December 2021

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 Transcribers, 1 Apprentice
Programming Hours: 7,659
Vacant Positions: 3

MAJOR ACCOMPLISHMENTS:

There are currently five positions that are being recruited for at this time due to individuals transitioning out of the program. Continuing to work with the facility, to fill those positions with individuals who have longer sentences remaining. By doing this it will allow them to earn up to 10 nationally recognized certifications in transcription.

FOCUS AREAS:

Ogden Resource Center/Washington State School for the Blind:

- Braille requests have been coming in steadily, but due to facility/program shut downs (for various reasons), inmates quitting/getting out/appointments/schooling/in trouble, and low numbers over all of transcribers/apprentices, we have had to turn projects away this quarter. This is something that we do not usually do. We really need to be at capacity – 20+ transcribers / 4+ apprentices.
- We are currently on a path to exceed our braille page count from last year – probably by the end of this month.

Production:

- 18,471 print pages were transcribed into braille
- 44,790 braille pages produced
- 16,165 braille pages proofed
- 4,588 tactile pages produced

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Program needs: The majority of braille contracts require specialized transcription. Highly certified transcribers with many years of experience are required to maintain the demand for braille. In order to sustain the braille program, seeking an exception to policy in order to retain qualified individuals within Braille. We are currently in process of recruiting up to five (5) positions that will include tactile apprentices and upcoming transcribers.

COMMUNICATIONS

Monroe Correctional Complex
Washington State Penitentiary

Program Participants: 43
Programming Hours: 16,770
SOC Certificates Issued: 1
Vacant Positions: 38

MAJOR ACCOMPLISHMENTS:

- License Plates - As we adjust to a new norm after the mandate and closure of Unit 10, staff are working hard to take on new duties to ensure minimal impact to our customers. Cohorting continues to keep workers low, but as chains arrive and units consolidate, we are hopeful that production numbers will rise. New equipment has been installed in the shop and production has improved.
- Print and Sign - Reporting numbers are stronger than originally forcasted. Also impacted by the mandate and facility closures, our supervisors are actively putting forth every effort to not only ensure current orders go out as soon as possible, but to keep expanding our offerings. We are actively working on securing sign work through the City of Bellingham. Print has been researching "Every Day Mail" services with USPS and the Department of Health. The goal is to promote this service with our current customers.
- Tabs - Despite reduced staff and workers, our shop has been working overtime to make sure orders are fulfilled in a timely fashion. It has been a group effort on all levels, but MCC is making it happen, and happen well.

FOCUS AREAS:

Production:

- The license plates team recently met and set the goal of producing an average of 5000/sets daily. Every effort will be put forward to making this consistently happen.
  Over time, the hope will be to take gradual steps to increase these numbers.
- Print and sign are experiencing some delays, mostly due to raw materials delays, but they are doing everything in their power to communicate/message to the customers as soon as they know.

Staffing:

Paperwork has been submitted to reallocate the CIS4 in license plates to a CISA. If approved, the position will go out to bid as soon as possible so we can welcome a new staff member to the team. Print and tab supervisor positions are both in the queue with human resources and are being posted.

Contracts:

We have had two recent contract updates in license plates and tabs. The first was some simple material changes, the second is a temporary price increase while we have to secure supplemental plates. This was a result of a joint effort between Department of Licensing and CI and recovers approximately $125,000 in additional costs.

Training and Education:

The importance of proper training and education, of both staff and workers alike, has become evident as we continue to adjust and grow throughout the pandemic. We are fortunate that our staff genuinely care enough and take the time and impart knowledge the best they are able, ensuring future success of our programs during the many changes we are currently facing.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Production is our number one priority for the upcoming quarter. With so many recent changes, we need to take the time to re-group and re-focus. This will include:
  - Meetings to ensure collaboration and that we are all on the same page.
  - Creative thinking and open minds in adjusting and adapting our processes and way of thinking.
  - Communication and support from all levels to build ourselves back to sustainable positions we were once in.

COMPUTER AIDED DESIGN SERVICES

Washington Corrections Center for Women

Program Participants: 6
Programming Hours: 2,071
SOC Certificates Issued: 3
Vacant Positions: 3

MAJOR ACCOMPLISHMENTS:

OEI (Original Equipment Industries) product training for the design team was held for three days. This training happened during a quarantine so the team relied on the members who were present to gather the information and relay it to the team members who were not present. The program is looking to hire three (3) positions for apprenticeship and on-the-job training. The partnership with Tacoma Community College is very crucial to maintaining this important team of drafters.

FOCUS AREAS:

Production:

- Twenty-eight (28) verified orders totaling $466,620.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- The team has gone through staffing changes and worked diligently to train new hires while developing new ways to bring efficiency to in-house practices in anticipation of three (3) team members preparing for reentry. There are currently three vacant drafting positions to be filled.

FOOD MANUFACTURING

Airway Heights Corrections Center

Program Participants: 127
Programming Hours: 68,311
SOC Certificates Issued: 8
Vacant Positions: 57

MAJOR ACCOMPLISHMENTS:

Food manufacturing purchased raw materials (food) to support quick serve meals for food service.

FOCUS AREAS:

Contingency Food Stock:

- Over the past several months there have been intermittent outbreaks of COVID-19 related infections in several state prisons, because of this, sites have implemented quarantines; causing reduced workforces and driving changes to food service menus which resulted in short notice large volume orders of frozen meal and tray lunches. Because of our food factory reduced workforce and the ongoing increased demand of large food orders the food manufacturing group purchased additional inventory of contingency food stock to ensure the continuity of Department of Corrections food services.
- We have provided significant emergency food support to the following prisons: Washington State Penitentiary, Washington Corrections Center, Coyote Ridge Corrections Center, Clallam Bay Corrections Center, our first-time customer, King Co. Jail and our single largest customer, Elmwood Correctional Facility in Santa Clara Co. CA.

Other Equipment Successes and Challenges:

- In-house preventive and corrective maintenance program saved $13,000 in outsourced labor costs and over 200 hours of equipment down time. Estimated to have reduced wait time by 65% over the previous year.
- One of three compressors for the blast freezer has become inoperable due to a failed part. This has further reduced production capacity. Repairs are underway at an estimated cost of $11-$15,000.
- The kettle chilling system controller got wet due to a leak and shorted out. This resulted in a temporary reduction in capacity. The repair cost was $2,000.

Staff Recognition:

- Food Factory Manager Mark Dhaenens received the Partnership Award at the Department of Corrections Annual Agency Awards.
- Kevin Ericson, CI Supervisor 2, received a Certificate of Appreciation for 20 years of service to the State of Washington.
- Jackie Musgrave, CI Supervisor 2 of CI's food group technical services received recognition at a retirement event.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Ongoing support of customers during holiday events.
- Plan end of year inventory.
- Schedule a strategic use of the purchased emergency stocked food items over a measured time frame to reduce the risk of waste.
- Focus on the significant upcoming religious events requiring special orders (Ramadan and Passover); determining order volumes and vendor lead time requirements.

FOOD SERVICE

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

Programming Participants: 656 *Monthly Average (Jun-Sept)*
Programming Hours: 96,252 *Monthly Average (Jun-Sept)*
SOC Certificates Issued: 43
Certificates (other) Issued: 57 (Food Safety)
Vacant Positions: 266 *Monthly Average (Jun-Sept)*

MAJOR ACCOMPLISHMENTS:

- Provided multi-facility support to COVID outbreak facilities, in menu planning, alternative products, and operational advice. Provided statewide contingency planning for workforce reduction outcomes related to Governor's Vaccine Mandate.
- Continuing re-alignment of Department of Corrections (DOC) menus, as facilities come off of emergent response operations. Menu substitutions continue as COVID-related supply chain and distribution disruptions worsen; with goals to return to menus-as-written.
- Religious, cultural, and family-centered events are being conducted, as best they can. 'Grab & Go' feedings for event meals occur after ceremonies/services are being held with social distancing expectations.
- Most locations have had marginal disruptions to the incarcerated workforce, given all of the emergent activity of this reporting period.
- Fall/winter seasonal menu has launched, adding additional variety to the DOC menus.

FOCUS AREAS:

Cohort Work Groups:
Continued work with facilities to ensure an adequate incarcerated workforce to prepare and run meal service.

Living Unit Closures:
Population reductions and workforce availability will remain a focus.

Product Supply, Consistency and Costing:
Previously significant supply chain shortages and distribution disruptions have deepened, causing considerable challenges to menu service and item availability. Costs have increased significantly and occur almost weekly with every delivery.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue to support DOC facilities with response to anticipated outbreaks, and product supply shortages.

FURNITURE BRAND AND SALES

Headquarters

MAJOR ACCOMPLISHMENTS:

- Many vendors have instituted increased costs for goods and also implemented shipping surcharge fees. We have been working diligently to try to stay current with thousands of changes to help ensure total cost recovery.
- We had a great opportunity to speak during the Statewide Economics Forum presented by WA State Department of Labor & Industries in order to share CI's mission and ask for business.
- Several products which have been in long term development are approaching completion - see personal space locker and FLOW.

FOCUS AREAS:

Work From Home:

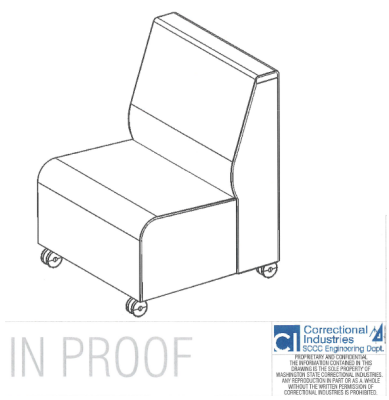
- The Work From Home sector of the market continues to be both a potential boom to the business, as well as problematic for our product types.
  - The majority of products ordered Online, from outfits such as Amazon, are door delivery only.
  - A major challenge centers around in home delivery of large furniture items.
  - Having State employees entering other State employees households is not ideal
  - Third party delivery and installation is very cost prohibitive.

Global Supply Chain Woe:

- Customers and vendors alike are experiencing months long lead times for some products, if they are even available, at all.
- Shortage of long haul drivers exacerbates the issue, further adding to delays and additional costs.
- Costs for container shipments have increased up to five (5) times or more (see chart* below). *Source: https://www.freightos.com/freight-resources/coronavirus-updates/

Personal Space Locker:
We are thrilled to have a revamped design of a previous prototype nearing readiness to roll-out as a new product line. The Personal Space Locker is designed to provide a measure of separation between office coworkers while providing sleek storage options for the modern office.

FLOW Lounge Seating:
The FLOW seating line is comprised of modular seating types which allow for the creation of situational seating as the user sees fit to address the flow of the meeting. With additional options for ottomans and mobile tables, the line provides a multitude of combinations and solutions for the end users.



STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Continue to source components which have more reliable supply chains, be it via stateside manufacturing or replenishment agreements with the onus on the vendor.
- Develop lighter products which are easier to assemble to assist with home delivery concerns.
- Source and develop best selling product lines for opportunities to increase factory level production.
- Dedicate efforts towards increasing customer awareness of CI product offerings by adding items to website and other marketing opportunities.

Freight Rates from the Freightos Baltic Index (FBX)

Lane	Global	Asia –US West Coast	Asia –US East Coast	Asia –North Europe	North Europe –US East Coast
This Week	$10,359	$17,377	$20,695	$14,259	$7,178
Last Week	0%	0%	0%	-2%	-1%
Last Year*	364%	352%	342%	560%	288%

** Compared to the corresponding week in 2020*

FURNITURE MANUFACTURING

Stafford Creek Corrections Center

Program Participants: 137
Programming Hours: 14,353
SOC Certificates Issued: 24
Certificates (other) Issued: 8
Vacant Positions: 119

MAJOR ACCOMPLISHMENTS:

Stafford Creek Corrections Center CI is fully vaccinated and did not lose any team members due to the vaccine mandate.

FOCUS AREAS:

Microsoft D365 Software:

We are working with the Business Lead Transformation team in our migration towards a successful upgrade from Microsoft GP8 to the new and improved Microsoft D365 MRP software.

Microvellum CADCAM Software:

We are updating our CAD/CAM software (Cutrite) from 2010 to the up-to-date industry leading software Microvellum. We are currently working with IT on the set-up and install process. We will start the on-site training in November.

ISG Deliverables - Sales Order Process Change and Warranty Dashboard:

This will be a constant focus area over the next year on the new processes and continuing the path of using the tools provided by the ISG team.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- In the next quarter the furniture team will be preparing for the June 30th year end deadline. In addition we will also continue to train and mentor the incarcerated in all aspects of our furniture manufacturing process.

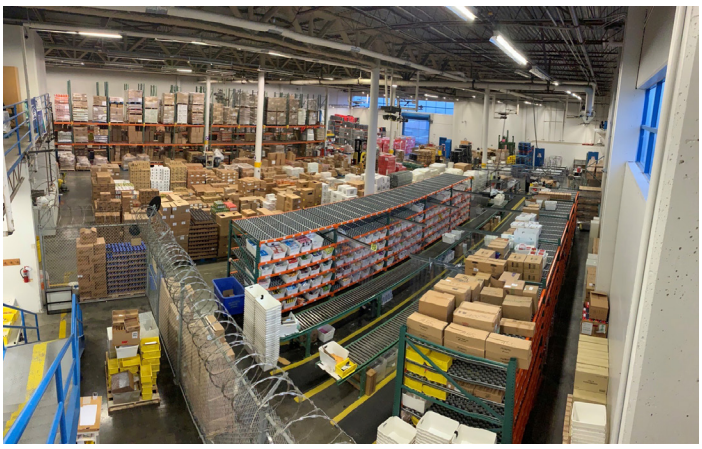
INCARCERATED INDIVIDUAL SERVICES

Airway Heights Corrections Center
Monroe Correctional Complex

Program Participants: 122
Programming Hours: 52,280
SOC Certificates Issued: 20
Vacant Positions: 13

MAJOR ACCOMPLISHMENTS:

Successfully moved the Food Package Program and the Monthly Property Program from the Washington State Reformatory to Twin Rivers Corrections Center due to unit closures. All programs are now located in the same two bays with commissary.



FOCUS AREAS:

Commissary:
Continue to review pricing. Effective 12/1/2021 all over-the-counter medications will be sold at cost. (This is a pricing reduction).

Monthly Property Program:
Recently added a key board and guitar to the offering as a hobby item.

Food Package Program:
Offering the program bi-monthly has stream lined the operation and has allowed us to keep the incarcerated busy full time without having the down time between quarterly programs. Feedback has been well received by the incarcerated population.

Bulk Sales:
We continue to have a great relationship with Green Hill School and continue to meet their needs on a monthly basis.

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: 121
Programming Hours: 54,450
SOC Certificates Issued: 1
Certificates (other) Issued: 2
Vacant Positions: 30

MAJOR ACCOMPLISHMENTS:

As of October 30, 2021, statewide laundry operations have processed 3.6 million pounds of clothing and bedding for Washington State Department of Corrections facilities in FY 2022. Operations have sustained essential services throughout COVID outbreaks and diminished incarcerated workers due to population reductions.

FOCUS AREAS:

COVID Challenges and Constraints:
Mitigating adverse impacts on laundry service due to COVID related constraints, and refining contingency plans, as needed, to sustain essential services.

Reduced Incarcerated Workforce:
With reduced incarcerated workers, partner with facilities to ensure a sufficient workforce is available for continuity of operations.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Identify and assess alternative chemical vendors and reestablish service requirements with existing chemical vendor.

MCNEIL ISLAND STEWARDSHIP

Cedar Creek Corrections Center - McNeil Island

Program Participants: 6
Programming Hours: 3,563
SOC Certificates Issued: 0
Certificates (other) Issued: 0
Vacant Positions: 14 *(COVID-19 limited to 6-per crew transport van; running only one crew)*
Other: 2 new hires

MAJOR ACCOMPLISHMENTS:

Quick responses and restoration of power after outages caused by inclement weather.

FOCUS AREAS:

Passenger Vessels and Barges:

- M/V McNeil: Returned to service on November 26th after a 11 month dry dock period in which updated electronics, and preventative maintenance was conducted.
- M/V Callahan: Vessel is currently in service. The port engine was replaced in June and the starboard engine replacement will be completed when a suitable engine can be obtained.
- M/V Chinook: Will undergo retrofitting this winter to adapt the passenger ferry to our operational needs and transportation system. Request submitted through CMS for bid solicitation.
- Barge #1: Currently in service; due USCG COI inspection in June 2022, with anticipated 50% deck replacement needed.
- Barge #2: Developing scope of work for the deck replacement – pending bid solicitation.
- New Barge Construction: Working with Glosten Marine Services to develop engineering plans for new construction to replace aging assets.

Potable Water Source Replacement:

Project involves switching from surface water source (Butterworth Reservoir) to ground source via 741' well. Site preparation and construction began in July, and the pump is expected to be tied into the water distribution system this month and is expected to come Online in the next few months.

Floyd Cove 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. Currently, the operations staff at McNeil Island are assisting in the restoration of Floyd Cove.

Emergent Backup Generator Project:

The following generator hookups are still pending arrival of key items:

1. SCC fire pump will tie into the water well emergency generator. Due to extended lead time on genset install (June 2022), during the interim a portable on-site generator will be installed.
2. Communications block pending November.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Train technician team on new water system operation and maintenance.
- Continue to expand diversity awareness training for key staff.
- Team will begin equipment stand-up and staging operations for inclement weather response.
- Working in collaboration with WDFW on in-depth island assessment to reduce wildfire potential.

OPTICAL

Airway Heights Corrections Center
Monroe Correctional Complex

Program Participants: 50 total, 43 current
Programming Hours: 16,468
SOC Certificates Issued: 6
Certificates (other) Issued: 6 (Lean Manufacturing)
Vacant Positions: 7

MAJOR ACCOMPLISHMENTS:

- Twelve (12) students 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 in taking the class.
- 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.
- Although the Monroe Correctional Complex (MCC) optical lab was shut down, we remained at 99% on time for our optical orders. MCC would receive 200-300 orders per day to run before the closure.

FOCUS AREAS:

Inventory Levels:
Optical worked on adjusting our inventory levels to help reduce excess inventory levels of certain product and we have been successfully keeping consistent inventory levels; however, in the last couple of months there have been some hiccups. When the MCC optical 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 working on finalizing our list of active providers to upload to the remote ordering database. The active list of providers will also be sent to Health Care Authority for use as a reference to help their clients find providers in their area that can assist with their eyewear 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 working on remote data entry with cyber security and OCUCO. Our incarcerated private pay account is ready to be tested once the system goes live (all frame and lens available to those accounts are uploaded).
- Adjust inventory levels to avoid having low/out of stock status on product going into the holidays and new year. Currently some of the factories abroad are only working 2-3 days a week and we are seeing a few more back-ordered 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 gives them a chance to make any necessary changes so that their clients will be able to get their eyewear in a timely manner.

SAFETY AND RISK MANAGEMENT

Headquarters

MAJOR ACCOMPLISHMENTS:
The Department of Corrections accident reporting system has been in redevelopment during the past three months. Accordingly, accident severity trend information is not available for this reporting period.

As previously reported in August 2021, CI has reduced the occurrence of these injuries below the target number of 25 percent, to 23 percent.

FOCUS AREAS:
COVID Challenges and Reduced Incarcerated Workforce:
Laundry continues to focus on operational impacts from the decline in incarcerated workers, which increases workload, constrains training effectiveness, and increases risk of injury.

Accident Reporting System:
The accident reporting system was relaunched on November 3, 2021. Updated accident severity trend information will be available for the next reporting period.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:
- Review of serious accident causality.

SERVICE AND DELIVERY

Cedar Creek Corrections Center - CI HQ

Program Participants: 11
Programming Hours: 4,218
SOC Certificates Issued: 1
Certificates (other) Issued: 3 (Forklift)
Vacant Positions: 20

MAJOR ACCOMPLISHMENTS:

Furniture install jobs *(with limited incarcerated workers)*:

- Department of Transportation Seattle ferries
- Department of Social & Health Services Blake east and west
- Department of Corrections (DOC) Wenatchee, Olympia and Seattle. Assisting with DOC relocation of several offices.

Transportation/Warehouse:

- Continual work with Department of Health on deliveries of testing supplies, PPE, food care kits, etc.
- License plate delivery within 3 days of receipt to the Service and Delivery Division (SDD) to customer locations.

FOCUS AREAS:

Incarcerated Workers:
Working closely with Cedar Creek Corrections Center programming manager, counselors and job coordinator to increase the pool of applicants for CI jobs.

Staffing Levels:
Working on staffing levels to get back to normal operations.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Focus on rebuilding SDD team in critical positions effected by vaccine mandate. Current recruitments include Truck Driver 3, CI Supervisor Assistant, CI Supervisor 2, Fleet Manager, and Warehouse Operator 3.

TEXTILES

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

Program Participants: 209
Programming Hours: 20,955
SOC Certificates Issued: 15
Certificates (other) Issued: 6
Vacant Positions: 75

MAJOR ACCOMPLISHMENTS:

- Airway Height Corrections Center (AHCC) is still busy with items ordered by Alaska, as well as safety vests for Washington State Department of Transportation (WSDOT) and medical stretchers for Lighthouse of America. AHCC recently has developed sample bike bags for the Spokane Police Department. If approved they plan on ordering around 200.
- Clallam Bay Corrections Center has very limited production capacity due to COVID. They do have an order to produce 80,000 face masks for DSHS.
- Coyote Ridge Corrections Center has 1,500 open mattress orders in production. We have finished the mattress factory move from the camp to the main institution and production is under way!
- Washington Corrections Center has been approved to make laundry bags, property bags, boxers, and t-shirts. Chain bags are fluctuating as movement has been sporadic.
- Washington Corrections Center for Women embroidery and screen printing is busy with Department of Ecology and WASDOT orders. This has been impacted by the trickle of merchandise arriving due to nationwide supply chain issues. However, it is enough to keep us working on customer orders. Also, they are working at perfecting their sewing skills on the future 4-pocket pant – producing sample runs and training all sewers on every operational skill needed to produce the pant. We have cross trained many of the sewers in screen printing and embroidery. They have managed to produce 2,564 embroidery impressions and 2,733 screen print impressions during this quarter - shipping customer orders totaling $61,040.61.

FOCUS AREAS:

Supply Chain:
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.

Business Lead Transformation (BLT) Project:
Textiles has been involved with the various BLT meetings and are looking forward to the upgraded operating system!

Staffing:
We did lose two key staff members in our Consolidated Distribution Center operation over the last month. Both left for other opportunities with other agencies. These loses compiled with our workers being out for an extended period of time due to a COVID outbreak has made accomplishing the fulfillment of orders and the administrative pieces to completing orders a definite challenge. Both positions are currently being recruited.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- Pricing Model - With limited worker resources and limits to capacity, the textiles division is continuously evaluating our lines of product offerings by:
  - Attempting to move away from looking at each shop individually;
  - Evaluating more from an enterprise concept;
  - Considering varying overhead and other costs depending on the respective shop; and
  - Moving to a divisional pricing model which takes the averages from all shops within the textiles division.

TRAC

Mission Creek Corrections Center
Washington Corrections Center for Women

Program Participants: 13
Programming Hours: 1640

MAJOR ACCOMPLISHMENTS:

- TRAC (Trades Related Apprenticeship Coaching) classes #61 and #62 have begun. Have been able to test all participants in class #62 for the trades due to uncertainty in when they will be releasing. This went well.
- Class #61 has had to adapt to changes at Mission Creek Corrections Center for Women (MCCCW) and have been cohorting appropriately to maintain learning in class.
- TRAC met virtually with Iron Workers, Cement Masons and Plasterers, Carpenters, and Laborers.
- Graduate Kristen Wickersham has been steadily working out of Iron Workers Local 86 since July 2021 in Redmond and has been flourishing in her work. She has been doing so well, the foreman has given her an apprentice to show the "new guy" how things are done on the job site. She has joined the raising crew and has been doing structural iron work up to 7 stories in the air.
- Washington Corrections Center for Women (WCCW) Class #62 will be graduating on December 14, 2021.

FOCUS AREAS:

AJAC Manufacturing Academy:
There are five AJAC students currently in the class that begun September 28, 2021. Graduation is scheduled for December 10, 2021.

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.
- The Apprenticeship Working Group continues to meet every other month.

WORKFORCE DEVELOPMENT

Statewide

Makin' It Work Training Programming Hours: 120
Makin' It Work Certificates Issued: 6
SOC Certificates Issued: 110
Acceptance into FareStart: 2
Western WA Community Employment Report (as of October 2021):

Total caseload: 612
Pre-release: 106
Graduated Reentry/Work Release: 63
Post Release: 454
Currently employed: 401
Secured employment: 9
Percent employed: 81%
Released and entered community: 10
Average rate of pay: $19.83
Highest rate of pay: $62.00
Average days to employment from first date in community: 40
Average days to employment from CES activated date: 23
Total number of individuals contacted: 31

MAJOR ACCOMPLISHMENTS:

- We have added another second chance employer to our community employment pool for hire upon release. RichArt® [Richart Family Inc.] has been active in the energy conservation field for 30 years. When it comes to saving energy, Richart is recognized around the Pacific Northwest by homeowners, landlords, utility companies and government agencies as the industry leader. They are registered as the nation's first Residential Weatherization Technician Apprenticeship Training Program. Richart is primarily located in Clark County and has offices in Yakima. We have struggled to find employment options in both these counties.

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:
Yearly goal of providing CI staff Soft Skill Cognitive Coaching in line with CI workers Makin' It Work (MIW) training.

National Certifications:
Focus on provided either state or national certifications for our CI workforce.

Employer Engagement:
Planning for an employer event is underway and targeted for late Spring 2022.

Collaboration:
Collaborating with Department of Natural Resources (DNR) and Department of Corrections to provide transitional opportunities. DNR will train, quip and conduct operations with a 20 person "transitional" crew. These crew members will be in transition from full incarceration to re-entry (partial incarceration) and out of incarceration.

Staffing:
Community Employment Specialist (CES) will begin cross-training Workforce Development Specialist. The goal is to ease the CES caseload and allow greater opportunity to pursue more partners for reentry support.

STRATEGIC PRIORITIES FOR UPCOMING QUARTER:

- With MIW numbers down due to COVID restrictions, workforce development plans to reach out to Dr. Parese for additional web-based MIW training and what that looks like for our population.
- Partnering with Amazon as they have agreed to start a pilot project hiring our CI workers prior to release. We are currently working with them to identify details of restrictions, timing, how many, etc.

Department of Corrections
WASHINGTON STATE