

- Having viable products available to our customer base for use at home is important to our furniture mix.
- Furniture brand is working on researching and sourcing new products that can be delivered already assembled or fairly simple to put together, and packaged in a manner that makes it easy for end users to move by themselves, while maintaining our branding so that we provide well-made products using high grade materials that will last and do so at a reasonable cost.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Finalized Design Request Form (DRF) process change.
- Continue to work towards more cost effective strategies to support delivery to private residences.

FURNITURE MANUFACTURING

Stafford Creek Corrections Center

Program Participants: 157

Programming Hours: 15,454

SOC Certificates Issued: 11

Certificates (other) Issued: 8 - Makin' It Work

Vacant Positions: 98

MAJOR ACCOMPLISHMENTS:

- The furniture factory was able to manufacture our latest University of Washington project on time without any overtime.

FOCUS AREAS:

Microsoft D365 Software:

- The furniture management team is working with the Business Lead Transformation (BLT) team in our migration towards a successful upgrade from Microsoft Great Plains 8 to the new and improved Microsoft D365 MRP software.

Microvellum Computer Aid Design (CAD/CAM) Software:

- We updated our current computer-aided design software (Cutrite) from 2010 to the up-to-date industry leading software Microvellum. By updating our software it will allow for better optimization of our raw materials while also providing our incarcerated workers with more relevant work experience to assist with their employability upon release. We are currently working with Department of Corrections (DOC) Information Technology (IT) on the set-up and installation process of this new software.

Recruitment:

- We are in the process of recruiting an Industries Manager 3 position (furniture production manager) for the furniture factory. We have received the first round of applicants and are beginning the review process prior to interviewing.
- We are in the process of recruiting a Correctional Industries Supervisor 2 (CIS2) (Computer Numerical Control (CNC)/ wood shop supervisor) for the furniture factory.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Our biggest priority for the next reporting period will be getting the factory back up and running as incarcerated and civilian workers return to our operations.

INCARCERATED INDIVIDUAL SERVICES

Airway Heights Corrections Center
Monroe Correctional Complex

Program Participants: 120
Programming Hours: 40,000
SOC Certificates Issued: 3
Certificates (other) Issued: 7
Vacant Positions: 14

MAJOR ACCOMPLISHMENTS:

- Ensured the incarcerated population continues to have access to commissary, property and the Food Package Program during limited supply chain disruptions.

FOCUS AREAS:

Centralized Commissary:

- The commissary team is constantly reviewing pricing and working to offer quality items at the lowest cost possible. Over-the-counter and hygiene items have all been reduced in price by approximately 30 percent over the past 12 months. Effective January 1, 2022, most hygiene, stationary and miscellaneous items were reduced in price. Department of Corrections (DOC) leadership made the decision to move forward with adjusting the commissary spending limits at several DOC institutions. This is to create equity among the incarcerated population. Continued efforts on filling vacant staff positions. Airway Heights Corrections Center (AHCC) has filled five out of six vacant positions.

Food Package Program:

- Planned the outsourcing of the bimonthly (February - March 2022) Food Package Program to Union Supply Group due to potential challenges associated with isolation and quarantine. We wanted to ensure both product availability and delivery schedules remained intact.

Monthly Property Program:

- Finalized the updated property catalogs for men and women.

Bulk Jail Sales:

- We continue to support Green Hill School, however we are not seeking additional external customers for this program as we continue to focus on internal DOC needs.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Monitoring supply chain disruptions.
- Ongoing evaluation of resources necessary to ensure continuity of operations.
- Maintaining delivery schedules.
- Monitoring pricing and making adjustments when necessary.

LAUNDRY

Statewide

Program Participants: 61
Programming Hours: 27,450
SOC Certificates Issued: 2
Certificates (other) Issued: 1
Vacant Positions: 90

MAJOR ACCOMPLISHMENTS:

- The Clallam Bay Corrections Center (CBCC) laundry conversion project is underway, which will convert the building from steam to gas while allowing CBCC laundry to complete overdue equipment upgrades. This project includes seven new gas-fired dryers and three new washers.
- Despite staffing and crew reductions across the state, Correctional Industries (CI) has been able to maintain essential laundry service for the population, producing 2.5 million pounds of clothing and bedding for Department of Corrections (DOC) facilities. This is a tremendous accomplishment by our hard working and dedicated laundry managers and assistants. The laundry team extends our gratitude to CI shop operators and facility volunteers providing assistance during this difficult time.
- The laundry team welcomed two new staff: Correctional Industries Supervisor Assistant (CISA) Jerry Simpson at the Washington State Penitentiary and Correctional Industries Supervisor 2 (CIS2) Melanie Eimon at the Monroe Correctional Complex.

FOCUS AREAS:

Outsource Laundry:

- The Washington Corrections Center (WCC) laundry team is working to restore routine operations for WCC, including a workforce capable of providing service to Washington Corrections Center for Women (WCCW) and Mission Creek Corrections Center for Women (MCCCW). Restoring WCC service to these institutions would eliminate heightened COVID-19-related costs incurred from outsourced laundry services.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Sustain essential laundry service as COVID-19 continues to impact statewide operations.

MCNEIL ISLAND STEWARDSHIP

Cedar Creek Corrections Center - McNeil Island

MAJOR ACCOMPLISHMENTS:

- The new well system is close to being operational after electrical is complete. The plumbing and electrical is 85 percent complete with load tests to begin on February 10th.
- Backup generators for the motor pool, main dock, and Special Commitment Center (SCC) pump house are complete, tested and operational.
- After an 11-month dry dock, the marine vessel (M/V) McNeil was placed back into service and passed its USCG COI inspection on 12/22.
- The dry dock blocking design has been completed for the M/V Chinook dry dock, currently working on cost estimates and planning for the M/V Chinook retrofit including rub rail and seating.

FOCUS AREAS:

Island Water Pipe installation:

- We are currently in the process of repairing three significant leaks in the water system which will save approximately 66,000 gallons of water a day.
- Special Commitment Transition Facility (SCTF) lift station pump is being re-built to ensure any back flooding in the SCC area does not occur, the lift pump failed in early January and the waste water staff were able to address and correct the issue while the replacement pumps were rebuilt.

Tanner Electric Retirement Electrical Project:

- Tanner Electric has been contracted to remove all old a non-charged power lines and poles on the island as the property is moved to a more natural state as areas are decommissioned. Staff will work to recycle power poles for other projects on the island that they can be suited for.

Recruitment:

- Will begin internal recruitment for an operations manager and is working Human Resources to fill this critical position.

Marine Vessels:

- The Marine department has several vessels that will need repair and maintenance prior to their next Coast Guard inspection dates, the following vessels have scheduled work that will need to occur upcoming months to stay in compliance:
 - o McNeil Island Barge 02 deck replacement (ASAP)
 - o McNeil Island Barge 01 dry dock and deck replacement (Sept 2022)
 - o M/V Chinook dry dock and refit (March 2022)
 - o M/V Callahan dry dock (June 2022)
 - o M/V McNeil dry dock (January 2023)

Marine Railway:

- Following the launch of M/V McNeil, it was determined that the railway and cradle had damage and decay that resulted in the suspension of dry dock operations at McNeil Island until the following repairs/replacement:
 - o Updated material condition survey
 - o Replacement of all rail and rail components
 - o Multiple repairs to, or replacement of, wire hauling traction winch
 - o Multiple repairs to rail foundation timber piles and caps
 - o Repair or replacement of all cradle wheel/axle assemblies

Marine Infrastructure:

- Department of Transportation (DOT) inspections in June 2020 revealed the immediate need for \$2.5 million in emergency repairs and \$30 million in repair and replacement over the next ten years.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Department of Fish and Wildlife (DFW) is beginning to report to the island to assess the land for upcoming Forest Restoration Projects to include restoration of certain types of wildlife species such as the Horned Lark habitat.
- Transitioning the lift station overhead power lines to underground.
- Deck replacement request for proposals for McNeil Island Barge 01 to be developed.
- Allocation of emergency funding for immediate repair and near-term replacement of McNeil Island Stewardship shore-side infrastructures (docks, floats, pilings, barge slip).

OPTICAL

Airway Heights Corrections Center

Program Participants: 43

Programming Hours: 586

SOC Certificates Issued: 6

Vacant Positions: 7

MAJOR ACCOMPLISHMENTS:

- Twelve students have graduated from the Lean manufacturing class (two classes with six students in each class). There will be a couple more classes as there are 12 more individuals who have expressed interest. Optical is looking to start another class in March 2022.
- Airway Heights Corrections Center (AHCC) optical lab continues to work with Washington Lions Club and Northern Idaho Lions Club to sanitize and neutralize donated glasses. We have sorted through 5,250 pairs of glasses and 840 pairs have met criteria for the Lions Club Missions. The unusable glasses are sent back to the Lions Club for material recycling. We are now moving on to cataloging (sorting by prescription) the glasses so that they are ready for the doctors to dispense on missions.
- Although the optical lab at Monroe Corrections Center (MCC) was shut down, optical orders remained at 99 percent on time. MCC received 200-300 orders per day before the closure.

FOCUS AREAS:

Inventory Levels:

- We worked on adjusting our inventory levels to help reduce excess inventory levels of certain product. We have been successful in keeping consistent inventory levels; however, in the last couple of months there have been some issues. When the MCC lab shut down, the unused product was sent to AHCC to be used. We are currently working on using up the lens product that we don't usually carry at the AHCC lab, and adjusting our inventory to accommodate for the increase in orders ran at AHCC. Some of our frame vendors have notified us of certain frames being on backorder without an estimated time of arrival (ETA) due to production/manufacturing delays overseas as well as shipment delays.

Remote Ordering:

- Optical has finalized the list of frames and lens availabilities and we are currently working on getting that data imported into the remote ordering database. We are also working on finalizing our list of active providers to upload to the remote ordering database. The active list of providers will be sent to the Washington Health Care Authority for use as a reference to help their clients find providers in their area that can assist with their eye wear needs. We are waiting to test the connectivity between the remote system and the system in the lab before we can start testing with orders from our incarcerated private pay program.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue progress on remote data entry with cyber security and OCUCO, our Online service provider. Our incarcerated private pay account is ready to be tested once the system goes live (all frame and lenses available to those accounts are uploaded).
- Adjust inventory levels to avoid having low/out of stock status on product. Currently some of the factories abroad are only working 2-3 days a week and we are seeing a few more backorder statuses without an ETA on product from our vendors. Staying ahead with our inventory will allow us to notify our providers of back orders sooner and it will give them a chance to make any necessary changes so that their clients will be able to get their eye wear in a timely manner.

SAFETY AND RISK MANAGEMENT

Headquarters

MAJOR ACCOMPLISHMENTS:

- The Department of Corrections' accident reporting system (OnBase) has been restored to on-line and operational.

FOCUS AREAS:

OnBase Accident Reporting System:

- Although Onbase has been restored, the system experiences minor issues delaying report completion. This hinders and deters daily reporting of minor and near-miss incidents. Issues identified include the following:
 - o OnBase does not notify supervisors responsible for secondary (i.e., Part 2) incident reviews of pending reports in the system.
 - o OnBase does not inform the supervisor/manager of the safety officer's determinations and recommendations.
 - o OnBase does not have a mechanism for tracking accident severity.

Quarterly Accident Tracking:

- For the current reporting period, Correctional Industries (CI) experienced a total of 27 accidents reported statewide. Prior to COVID-19, the reported accidents averaged 87 per quarter. The reduction in accidents is attributable to shop closures resulting from the pandemic.
- During this time, the percentage (ratio) of serious accidents has increased from an average of 26 percent to 37 percent. This increase in percentage is not due to an increase in serious accidents, but an indication of the reduced number of minor incidents being reported.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Partner with CI staff to actively report incidents in OnBase as well as timely process incident reviews.

SERVICE AND DELIVERY

Cedar Creek Corrections Center - CI HQ

Program Participants: 9
Programming Hours: 612
Certificates (other) Issued: 2 - Forklift
Vacant Positions: 18

MAJOR ACCOMPLISHMENTS:

- We have been without an incarcerated workforce for nine weeks during this time period. All workload has been completed by Correctional Industries (CI) staff and volunteer staff from other areas of the Reentry Division.
- Furniture installation teams were able to complete the University of Washington project a week ahead of schedule. Currently, we are working on completing a project for the Employment Security Department in Spokane which is on time.
- During the months of January and February, CI Service and Delivery Division (SDD) staff deployed to Monroe Correctional Complex (MCC) and Airway Heights Corrections Center (AHCC) to support essential critical operations to those sites in outbreak status. Furniture installations were paused during these time.
- All staff available have been assisting the Consolidated Distribution Center (CDC) with orders for prisons and work release.
- Transportation in the food division has been a challenge with mountain pass closures, late trailers arriving due to limited incarcerated workers at food factory, and completing emergent deliveries due to restrictions.
- Continual collaboration with the Department of Health (DOH) on deliveries of COVID-19 testing supplies, PPE, etc.
- Statewide transportation of COVID-19 supplies for the Department of Corrections (DOC) timely to respond to facility requested.
- License plate delivery within three days of receipt to SDD to customer locations, and placing a focus on prioritizing these deliveries as well as essential deliveries to prison facilities.
- Recruitment for Truck Driver 3 positions have been completed and those positions have been filled.

FOCUS AREAS:

Incarcerated Worker Recruitment:

- Working with Cedar Creek Corrections Center (CCCC) program manager and job coordinator for assistance in filling vacant incarcerated worker positions.

Staff Recruitment:

- Working on staffing levels to get back to normal operations; currently three Correctional Industries Supervisor Assistants (CISA), a Warehouse Operator 2 (WO2), and fleet manager.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Focus on rebuilding SDD team in critical positions, current recruitments include: General Manager, CISA, Correctional Industries Supervisor 2, fleet manager, and WO2.

TEXTILES

Airway Heights Corrections Center
Clallam Bay Corrections Center
Coyote Ridge Corrections Center
Washington Corrections Center
Washington Corrections Center for Women

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Getting production shops back operating and producing needed product.
- Training new incoming staff.
- Evaluate pricing due to costing challenges with raw materials.

Program Participants: 270

Programming Hours: 3,750

SOC Certificates Issued: 17

Vacant Positions: 128

MAJOR ACCOMPLISHMENTS:

- Extended Alaska mattress contract for another year.
- Filled the Consolidated Distribution Center's purchasing position and customer service position.
- Blanket production moved to Clallam Bay Corrections Center (CBCC).
- Washington Corrections Center for Women's (WCCW) gender specific clothing samples are in the process for future testing and review.
- The Washington Corrections Center (WCC) approved producing boxers for bag line operations.
- Placed two orders for new shoe offerings that save the Department of Corrections (DOC) \$2.00 per pair for an estimated savings of \$100,000.

FOCUS AREAS:

Production Shops:

- Production shops have been closed for long periods of time due to COVID-19 outbreaks at the facilities. Most of the last quarter textiles has been in some kind of shutdown or abbreviated operations. Textiles, like most businesses have been affected by supply chain challenges.

Financials:

- Textiles financials as of December 2021 have seen higher raw material usage (RMU) resulting from higher costs and lower production output due to COVID-19 challenges. We are approximately 9% over-forecasted in RMU and overall sales for the division are down at this time.

Staffing:

- We have new staff members joining us in February. Previous staff have taken new opportunities with other agencies. Will take some time to train, but will be great having fresh eyes on the business. Due to staffing needed in critical institution areas (food, laundry, and commissary), a number of staff have been redeployed to assist in these areas. Look forward to having all of the shops open soon.

TRAC

Mission Creek Corrections Center
Washington Corrections Center for Women

Program Participants: 16
Programming Hours: 900
Certificates Issued: 29

MAJOR ACCOMPLISHMENTS:

- Graduated Trades Related Apprenticeship Coaching (TRAC) class #62 and Aerospace Joint Apprenticeship Committee (AJAC) manufacturing class #2 at Washington Corrections Center for Women (WCCW).
- Town halls held at WCCW to recruit the next round of TRAC and AJAC participants.
- Received notification of \$777,000 Bureau of Justice Assistance Second Chance Act grant award to expand manufacturing academy and support community reentry partners.
- TRAC instructors John Brown and Ian O'Boyle have both engaged in staffing relief for most of January at multiple facilities.
- Steve Petermann presented at the NCIA Webinar "Successful Reentry Programs in the Construction Trades" along with Dan Clark of Iowa Corrections on January, 19, 2022.
- Another TRAC graduate joined Iron Workers Local 86 two weeks after release and is awaiting dispatch.
- Continuing work with the Regional Pre-Apprenticeship Collaboration and the Construction Center for Excellence, City of Seattle Priority Hire Advisory Council, and the Washington State Apprenticeship Training Council Preparatory Sub-Committee.
- 73 out of 208 TRAC graduates have worked 180,000+ Union (wo)man hours on-the-job (OJT) and attended over 13,000 hours of related supplemental hours of instruction at local community and technical colleges.
- Two out of 12 AJAC Manufacturing Academy graduates have procured employment in the manufacturing field.

FOCUS AREAS:

Regional Pre Apprenticeship Collaboration (RPAC):

- Continuing Work with the Training Standard Committee in continuous improvement and refinement of curriculum.

City of Seattle Priority Hire Advisory Committee (PHAC):

- Complete 2021 recommendations for improving access living wage opportunities for Women and the BIPOC population in the City of Seattle.

Washington State Apprenticeship Training Council Preparatory Subcommittee (WSATC):

- Continue to revise and improve the "Preparatory Standards and Guidelines" for registered pre-apprenticeship programs in the State of Washington.

AJAC Manufacturing Academy (MA):

- Recruit for cohort #3 at WCCW and work to include Mission Creek Corrections Center for Women (MCCCW) as one.
- Continue conversations with the work release resource centers and navigators to explore the potential for offering virtual MA in the facilities or through the Graduated Reentry program.
- Work with CI operations across the state to discuss MA at Airway Heights, Stafford Creek, and the Washington State Penitentiary.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Get staff back into facilities.
- Graduate Class #61 at MCCCW.
- Successfully recruit for TRAC class #63 at WCCW.
- Successfully recruit for AJAC MA class #3 at WCCW and possibly MCCCW.
- Help facilitate contract with AJAC for MA.
- Continue work with the Department of Corrections/CI to offer MA in their facilities.

WORKFORCE DEVELOPMENT

Statewide

Program Participants: 658
SOC Certificates Issued: 101
Certificates Issued: 23

MAJOR ACCOMPLISHMENTS:

- During this reporting period, most facilities experienced significant impacts due to the pandemic and while sites were shutdown Workforce Development (WFD) inched forward to issue 101 Certificates of Proficiency and 23 Makin' It Work certificates (460 hours of total training!). The WFD Division is appreciative of the sites and staff that had the capacity and opportunity to continue programming for our soon to release individuals.
- A major accomplishment is that WFD simply remained operational. Connecting with the men and women in our care with vital employment preparation and community outreach is something we celebrate.
- Correctional Industries' Community Employment Specialist helped secure employment for 34 of the 43 releasing individuals which represents a quarterly employment rate of 81 percent.
- Second-chance employers based in King, Pierce, or Spokane counties currently working with CI include Beyond the Moon Trucking (all counties and out-of-state), Frontier Doors, CRH American Materials, Seabay Building Groups, Don Olsen Construction, and The Part Works.

FOCUS AREAS:

Staffing:

- Workforce Development is focused on rebuilding its team following two significant position resignations, reducing the team by fifty-percent. Two positions working through the recruitment process are the Community Employment Specialist (CES) and the Workforce Development Manager (WFDM). Correctional Industries (CI) employs one CES and this position is the nexus between release and employment. We are preparing for impacts to the delivery of services.

National Certifications:

- With the Washington State Legislature proposing a bill to pilot a Commercial Driver License program within CI, an opportunity lies ahead. At this time, workforce development has written a high-level SWOT (strengths, weaknesses, opportunities, and threats) analysis based on the bill's content and we are collaborating with Idaho, Wisconsin, and Montana who either have an active CDL training program or are interested in starting one. If this opportunity becomes reality, the division's strategic goal to add a national certification is met for 2022/23.

Employer Engagement:

- The employer event previously planned for Spring 2022, has been canceled. The cancellation is due to a lack of staffing to assist with planning and a changing vision on how to best frame the event ensuring the greatest benefit to employers.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Recruit, identify, and hire outstanding candidates to fill two critical vacancies.
- Collaborate with Reentry Division senior leadership to discuss the intersection of invested work and service delivery outcomes related to DOC reentry and CI Workforce Development. Identify areas of opportunity to close gaps and refine processes to strengthen wraparound services. Identify areas of potential to share resources and improve communication.
- Assess the business need to add a second CES position based in Spokane County giving Eastern Washington program participants soon to release access to employment services. The purpose is to create equity in access to services and provide important employment connections to individuals releasing to the fifth largest county in the state.
- Continue collaboration with DOC Reentry Division and Department of Natural Resources to support the career pathway to fire fighting in a capacity that makes sense for CI.

