

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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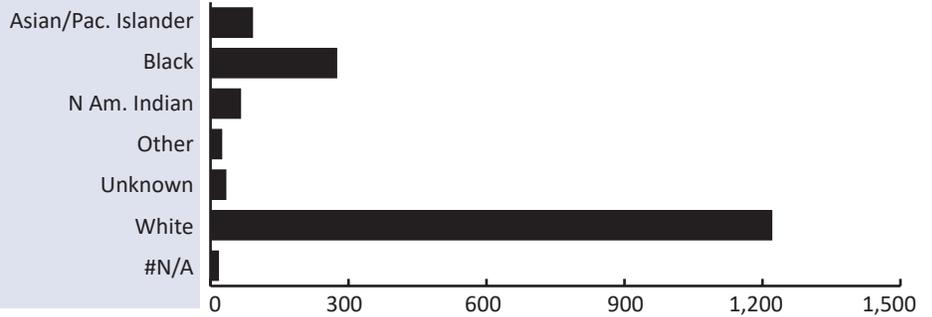


WASHINGTON STATE
CORRECTIONAL INDUSTRIES

ETHNICITY BREAKDOWN

Class II Worker Population Statistics

Source: CITK System



GRAND TOTAL: 1,724

Airway Heights Corrections Center - 496

- Asian/Pacific Islander - 16
- Black - 42
- North American Indian - 24
- Other - 6
- Unknown - 12
- White - 392
- #N/A - 4

Cedar Creek Corrections Center - 22

- Asian/Pacific Islander - 3
- Black - 11
- North American Indian - 2
- Other - 1
- Unknown - 0
- White - 5
- #N/A - 0

Clallam Bay Corrections Center - 32

- Asian/Pacific Islander - 2
- Black - 6
- North American Indian - 0
- Other - 0
- Unknown - 0
- White - 23
- #N/A - 1

Coyote Ridge Corrections Center - 256

- Asian/Pacific Islander - 12
- Black - 32
- North American Indian - 4
- Other - 4
- Unknown - 12
- White - 190
- #N/A - 2

McNeil Island Stewardship - 7

- Asian/Pacific Islander - 0
- Black - 0
- North American Indian - 1
- Other - 0
- Unknown - 0
- White - 6
- #N/A - 0

Monroe Correctional Complex - 374

- Asian/Pacific Islander - 26
- Black - 61
- North American Indian - 15
- Other - 4
- Unknown - 5
- White - 262
- #N/A - 1

Stafford Creek Corrections Center - 162

- Asian/Pacific Islander - 9
- Black - 44
- North American Indian - 6
- Other - 3
- Unknown - 1
- White - 98
- #N/A - 1

Washington Corrections Center - 137

- Asian/Pacific Islander - 13
- Black - 28
- North American Indian - 4
- Other - 1
- Unknown - 3
- White - 88
- N/A - 0

Washington Corrections Center for Women - 46

- Asian/Pacific Islander - 5
- Black - 7
- North American Indian - 2
- Other - 1
- Unknown - 0
- White - 30
- #N/A - 1

Washington State Penitentiary - 192

- Asian/Pacific Islander - 5
- Black - 43
- North American Indian - 7
- Other - 4
- Unknown - 0
- White - 126
- #N/A - 7

BRaille SERVICES

Washington Corrections Center for Women

Program Participants: 16 Transcribers, 3 Apprentices

Programming Hours: 18,324 (Year to Date)

SOC Certificates Issued: 4

Certificates (other) Issued:

National Braille Certifications:

- Literary - 17
- Textbook Formatting - 4
- Nemeth (Math/Science) - 5
- Music (Associates) - 6
- Music (Full) - 5
- EBAE Proofreading - 1
- UEB Proofreading - 2
- Nemeth Proofreading - 2

Vacant Positions: 3

MAJOR ACCOMPLISHMENTS:

- Over 65% of the program's year-to-date transcription focuses on specialized materials that include mathematics, sciences, foreign languages, and music. Each specialized area requires advanced technical skills and higher levels of certification.
- January 2021 – July 2021 (YTD) Production Information:
 - o Print pages transcribed into braille: 30,256
 - o Braille pages produced: 83,552
 - o Tactile pages produced: 9,193
 - o Braille pages proofread: 27,646

FOCUS AREAS:

Workforce Development:

- CI staff have developed and implemented training plans to facilitate professional development. Plans include a track for beginning transcribers seeking their first national certification as well as those moving toward advanced certification.
- Highly certified transcribers mentor and train new transcriber workers and apprentices. These leaders answer questions and guide new hires as they gain experience transcribing braille materials while promoting continuity and excellence within the braille program.
- Transcriber expectations have been clarified to include enhanced professionalism, performance goals, and progress.

New Developments:

- While the Nemeth Certification is not available due to course curriculum revision, CI has taken the initiative to develop curriculum and began in-house training led by one of the veteran transcribers who can provide State Certification in the area of Nemeth Code.
- Additional training providing instruction and practice material for 2016 Formats, taught in-house by a veteran transcriber for those pursuing Formats Certification.
- In-house proofreading of braille transcriptions is in high demand. Proofreading is completed by veteran transcribers; three of whom are nationally certified in braille proofreading and a fourth is currently enrolled in the national proofreading course.
- Two veteran transcribers were selected to present at two workshops during the National Braille California Transcribers and Educators for the Blind and Visually Impaired (CTEBVI) Conference via Zoom in April of 2021. This is a noteworthy, unprecedented event and demonstrates the reputation and success achieved by the transcribers in the field of braille. Both workshops in the area of Music Braille received rave reviews.
- Two of our veteran transcribers have achieved certification milestones by obtaining all seven national certifications available in the field of braille. Congratulations!

Program Needs:

In order to sustain the braille program, site management is seeking an exception to policy in order to retain qualified individuals within Braille; this outcome seems probable. Employment extensions would be offered by CI administration in collaboration with DOC administration to evaluate transcriptionists on an individual basis referencing applicable, predetermined criteria.

Program Challenges:

- DOC Policy 700.00 limits length of employment within CI program areas. Currently, the Team employs some of the highest certified braille transcribers in the entire nation. These advanced transcribers are necessary for completing complex projects as well as mentoring and training new hires, allowing for the continuity and excellence of the braille program.

- Limited resources to recruit workers/transcribers to replace those scheduled to leave the program due to policy rotation requirements. The policy requirement to rotate transcribers out of the program for two years hinders market place relevance due in part to updated Braille code revisions, technical updates, and a lack of continuing education.
- Transcribers who are not actively working in the program are not be eligible to apply to the Apprenticeship program offered through American Printing House (APH) for the Blind. APH assists transcribers as they transition back into society; providing training in independent braille production, small business management, and networking. Ultimately APH may also choose to subcontract with participants upon program completion.
- Operating within constraints of an institution and existing policies:
 - o Workday interruptions due to facility needs, events, or delayed movements
 - o Employment disruptions - job screening process, transfer to Mission Creek Corrections Center for Women (MCCCW)
 - o Employment limitations/Rotation policy

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Increase skill level among all team members, demonstrated through increased certification levels and a broader depth of knowledge.
- Leadership development and professional growth resulting in the ability to train/mentor others; increase involvement in leading conference presentations and participating in educational opportunities.
- Navigate employment barriers based on mandatory rotation. This may include gender responsive informed practices; as the only women’s institution within Washington housing long-term offenders, and/or seeking an exception to policy, would allow the braille program to retain qualified individuals and ensure sustainability for years to come.

COMMUNICATIONS

Monroe Correctional Complex
Washington State Penitentiary

Program Participants: 48
Programming Hours: 18,720
SOC Certificates Issued: 3
Certificates (other) Issued: 1
Vacant Positions: 33

MAJOR ACCOMPLISHMENTS:

- Print - Reconnecting with school districts as the state begins to open. Three separate, full color, calendars for various districts in the works. Business forms for DOC also seem to be picking up again. Online orders seem to be increasing as we build our industry presence there.
- Sign - Just completed a major project for the Department of Fish and Wildlife consisting of approximately 6,700 signs. Parks and Recreation orders through the website have been extremely successful. While the customers are still learning the ins and outs of the portal and process, the agency as a whole is very satisfied and sharing with other divisions. Overall, business continues to be incredibly consistent, with high levels of customer satisfaction.
- License Plates - Relationships/partnerships continue to be the highlight for this industry. While demand is at an all-time high, raw materials at an all-time low, and workers scarce, our operation continues to exemplify resiliency, creativity, and teamwork on a daily basis. The team is actively engaged at various levels with the Department of Licensing, other CI Programs, and vendors, working collectively towards our goal of meeting customer demand.

FOCUS AREAS:

Pricing:

As raw materials continue to increase, we are actively analyzing pricing. Sign has a few major customers who have worked under an agreed upon set pricing structure for years. We are working with the web team to provide all the information needed in order to get things updated in the portal in order to keep business operations healthy.

Production:

With the ever changing nature of our industry since the pandemic, we continue to look for ways to increase production abilities - learning from other CIs, working with new vendors, and seeking creative solutions from major stakeholders. While complex and challenging, the team is unwavering in their efforts.

Customer Service:

The shops continue to keep customers at the forefront of all they're doing. Response times are significantly up and expressed customer satisfaction and understanding is coming in on a regular basis. Particularly in regard to quality, communication and transparency efforts.

Growth:

Communications is working to continue growing our product offerings and customer ease in order to be a vendor of choice.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- More site visits
- Regular team meetings
- Acknowledge individual successes

FOOD MANUFACTURING

Airway Heights Corrections Center

Program Participants: 133
Programming Hours: 57,523
SOC Certificates Issued: 13
Certificates (other) Issued: 0
Vacant Positions: 51

MAJOR ACCOMPLISHMENTS:

- Safe operations and Quality-In-Process product and process review techniques.
- Decommission of Coyote Ridge Corrections Center (CRCC) food factory completed.
- American Halal Foundation re-certified Halal processing for this calendar year.

FOCUS AREAS:

Production and safe operations:

The staff and incarcerated have been focusing on safe operating processes to ensure all aspects of personnel safety are adhered to.

Quality-In-Process evaluation:

Food group staff have provided guidance to the incarcerated to generate In process quality review steps to reduce waste and increase yield. We have a system which we believe the end user (food factory workers) will be able to use and provide feedback to all stakeholders on process improvement action steps.



New equipment install and use:

The food factory has installed two new horizontal flow wrappers and will be installing a new bread dough proofer in September. Focus is on proper use and safe operations.



Decommission of CRCC food factory completed:

- CRCC factory decommissioned. Equipment sent to Airway Heights Corrections Center (AHCC) and surplus.
- All equipment has been removed and assets transferred, disposed or donated.
- All food inventory moved to the AHCC food group. Financial page set at zero for FY2022.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Ongoing review of quality in the production plant.
- Continuing to source appropriate products for internal and external customers.

FOOD SERVICE

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

Program Participants: 703 Monthly Average (Mar-May)
Programming Hours: 96,875 Monthly Average (Mar-May)
SOC Certificates Issued: 27 (Mar-May)
Certificates (other) Issued: 104 (Mar-May)
Vacant Positions: 187 Monthly Average (Mar-May)

MAJOR ACCOMPLISHMENTS:

- Actual meal service closer to being re-aligned with DOC menus after many months of substitutions and contingency food items, due to COVID-19 related supply chain and distribution disruptions.
- Monroe Correctional Complex implemented hot breakfast with good success.
- Many events have resumed, adding more positivity to the incarcerated.

FOCUS AREAS:

Cohort Work Groups:

Working with facilities to ensure there are enough incarcerated workers to effectively run meals. Many sites experiencing challenges with enough workers due to cohort directives.

Living Unit Closures:

Upcoming closures will present additional challenges to kitchen staffing and service models.

Hot Breakfast:

Continue to work with the Washington Corrections Center to bring about necessary facility actions to resume congregant feeding and eventually hot breakfast.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue to normalize as much as possible.
- Working with external vendor to source new menu items.
- Stabilize staffing.

FURNITURE BRAND

Headquarters

MAJOR ACCOMPLISHMENTS:

The last year of the State's biennial budget period brought great challenges with both global supply chain issues and price increases for commodities and products alike. CI was able to weather the storm through the creative use of alternate sourcing and the agile manufacturing of substitute products and designs. Contract furniture companies were down 40% - 70% over this time frame, and CI was hit as hard but still managed to come in at only 0.2% short of total cost recovery even for the most taxing of years.

FOCUS AREAS:

New Products:

Focus on readily available materials and products during global shortages to include chairs and desks suitable for Work From Home applications.

Pricing:

Complete pricing adjustments for multiple products and entire lines as vendors all react to the on-going increase in material and shipping costs.

Production:

Continue to mine product lines for items which can be manufactured in house with recent addition of equipment from a closed operation. Metal goods are an initial target.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

1. Manufacture for program viability and maintain integrity of pricing, providing the best value.
2. Teach current furniture industry standard methodologies using machines most likely to be utilized by mid-sized companies who provide most of the local economy hiring opportunities.
3. Design and customize at scale as a differentiator versus competition.

FURNITURE MANUFACTURING

Stafford Creek Corrections Center

Program Participants: 127

Programming Hours: 42,810

SOC Certificates Issued: 7

Certificates (other) Issued: 0

Vacant Positions: 0

New Hires: 32

Releases: 3

MAJOR ACCOMPLISHMENTS:

The Stafford Creek Corrections Center (SCCC) furniture factory accomplished many financial gains by focusing on driving costs out of the operation and remained sustainable which supports other programming opportunities within the various furniture divisions. The furniture industry reported a near net-zero bottom line at the end of FY21 and we recognize this as an accomplishment especially under all market conditions beyond our control.

FOCUS AREAS:

Workforce Development:

We are excited to use Microvellum in the engineering department. This will provide training for the engineering department on a program that is an industry standard.

Warranty Control Board:

The Board is formed to analyze root cause analysis and process improvement.

Mentoring:

Our staff are working shoulder to shoulder with the incarcerated, directing the work and supporting inclusive interactions. We are constantly working to remove barriers and increase efficiency.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Maintain communication from the customer service level all the way to the shop so we can provide what is needed without delay.
- Produce a quality products on time for a competitive price, while simultaneously helping incarcerated individuals gain job skills for reentry.

FURNITURE SALES

Headquarters

Program Participants: *The sales division directly supports Computer Aided Design (CAD) services at Washington Corrections Center for Women (WCCW), manufacturing at Stafford Creek Corrections Center (SCCC), and service and delivery (SDD) at CI HQ. The programming information below represents the CAD training at WCCW.*

Programming Hours: 3,021

SOC Certificates Issued: 1

Certificates (other) Issued: 0

Vacant Positions: 0

MAJOR ACCOMPLISHMENTS:

In these difficult times it is even more important to stay connected to our customer base and expand outreach efforts outside of our base. To that end, the sales team has increased customer outreach to include: Monthly targeted marketing email blasts, continual development of a diverse master customer email list and project follow up calls which include requests for referrals. Soon the focus will include developing relationships within the architectural and design community with the intended outcome that CI products be specified for new projects at the front end of the customer's project planning.

FOCUS AREAS:

Customer Outreach:

We have recently implemented monthly customer marketing email blasts which provides customers with timely information on products, process updates and focused stories on program and incarcerated worker success.

Standard Operation Procedures:

The sales team continues to be involved in developing Standard Operation Procedures to memorialize effective processes, measure results, and provide a guide for the training of current and future employees.

Expanded Use of Technology:

The sales team is using all means available to connect with customers and interface with our shops. Project draft reviews can be done through virtual media reducing the amount of travel time and providing incarcerated ProCAD drafters with more meaningful and detailed information.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Promote CI brand/program to a larger group of qualified buyers.
- Work internally with the SCCC manufacturing group to provide quality products to our customers in the face of global supply chain/raw material issues in an open and collaborative manner.
- Continue to communicate openly and early with our customers about supply chain/product issues to increase understanding and collaborate on solutions.

INCARCERATED INDIVIDUAL SERVICES

Airway Heights Corrections Center
Monroe Correctional Complex

Program Participants: 123
Programming Hours: 38,080
SOC Certificates Issued: 6
Certificates (other) Issued: 0
Vacant Positions: 2

MAJOR ACCOMPLISHMENTS:

We received three new commissary trailers and two new trucks for replacements at three sites. Stafford Creek Corrections Center received one new 24' trailer, Coyote Ridge Corrections Center received one new pickup, Washington State Penitentiary received one new 24' trailer and Airway Heights Corrections Center received one new 24' trailer and one new pickup.

FOCUS AREAS:

Commissary:

Continue to review pricing models across all product lines.

Monthly Property Program:

Relocation of Food Package Program and Monthly Property Program from the Washington State Reformatory to the Twin Rivers Unit within the Monroe Correctional Complex.

Food Package Program:

Continue to monitor the performance of the program to ensure customer orders are being filled in a timely manner.

Bulk Sales:

Green Hill School continues to be a great customer with bi-weekly orders. They asked about our property program and we provided them catalogs.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Ongoing collaboration with Union Supply Group (USG) regarding customer service concerns.
- Working to identify strategies to mitigate supply chain issues.
- Evaluating the shoe inventory, potentially creating new opportunities for additional property items.



LAUNDRY

Statewide

Program Participants: 125
Programming Hours: 56,250
SOC Certificates Issued: 3
Certificates (other) Issued: 6
Vacant Positions: 32
Releases: 37

MAJOR ACCOMPLISHMENTS:

- Statewide laundries laundered 935 thousand pounds of clothing/bedding for the Department of Corrections in July of 2021.
- Statewide laundries has been able to sustain operations throughout COVID-19 outbreaks and diminishing available workforces due to population reductions.

FOCUS AREAS:

COVID-19 Challenges and Restrictions:

Developing contingency plans.

Workforce Reduction:

Working with facilities to ensure workforce for COOP operations.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Review available chemical vendor options.
- Reestablish service requirements for current chemical vendor.

MCNEIL ISLAND STEWARDSHIP

Cedar Creek Corrections Center - McNeil Island

Program Participants: 6

Programming Hours: 3,000

SOC Certificates Issued: 2

Certificates (other) Issued: 0

Vacant Positions: 14 (COVID-19 limited of five (5) per crew transport van)

New Hires: 1

Releases: 1

MAJOR ACCOMPLISHMENTS:

- Quick three-week turnaround on marine vessel (M/V) Callahan's main port engine replacement.
- Fueling point upgrade with install of two new pumping stations, distribution tracking software upgrade and the decommission of two excess fueling points.

FOCUS AREAS:

Passenger Vessels:

- M/V McNeil: Hauled out in January for extensive repairs and upgrades; included cropping and replacing corroded steel, installed a new wheelhouse electronics package (navigation, radar, and communication systems, etc.), top deck canvas replacement, and repaint. Anticipated launch in late September or early October.
- M/V Callahan: Port engine was replaced in June, and the starboard engine will be replaced this fall.
- M/V Chinook: Will undergo retrofitting this fall to adapt the passenger ferry to our operational needs and transportation system. This will consist of the following four work packages:
 - o Add fendering to protect the vessel during dock landings
 - o Replace interior with durable deck covering suitable for high traffic passenger ferry
 - o Install fixed seating to maximize passenger carrying capacity
 - o Install overhead cover with soft side panels on top stern deck for essential year-round access

Water Source Replacement:

Project involves the installation of a well pump and treatment system. Site preparation and construction began in July and the pump is expected to be tied into the water distribution system by the end of November.

Millewa Estuary Restoration:

Washington Department of Fish and Wildlife (WDFW), Department of Natural Resources (DNR), DOC and Department of Social and Health Services (DSHS) are working in collaboration to restore habitat at impacted sites and return as much of the island to natural conditions as possible. The project meets the common goals for reduction of infrastructure and maintenance needs, while improving habitat conditions for fish and wildlife. This estuary offers an opportunity to restore habitat and address a failing culvert. As mitigation for the increased transit time along the coastal road, WDFW is funding improvements for safety and security associated with the road removal (320') by installing remotely operated cameras that will tie directly into the Special Commitment Center (SCC) Security Control.

Backup Generator Project:

The generators for the motor pool and main dock are installed. The SCC fire pump will be tied into the water well emergency generator, and we are waiting generator lead times for the communications block and the radio tower.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Coordinating with WDFW on a fall project to conduct an in-depth assessment of the island to reduce the odds of wildfires.
- Key staff are scheduled to attend the annual Out & Equal Workplace Summit this fall as part of our efforts to expand the team's diversity awareness.
- Island operations personnel will receive a 16-hour asbestos training course.
- Key personnel will begin equipment stand-up and staging operations for winter weather response.

OPTICAL

Airway Heights Corrections Center
Monroe Correctional Complex

Program Participants: 50
Programming Hours: 420
SOC Certificates Issued: 6
Certificates (other) Issued: 0
Vacant Positions: 6

MAJOR ACCOMPLISHMENTS:

- Switching lab software to virtual servers from old hardware located in the lab to continue moving towards remote data entry for our 450 providers.
- Despite COVID-19 challenges (losing workforce for extended periods of time, reduced total workforce from 65 to 50 incarcerated workers due to social distancing, creating physical barriers to maintain distancing and cohorting to help reduce the potential spread of COVID-19 to other units), total sales were up \$130,000 in 2020-2021 fiscal year compared to 2019-2020.
- Staying caught up with data entry for the past three months. The Optical Customer Care team receives an average of 530 orders/day from our providers via fax, email or US mail. Orders are being entered and our lab stockroom pulls the orders from queue the same day for processing in the lab. Our lab has run at 97.6% on-time rate for the last quarter.
- The Airway Heights Corrections Center Optical Lab has been working with the Lions Club to sanitize and neutralize donated glasses that they have received. To date we have gone through 2,200 pairs of glasses, and 430 pairs of them have met criteria for their missions. We sent back 140 lbs of unusable frame and lenses and they were sent out for material recycling.

FOCUS AREAS:

Lean Manufacturing Classes:

Classes are led by two incarcerated instructors, one staff member, and has six students attending. Three students from Optical are now working on a project called "Off Axis". The team of students are using their newly developed skills on the project. This project focuses on figuring out the cause(s) of one of our highest breakages and finding a solution to reduce the number of breakages for that particular reason.

Inventory Levels:

Optical is working on changing its inventory process from using order points, to re-order raw materials, frame and

lenses, utilizing a process called average usage. This new process will help identify the peaks and valleys of business and automatically adjust inventory levels. This will also help Optical achieve better inventory turns and reduce the excess inventory levels on certain products.

Remote Ordering:

Optical has been working for several years to move to a remote ordering system for our providers. This system will allow the providers to input their orders into a website and then those orders will be transferred to our lab system. This will cut down on data entry and billing errors. Optical is currently finalizing the update/import of all available lenses and frames into a remote ordering database and has begun testing of incarcerated private pay accounts.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

Begin streamlining the process of ordering glasses. We are very close to finalizing lens and frame availabilities to each account and once that is updated in the remote system, we will begin testing with our incarcerated private pay account. Once we are able to see how the remote order system interacts with the system we access in the lab, we want to expand the remote ordering to our staff eye wear program, DOC medical accounts, and then to Health Care Authority providers. As we test with the incarcerated private pay account, we can put together instructions for our providers to use when they begin to use the remote ordering system and see what needs to be improved on the ordering system before going live to the other accounts.

SAFETY AND RISK MANAGEMENT

Headquarters

MAJOR ACCOMPLISHMENTS:

Overall accident severity tracking indicates a downward trend in serious accidents and accidents requiring medical assistance. In August 2021 we reduced the occurrence of these injuries below the target number of 25% to 23%.

FOCUS AREAS:

COVID-19 Challenges and Workforce Reduction:

As available workers numbers continue to drop in some locations, safety concerns increase. Employees and workers are doing the work of two or three workers. Supervisors may not have adequate time to provide through training, increasing the risk of injury.

Accident Reporting System:

The accident reporting system is down for repairs. As time goes by, potential for unreported injuries and accidents increase. CI Safety and Risk Management will be assisting to keep reporting up to date.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

Review of serious accident causality.

SERVICE AND DELIVERY

Cedar Creek Corrections Center - CI HQ

Program Participants: 9
Programming Hours: 7,262
SOC Certificates Issued: 3
Certificates (other) Issued: 10

- *Makin It Work* - 5
- *Forklift* - 5

Vacant Positions: 31

MAJOR ACCOMPLISHMENTS:

- End of biennium furniture install projects: Washington State Department of Transportation (WSDOT) Lacey; WSDOT and Department of Ecology Shoreline (six floors); Department of Social and Health Services in Kennewick, Olympia and Seattle; higher education in Pasco for Columbia Basin College, Kelso School District and School for the Blind in Vancouver; Employment Security Department in Everett and Tumwater; and assisting DOC with several office relocations. All projects were completed on time with limited incarcerated workers.



- Transportation/Warehouse:
 - o Continuous partnership with Department of Health for deliveries of testing supplies, PPE, food care kits, etc.
 - o License plate deliveries are priority and delivered within three days of receipt to the Service and Delivery Division (SDD) to customer locations.
 - o Reallocation of racking space to Consolidated Distribution Center to assist with inventory control, and increase available pallet space for SDD Transportation and Installation.
 - o Customer communication regarding deliveries has improved.
- Fleet Maintenance:
 - o We have finalized the licensing of acquired assets and rotated them into the fleet. We are in the process of quoting additional asset replacements.
 - o Continued cost reduction of fleet maintenance by pre-planning maintenance services and upgrades.

FOCUS AREAS:

Increase Workforce:

Working with Cedar Creek Corrections Center (CCCC) program manager and job coordinator, and requesting counselors to submit applications. CCCC is expected to begin receiving chain buses at a higher frequency and Department of Natural Resources crews are filled for the fire season. It is anticipated the worker pool availability will increase and will help to fill the desperate need of appropriately staffing off-site installation teams.

Scheduling and Planning:

With limited staffing of off-site crews and delays in receiving raw materials, install will focus on frequent and consistent communication with customers for better understanding and scheduling of all projects. Planning, scheduling, and delivery are running a month later than usual on customer due dates due to supply chain challenges. This situation also gives the customer a longer time line to start projects and be successful in completion.

Asset Replacement:

Quotes for the following assets are being acquired: tractor, refrigerated trailers, a dry van trailer and one refrigerated straight truck. Unfortunately, raw material shortages combined with consumer demand there are no vendors at this time able to provide current pricing and manufacturers are not willing to receive any new orders until outstanding orders are fulfilled. We will begin seeking quotes again in the fall when pricing and availability for builds re-open.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Measuring and tracking performance of product/order turn-rate in the warehouse, fleet maintenance, completed deliveries, warehouse capacity and organizational success.
- Elimination of mis-loaded products and missing paperwork.

TEXTILES

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

Program Participants: 272
Programming Hours: 3,826
SOC Certificates Issued: 77
Certificates (other) Issued: 130
Vacant Positions: 120

MAJOR ACCOMPLISHMENTS:

- Airway Heights Corrections Center has over 38,800 items ordered by Alaska as well as safety vest for Washington State Department of Transportation and Lighthouse of America medical stretchers.
- Clallam Bay Corrections Center procured a mosquito netting project with Texas A&M University to build 1,800 collection nets. They have also added the production of Portion Pack cleaning supplies and toweling to their capabilities at the site.
- Coyote Ridge Corrections Center has 10,904 items open in production. We are also in the process of moving the mattress factory from the camp to the main institution. This will secure a consistent workforce that has the potential for workers to be employed up to seven years and utilize more of the worker development and services CI has to offer.
- Washington Corrections Center has been approved to make laundry bags, property bags, boxers, t-shirts, and currently working on approval to produce PPE kits.
- Washington Corrections Center for Women (WCCW) has over 3,800 items to be embellished for current orders. They have been approved to buy a new 15 head embroidery machine to update their operations. WCCW has seen a small increase in Parks and Recreation orders as well as Tacoma Metro Parks.

FOCUS AREAS:

Supply Chain:

The Consolidated Distribution Center is working constantly for securing consistent sources for raw materials and, in some cases, finished goods. Current supply chains are a challenge and receiving product has often been delayed much longer time periods than even experienced.

Social Distancing and Production:

All of our shops continue to adhere to PPE and social distancing requirements for our staff and workers. Although this has

presented some challenges in regard to work flow, everyone is doing their best to produce at the highest performance as possible while maintaining a safe environment

Contract Realignment:

Textiles is evaluating how to increase cost savings and still meeting or exceeding customer expectations. We are working with the Department of Enterprise Services to add linen services, rain wear, clothing for the disabled, and various uniform items to the Career Apparel contract.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

Pricing Model - With limited worker resources and limits to capacity, Textiles is continuously evaluating our lines of products. We are attempting to move away from looking at each shop individually and evaluating more from an enterprise concept while considering varying overhead and other costs depending on the respective shop. Varying expenses make it difficult to produce items at all shops at the same price. We are exploring ways to account for the variations and move to a divisional pricing model which takes the averages from all shops within Textiles.

TRAC

Mission Creek Corrections Center
Washington Corrections Center for Women

Program Participants: 14 as of July 15th (Currently accepting applications for TRAC Classes #61 and #62, and Aerospace Joint Apprenticeship Committee Manufacturing Academy #2)

Programming Hours: 440

SOC Certificates Issued: 32

Certificates (other) Issued: 15

MAJOR ACCOMPLISHMENTS:

- Graduation of the Trades Related Apprenticeship Coaching (TRAC) Class #59 (MCCCW) and #60 (WCCW).
- We have a solid applicant pool for the next two classes that will start in late August.
- Graduate Kristin Wickersham joined Iron Workers local 86 and is working in Redmond, Washington.
- TRAC graduate Alisha Crespo received the North American Building Trades Union award.

FOCUS AREAS:

Aerospace Joint Apprenticeship Committee:

- Aerospace Joint Apprenticeship Committee Manufacturing Academy Virtual Town Hall Q & A Sessions were August 16th and 18th.
- We had about ten participants and are accepting applications for a September 28 start date.

Construction Trades Apprenticeship Preparation:

Construction Trades Apprenticeship Preparation graduate Frank Fulmer attended the Carpenters Hands-On Assessment at the DuPont Carpenters Training Center. He is still moving through the application process.




Alisha Crespo
Tradeswomen Heroes Award
Winner - July 2021



Level of Experience: Apprentice
Years in Trade: 4
Union: OPCMA
Local: 538

Bio
Alisha Crespo is a 20th Apprentice Cement Mason working out of Longville in Seattle. Alisha became interested in becoming a Cement Mason while participating in the Aerospace Program at the Mission Creek Women's Correctional Center. The TRAC Program Trades Related Apprenticeship Coaching is a 95-week course that the women can apply for to gain entry. Alisha graduated in May 2021, worked in the field for many years and brings her work expectations to the program.

Why Alisha Was Nominated
Alisha experienced childhood trauma that included the loss of both her parents. Drug addiction and a life of crime to support that addiction led her to 13 incarcerations. She discovered a natural aptitude for working in body shops but ultimately lost that job due to her addiction. During her last time being locked up, she took a Behavior Modification Class and worked with a counselor to deal with her past trauma. Upon her release, she competed with over 40 others to earn a place at the Cement Mason Apprenticeship. They admitted 20 and Alisha placed 10th, overall. After 2 years in the trade,



Alisha has been gently employed and is currently working as a Researcher. Single. She acknowledges and is grateful for her co-workers in the field who continue to give her opportunities to learn and excel. Most especially, she is thankful to her instructor from the TRAC Program, John Brown. He helps take on her progress and she checks in with him.

Alisha is engaged to be married, reestablishing her relationship with her daughter and in the market to purchase a home. She is grateful to the people and opportunities that have led her to this new chapter in her life. She has an admiration for the hardworking, respectable journeymen who are mentoring the next wave of workers.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Because of the ever-changing dynamics of working within the prison system, TRAC is finding creative solutions to deal with cohorting, early release, and re-sentencing. TRAC is committed to benefit the incarcerated, facility and the community. Some of the solutions we have implemented are working with jobs and scheduling to ensure that kitchens and facilities maintenance have access to TRAC students. We are also working our own training regime, possibly running a 20 week class 3 days a week to accommodate facilities jobs and COVID-19 cohorting requirements. We are also able to offer "targeted training" to participants who may be releasing before the class session is scheduled to end. This has been successfully done twice so far with the student prepared for the entry of choice.
- The Apprenticeship Working Group continues to meet every other month.



WORKFORCE DEVELOPMENT

Statewide

SOC Certificates Issued: 188

Certificates (other) Issued: 86

MAJOR ACCOMPLISHMENTS:

- Four individuals were hired by Vigor* within the last two months.
**Vigor, a Titan Company, is a values-driven, diversified industrial business. Vigor excels at specialized shipbuilding, ship repair and handling important, complex projects in support of energy generation, our nation's infrastructure and national defense.*
- Created a bi-weekly check in with DOC reentry navigators and education for current updates to not duplicate efforts, and asses each other whenever needed.
- The initial Employer Forum meeting kicked off August 19th. Dates for CI Employer Forum to be approved soon.
- Implemented and reacquired two programs during COVID-19: Financial Literacy and Starting Over.
- Added two new community partners in the last two months.

FOCUS AREAS:

Resource Centers:

Working with facilities to provide our CI workers the ability to access a resources center for their workforce development needs.

Cognitive Coaching:

Meeting our yearly goal of providing CI staff Soft Skill Cognitive Coaching in line with CI workers Makin It Work training.

National Certification:

Providing either State or National certifications for our CI workforce.

Conagra Brands:

New partnership with Conagra Brands, Inc. which is an American consumer packaged goods holding company West Coast Laminating.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Creating a technology based approach with the incarcerated population.

