



WASHINGTON STATE
CORRECTIONAL INDUSTRIES

ANNUAL
REPORT **FY22**

CONNECT
RESPECT
ENGAGE
INSPIRE
REENTRY
MENTOR
EDUCATE

ANNUAL REPORT FY22

VISION STATEMENT

TRANSFORM LIVES and increase successful reentry through training and mentoring.

MISSION STATEMENT

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.

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



WASHINGTON STATE
CORRECTIONAL INDUSTRIES

FROM OUR LEADERSHIP

Dear Friends,

It is our pleasure to present Correctional Industries' fiscal year 2022 Annual Report. This report provides a visual demonstration of our organizational successes and financial health as we continue to navigate the challenges of the supply chain, COVID-19 and inflation. We also highlight the success of the popular Trades Related Apprenticeship Coaching (TRAC) program, which trains women for careers in construction.

Amazing work continues to be done despite the roller coaster of disruption brought on by COVID-19. It has prompted us to evolve our practices and be creative in how we work, yet we continue to persevere and rise to the challenge. That is a direct credit to our dedicated and hard-working staff, who are passionate about positively transforming the lives of our incarcerated workforce through training, mentorship and teamwork.

Correctional Industries ended fiscal year 2022 with total sales of \$98.3 million, a decrease of 13 percent from the last fiscal year. Strong sales help us reinvest our programs and infrastructure as we support and prepare people for success upon reentry.

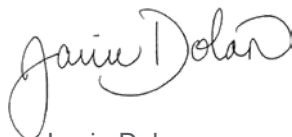
Our workforce is talented and diverse. Correctional Industries does braille translation, builds furniture, manufactures eyewear and so much more. The hard skill and soft skill development offered to people in our care help put them on a path to realize their dreams so they can take advantage of the knowledge acquired once they are back in the community. We take great pride in being able to put people in a great position to make the most of their lives after incarceration.

Correctional Industries is designed to lead change while providing courageous and human-centered leadership to employees, those in our care, and to our valued statewide and national partners. Collaboration and commitment continue to be hallmarks of success for CI, and we look forward to continued success for many years to come.

Sincerely,



Danielle Armbruster
Department of Corrections
Assistant Secretary - Reentry



Jamie Dolan
Correctional Industries
Interim Director

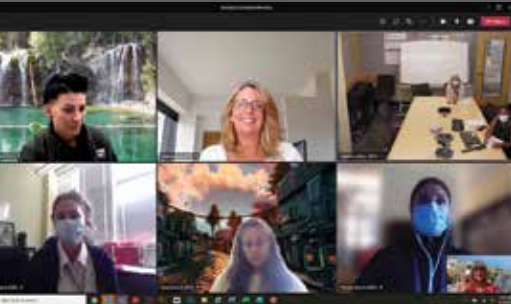
A YEAR OF



VIRTUAL TOWN HALL MEETING



VIRTUAL MANAGEMENT TEAM MEETING



VIRTUAL DIVERSITY ADVISORY COUNCIL MEETING



VIRTUAL WELLNESS 'COFFEE BREAK'

Correctional Industries faced many challenges yet continues to persevere.

On August 10, 2021, Washington Governor Inslee issued a proclamation requiring most state employees to become vaccinated for COVID-19 to remain employed with state agencies. This proclamation included all Class II workers (Correctional Industries' incarcerated workforce) with job assignments that require they depart a prison facility or have community access. While the vaccine remained voluntary for others in our care, the Department of Corrections (DOC) strongly encouraged those individuals to become vaccinated for COVID-19 to continue reducing the chance to transmit the disease. Mask wearing, proper hand hygiene, social distancing and vaccination remain the most effective tools in keeping ourselves, those in our care, and our friends and family safe and healthy. Serial testing continued regardless of vaccination status.

As December 2021 approached, the Omicron coronavirus variant led to an astonishing and rapid increase in cases. In less than a month it had gone from not detectable in our country to accounting for most of all cases nationally. DOC facilities and CI operations were not spared that impact. Many CI staff volunteered to assist, accepting varying shifts — up to 12 hours — for some of our most critical operations. By mid-January 2022, DOC curtailed movement and

programs as necessary but were concerned about how safety measures would hinder reentry success.

With our world entering calendar year three of this pandemic, virtual meetings continue to be productive, and the importance of basic meeting etiquette is strong. Groups still find moments to have fun on Microsoft Teams while keeping people connected and engaged during a truly difficult time for all. Many other ways have been used to communicate as well, such as email, chat, text messages, phone calls and, yes, in-person meetings when possible.

In April 2022, DOC published updated workplace guidance for all staff. CI programs became fully operational with an incarcerated workforce back on the job. However, the task at hand became filling vacant positions and recruitment was the number one priority.

Several CI operations have been forced to update pricing with the rising costs of raw materials and supply chain constraints. This continues to be an ongoing process with rapid fluctuations in raw material costs and global supply shortages. To keep customers from going elsewhere, CI explained the reasoning behind the price increases and continues to encourage them to reach out with their questions and concerns.

FACING ADVERSITY

As the end of the fiscal year approached, CI continued to receive orders, however, customers were advised they may experience delays in receiving their orders. The Washington State Office of Financial Management provided an exception — CI orders could be received as late as April 15 and delivered by December 31, 2022, instead of the standard delivered by deadline of June 30.

Moving forward, plans are underway for CI to host the National Correctional Industries Association (NCIA) National Training Conference. It will be held at the Hyatt Regency in Bellevue next spring. The conference is the only national conference specifically for correctional and jail industries. It will attract industry leaders and professionals who are searching for new products and services for their work programs. This will be an exciting time for Washington CI to learn, share and celebrate reentry efforts critical to every CI incarcerated person's successful transition into the community. The theme, Shaping the Reentry Landscape, creates the framework for panel discussions and workshops, and elevates the overarching concept that the work we do is ever-changing and evolving.

Looking ahead, CI is filled with hope and optimism for what the future holds for our program, our employees, and those in our care. We have risen to the occasion during a defining moment in our history, and while the pandemic is not yet over, we have the tools we need to provide high quality products for our customers while assisting incarcerated people as they return to their communities.



SALES STAFF WORKING FOOD SERVICE



INSTALL STAFF WORKING COMMISSARY

SAVE THE DATE

NCIA 2023 National Training Conference

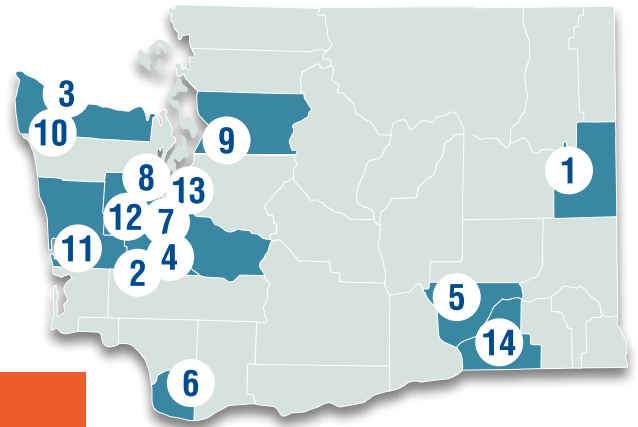
April 24–27
Hyatt Regency Bellevue
Eastside of Seattle — Bellevue, Washington

SEATTLE Tacoma Bellevue Renton North Bend

Chelan Lake

NCIA NATIONAL CORRECTIONAL INDUSTRIES ASSOCIATION

INDUSTRY LOCATIONS



BRAILLE SERVICES
Braille Transcription: 13

LAUNDRY SERVICES
Laundry: 1, 2, 3, 5, 6, 9, 10, 11, 12, 14

COMMUNICATIONS
License Plates: 14
Print & Signs: 9
License Tabs: 9

MCNEIL ISLAND STEWARDSHIP
General Maintenance: 7
Marine: 7
Vehicle Maintenance: 7
Wastewater/Water Distribution: 7

FOOD MFG & DISTRIBUTION
Food Distribution: 1
Food Factory: 1
Food Manufacturing: 1

OPTICAL
Optical Lab: 1

FOOD SERVICE
Food Service: 1, 5, 9, 12, 14

TEXTILES
Textiles/Screen Print/Embroidery: 1, 3, 13
Mattresses: 5
Consolidated Distribution Center: 4
Reception Clothing: 12, 13

FURNITURE
Furniture Manufacturing & Distribution: 11
Furniture Refurbishing: 1
Installation & Warranty: 4
Metal Fabrication: 11
Computer Aided Design Services: 13

TRAC*
Teacher's Assistant: 8, 13

*Trades Related Apprenticeship Coaching Program

INCARCERATED SERVICES
Commissary: 1, 9
Bulk Sales: 9
Monthly Property Program: 9

TRANSPORTATION
Transportation/Warehouse: 1, 4, 14

SITE SERVICES
Business Operations: 1, 3, 5, 9, 11, 13, 14

Incarcerated individuals participate in CI work training programs at 14 locations statewide:

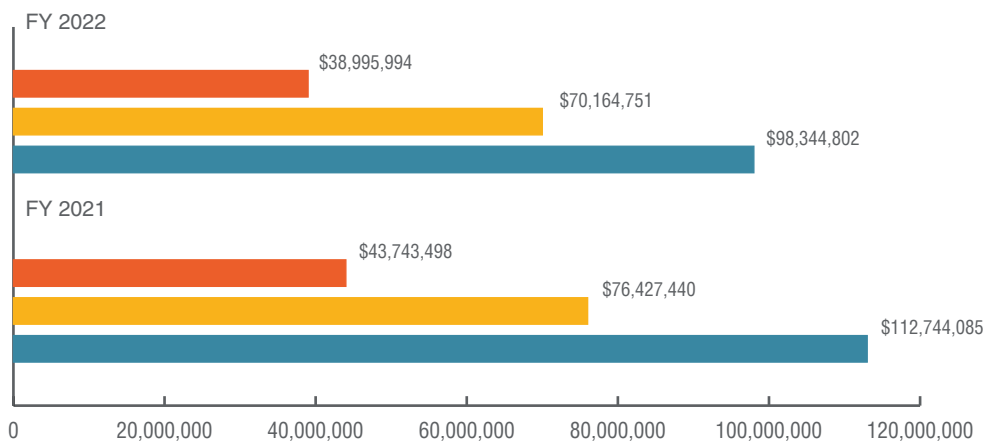
- 1 Airway Heights Corrections Center**
City of Airway Heights - 504 participants
- 2 Cedar Creek Corrections Center**
Town of Littlerock - 3 participants
- 3 Clallam Bay Corrections Center**
City of Clallam Bay - 28 participants
- 4 Correctional Industries Headquarters**
City of Tumwater - 21 participants
- 5 Coyote Ridge Corrections Center**
City of Connell - 247 participants
- 6 Larch Corrections Center**
Town of Yacolt - 8 participants
- 7 McNeil Island Stewardship**
Town of Steilacoom - 6 participants
- 8 Mission Creek Corrections Center for Women**
City of Belfair - 1 participant
- 9 Monroe Correctional Complex**
City of Monroe - 270 participants
- 10 Olympic Corrections Center**
City of Forks - 3 participants
- 11 Stafford Creek Corrections Center**
City of Aberdeen - 142 participants
- 12 Washington Corrections Center**
City of Shelton - 135 participants
- 13 Washington Corrections Center for Women**
City of Gig Harbor - 39 participants
- 14 Washington State Penitentiary**
City of Walla Walla - 203 participants

STATEMENT OF ASSETS

	FY 2021	FY 2022
CURRENT ASSETS		
Cash	\$8,149,923	\$4,871,150
Petty Cash	5,000	<u>5,000</u>
Total Cash.....	\$8,154,923	\$4,876,150
Receivables		
Accounts Receivable Net.....	1,627,564	720,467
Notes Receivable Short Term.....	0	0
Due From Federal Government.....	7,453	13,519
Due From Other Governments	684,883	857,213
Due From Other Funds.....	9,682,663	9,946,981
Due From Other Agencies.....	4,082,309	5,625,153
Internal Receivables	3,528	3,528
Due From Component Units.....	0	0
Travel Advance	0	0
In-Process Accounts.....	671,268	<u>324,865</u>
Total Receivables.....	\$16,759,668	\$17,491,726
INVENTORIES		
Finished Goods Inventories.....	4,207,300	4,370,708
Demo-Showroom and Warranty Finished Goods	281,092	128,707
Work-In-Process Inventories	169,995	536,667
Raw Materials Inventories	<u>4,952,277</u>	<u>7,086,642</u>
Total Inventories	\$9,610,665	\$12,122,724
Prepaid Expenses	352,445	<u>193,303</u>
Total Current Assets	\$34,877,700	\$34,683,903
NONCURRENT ASSETS		
Deferred Outflow on COPs Refi.....	44,601	44,601
Improvements other than buildings.....	5,058,031	5,058,031
Allowance for Depreciation Improvements Other	(1,727,626)	(1,930,903)
Land.....	1,539,796	1,539,796
Building.....	12,828,239	12,828,239
Allowance for Depreciation Buildings	(1,514,095)	(1,613,837)
Furnishings and Equipment.....	19,355,672	18,699,949
Construction in Progress	0	0
Allowance for Depreciation Furnishings and Equipment	(13,754,690)	<u>(13,473,268)</u>
Total Noncurrent Assets	\$21,829,928	\$21,152,608
TOTAL ASSETS	<u>\$56,707,629</u>	<u>\$55,836,511</u>

STATEMENT OF LIABILITIES AND NET ASSETS

	FY 2021	FY 2022
CURRENT LIABILITIES		
Accounts Payable	\$4,075,152	7,460,140
Accrued Salaries and Fringe Benefits	1,552,302	1,395,275
Due to Other Funds	166,523	264,441
Due to Other Agencies	316,699	300,206
Due to Department of Revenue	524,353	451,083
Current Lease Purchase Agreements Payable.....	515,000	535,000
Liability for Canceled Warrants	23,743	28,608
Deferred Revenues.....	0	<u>3,810,804</u>
Total Current Liabilities	\$7,173,773	\$14,245,555
NONCURRENT LIABILITIES		
Accrued Annual Leave Payable.....	2,039,201	1,848,170
Accrued Sick Leave Payable	720,575	620,480
Accrued Compensatory Time Payable	0	135,183
Cops Notes Payable	1,690,000	1,155,000
Unamortized Premiums Cops Sold	<u>378,813</u>	<u>378,813</u>
Total Noncurrent Liabilities	\$4,828,589	\$4,137,645
NET ASSETS		
Current Period Profit (Loss)	6,259,126	(7,251,956)
Program Costs.....	0	0
Retained Earnings.....	<u>38,446,140</u>	<u>44,705,267</u>
Total Net Assets.....	\$44,705,267	\$37,453,310
TOTAL LIABILITIES AND NET ASSETS	<u>\$56,707,629</u>	<u>\$55,836,511</u>



Two Year Financial Comparison
 Fiscal year 2022 revenue and cost of goods sold, declined 12.8% and 8.2%, respectively from fiscal year 2021. There was a 10.9% decrease in operating expenses in fiscal year 2022, which is primarily attributable to reduced personnel expenses as well as incarcerated individual indirect labor, purchased services and contract services.

CASH FLOW STATEMENT

	FY 2021	FY 2022
FISCAL YEAR BEGINNING CASH	\$7,643,905	\$8,154,923
Net Income from Operations	\$3,411,158	\$(8,184,706)
ADD: Interest Expenses	(\$134,750)	(\$112,277)
Non-Operating Revenue	3,098,022	1,151,800
COI Depreciation Expense.....	(114,960)	(99,675)
COI Small Equipment Expense.....	0	0
Obsolete Inventory	(1,200)	(6,182)
Miscellaneous Revenue	856	0
Prior Year Adjustment	0	(917)
Current Period Profit (Loss)	\$6,259,126	\$7,251,956
Add Back Non-Cash Expenses:		
Year to Date Depreciation.....	\$1,164,976	\$717,609
Total Non Cash Expenses	\$1,164,976	\$717,609
CHANGES IN BALANCE SHEET ACCOUNTS		
Sources (Uses) of Cash:		
Accounts Receivable	(\$6,043,564)	(\$732,058)
Notes Receivable Short Term.....	0	0
Notes Receivable Long Term.....	0	0
Prepaid Maintenance Agreements	(69,970)	159,142
Inventories	(405,897)	(2,512,060)
Accounts Payable	(427,739)	6,380,839
Total Changes in Balance Sheet Accounts.....	(\$6,947,169)	(\$3,295,863)
Net Cash Flow from Operating Activities.....	\$476,933	(\$3,238,484)
Changes to Fixed and Long Term Assets		
Net Cash Flow from Investing Activities	\$34,084	(\$40,289)
Net Increase (Decrease) in Cash	\$511,018	(\$3,278,772)
Program Administrative Costs	\$0	\$0
Changes in Equity Account	\$0	\$0
CASH AND EQUIVALENTS AT END OF PERIOD	<u>\$8,154,923</u>	<u>\$4,876,150</u>

JUST THE FACTS

CI PARTICIPANTS

Total: 1,610 as of June 30, 2022

Male: 1,570 Female: 40

Programming hours worked: 218,335

Amount deposited into personal inmate savings accounts from CI earnings: \$249,218

Amount contributed to meet financial obligations such as court ordered fines, child support and victim restitution from CI earnings: \$1,097,546

CI COMMUNITY EMPLOYMENT SERVICES PARTICIPANTS

Total: 545 as of June 30, 2022

Male: 478 Female: 67

Employment rate: 79%

Average number of days it takes to find employment: 32

Average wage: \$17.98 p/hr

Highest wage: \$62.00 p/hr

TRAINING CERTIFICATIONS ISSUED

Certificates of Proficiency [to document skills acquisition]: 270

Makin' It Work: 53

Trades Related Apprenticeship Coaching (TRAC) Graduates: 22

Aerospace Joint Apprenticeship Committee (AJAC)

Manufacturing Academy Graduates: 20

EMPLOYMENT BASED CERTIFICATIONS ISSUED

Certified Washroom Technician: 7

Food Handlers Permit: 144

Food Safety Certification — ServSafe® and HACCP (hazard analysis and critical control points): 125

Forklift Certification: 18

National Braille Association — Textbook Formatting Certification: 1

National Federation for the Blind — Nemeth Proofreading Certification: 1

Washington State Unified English Braille Certification: 1

Washington State Unified English Braille with Nemeth Certification: 2

DOC INCARCERATED POPULATION

Total: 12,912 as of June 30, 2022

Male: 12,182 Female: 730

Returned to Washington State counties: 5,433

Average annualized cost per incarcerated individual (prison and work release): \$41.2K

Amount saved in future criminal justice costs in relation to each dollar spent on correctional industries programs (taking into account arrest, conviction, incarceration, post-release supervision, and crime victimization costs) due to a reduction in recidivism*: \$12.68

** Findings based upon a Washington State Institute for Public Policy study.*

CI STAFF

Total: 358 as of June 30, 2022

Male: 235 Female: 110 Unspecific identified: 13
Represented: 269

CI CONTRIBUTIONS

Staff salaries and benefits: \$28,708,076

Local suppliers: \$17,491,047

TRADES RELATED APPRENTICESHIP COACHING

TRAC training hours: 10,000

AJAC training hours: 4,800

Certificates issued: 156

Apprenticeship hours worked in community jobs: 223,246

Related supplemental instruction attended at local community and technical colleges: 15,870

FOOD SERVICE

No. Facilities supported: Five
Average daily population: 8,867
Meals served: 9,709,274

FOOD MANUFACTURING

Loaves of bread: 500,000 (9,000,000 servings)
Dinner rolls, hot dog buns and hamburger rolls: 1,650,000
Servings of cookies, muffins, breakfast bars and brownies: 3,600,000
Frozen Meals: 2,000,000
Tray lunch and breakfasts: 1,500,000

OPTICAL LAB

Glasses produced for Washington State Medicaid: 119,421
Glasses recycled for Lions Clubs International: 5,250

COMMISSARY

Orders picked: 418,858
Items sold: 8,148,140
Pallets shipped: 3,539
Trucks outbound: 372



TAJIMA 12 EMBROIDERY MACHINE

TEXTILES

Production increased by 25% due to new equipment.

STATEWIDE LAUNDRIES

Processed 10.3 million pounds of clothing and bedding for the Department of Corrections.
Processed 14.6 thousand pounds of laundry for the Department of Natural Resources during fire season.
Less than one percent (.244%) accidents rated as "serious" reported.

SIGNAGE

4,764 signs and decals produced for Washington State Parks totaling \$47,000 in sales.

BRAILLE SERVICES

Braille pages: 131,667
Tactile pages: 14,352
Pages proofread: 34,683
Production days missed due to quarantine: 55

E-COMMERCE WEBSITE

User accounts: 3,189
Page views: 393,786
Most viewed page: Furniture
Most viewed product: Breathe Chair
Online orders: 3,197
Total sales: \$6,136,351 (approximate)

COMPUTER AIDED DESIGN SERVICES

Projects completed: 253

TRADES RELATED APPRENTICESHIP COACHING

SUCCESS



AMBER FISHER PREPARING REBAR



TRAC INSTRUCTOR JOHN BROWN

Formerly Incarcerated on TRAC to Change Their Lives Graduate Finds Father Figure in Prison Instructor

March 24, 2022
By Danielle Jimenez
Department of Corrections

When Amber Fisher went to prison in 2018, she had no idea she would leave the Department of Corrections better mentally, physically, and financially than when she went in.

She gained invaluable life skills, became a member of a local laborers union within a few weeks of reentering the community, and gained the only father figure she's ever known.

"I can call him about anything, and I didn't expect that type of relationship or a role model with somebody – I've never had a male figure in my life," Fisher said, referring to her Trades Related Apprenticeship Coaching (TRAC) instructor from Mission Creek Corrections Center for Women (MCCCW), John Brown. "I grew up without a father and this man has taken on that role. It's been so effortless that I can call and count on him no matter what."

The TRAC program at MCCCW is a union pre-apprenticeship program to prepare women to enter one of four building trades including carpentry, laborer, iron work, and the cement masonry. It's not an easy program to complete, but when graduates receive their certificates, they are granted a preferred-entry status into one of those trade unions.

The five women of Class 61, who all graduated in March 2022, had to persevere to get through the largest peak in COVID-19 cases yet. The facility was quarantined for 39 days, leaving Fisher and others in the class wondering if they would be able to complete the program before their upcoming release dates.

"I was uncertain about my graduation and being able to finish," Fisher said. "It was something that I had worked extremely hard for, and everything was just so uncertain."

But Fisher said her instructor and mentor promised he would get her through.

"John Brown made a commitment to me that I didn't need to worry, that things are going to be taken care of and he has stuck to his word 100 percent in every way," Fisher said. "He's never let me down!"

Brown even threw Fisher an early graduation ceremony because she was being released before everyone else.

"It was at a moment in time where the graduation didn't even matter; I just wanted the certificates," Fisher said. "But Brown pulled something together for me. I got to take pictures with my certificates with my hard hat and my vest on — I couldn't have asked for anything more special than that."

STORY

During training women explore welding, carpentry, and many facets of the building trades. They dig ditches, carry equipment, and it is physically demanding.

“I will never forget the days when my body was aching, and my shoulder was bruised and ripped and raw only to be required to be in the gym that next morning,” Fisher said emotionally at the virtual graduation ceremony she attended from her new home in Seattle.

Upon reentering the community, the women will have continued support and assistance from MCCCW and the instructors of the TRAC program, plus many groups who support those reentering in the community.

“John’s been my rock!” Fisher said. “I went yesterday shopping for my work tools and clothes. I called him, and he walked me through the whole process. He said ‘you need this,’ and ‘this is the brand that you need,’ and ‘this is the make that you need.’”

“Seeing all the community partners and involvement motivated me,” Fisher said. “ANEW [Apprenticeship and Non-Traditional Employment for Women] paid the \$500 initiation fees. They also gave me \$275 for boots and clothes, and they gave me \$250 for tools. So now I have everything I need to get started for the job.”

Community programs like Weld Seattle, ANEW and many others, help formerly incarcerated have successful reentry.

“My incarceration began in 2018,” Fisher said. “I was still struggling with some internal things, and I wasn’t conforming to their therapeutic community program, so they terminated me and revoked my DOSA [Drug Offender Sentencing Alternative], which in turn gave me 19 months added to my sentence.

“Instead of letting that be like something that defeated me, I took it as ‘OK. I need to do something different.’ So, I went to school for computer programming, and I completed that program from Tacoma Community College.”

Then she transferred from Washington Corrections Center for Women (WCCW) to MCCCW and heard about the TRAC program, she had to decide what she wanted her future to look like and it was a bigger choice ahead of her than she expected.

“The TRAC program ignited a fire in me, I was finally able to see and believe in my potential,” Fisher said. “I think that helps people, it plants the seed, and it gives opportunity for growth. But it’s up to the individual to take the steps necessary to make this their new way of life in their new opportunity.”

Fisher said now that she’s a member of union and an apprentice, she started working around a month after release and has been offered a lot of different jobs.

“I don’t just see myself being a construction worker,” Fisher said. “I’ve been offered jobs at all different places. I’ve been going to different organizations that I’ve connected with since I’ve been released. And I’m starting to see that I’m valuable.”

Fisher said she doesn’t want to stop there. She wants to give back by becoming a mentor for others reentering the community because she has seen the value a mentor like Brown can bring into her life.

“Within three weeks of release she is not only the newest member of Seattle Laborers, Local 242, she is now also certified as a peer-mentor counselor by the state and completed 40 hours of training, so the girl’s on fire, making all the right moves and the doors are just opening up,” Brown said.

BLT PROJECT KICK OFF

BUSINESS

Starting with the end in mind.

Committed to transparency, inclusion and preparedness.

As the saying goes, 'good things take time, great things take a little longer'. During the last year, the Business Led Transformation (BLT) project team continued to make significant progress in what will be a comprehensive business and cultural change.

The BLT project is a multi-year effort to replace Microsoft Dynamics Great Plains software with Microsoft Dynamics365 (D365). The project kicked off in August 2019, continued slow and steady progress through COVID challenges, completed design and began testing in Fiscal Year (FY) 2022, and recently completed the successful deployment with CI's finance and accounting team.

The deployment of D365 for the finance and accounting team laid the foundation for the remaining LOB. Being the first to experience a new system comes with its advantages; however, it also comes with its share of disadvantages, such as not having understanding from lessons learned from previous deployments. The CI finance and accounting team was up for the challenge. 'You Got This' became a team motto as they spent countless hours performing user acceptance testing and training to prepare for go-live. While the transition will not be complete for them until all LOB are operating within D365, they've seen the upgrades and efficiencies the new system will provide and are excited for the next wave of D365 users.



FINANCE AND ACCOUNTING STAFF USING D365



The transition to cloud based D365 will connect all CI businesses at every facility. A connected system will result in reduced data entry duplication and related error rates and increase efficiencies. During FY 2023 and into FY 2024, the project team will continue to deploy D365 to CI's lines-of-business (LOB).

LED TRANSFORMATION

PROJECT

WAVE 2

With CI Textiles scheduled to go-live in late 2022, testers will be putting the system to work to ensure it is configured and functioning correctly. Following the successful deployment with Textiles, CI time keeping will be deployed in early 2023 followed by the remaining LOB during the 2023 calendar year.

Because of the cultural shift that will occur in the transition to D365, organizational change management (OCM) has been a focus area for the project team since kickoff in 2019. In 2022 the OCM team expanded to include a second consultant, whose primary role is training and user engagement. A comprehensive OCM support system is currently deployed, and as respective LOB prepare for go-live, specific strategies will be engaged

to support users. Some of the planned actions include:

- Role-based training sessions for users
- Impact assessment of staff and worker roles
- Self-assessment of skills to identify user needs and prepare them appropriately

Planning and successfully implementing an IT project of any size is a significant task. CI is fortunate to have a very dedicated team and is confident in their ability to rise to the challenge of deploying D365 to all CI LOB. The success of the BLT project will further strengthen CI's work training programs by providing access to real-time data and the implementation of more efficient processes.

ANNUAL REPORT **FY22**

CI LEADERSHIP

Jamie Dolan
Interim Director

Scott Edwards
Assistant Director

Ryan Sadler
Assistant Director

Todd Cunnington
Assistant Director

Lindsey Konrad
Interim Assistant Director

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CI STAFF RECOGNITION

CI Commitment to Quality Award

Melody Borgman

CI Louie Sarot Customer Service Award

Kamma Maldonado

CI Rising Star Award

Max Davidson

CI Team Work/Team of the Year Award

Washington Corrections Center

Food Service:

Scott Ashe	Rob Owens
Jennifer Brown	Larry Palmer
Claudia Burns	Sheila Rude
Lori Goodburn	Les Lee Sinnott
Kip Jordan	Wayne Smith
James Love	James Spencer
Margaret Luengo	Tony Tellez
Jason Moore	Janet Voss
Semoi McDonald	
Jabal Muhajjuddin	

DOC Values Award

Omar Castillo

DOC Team Excellence Award

CI Statewide Commissary:

Carri Abshire	Sue Newton
Jerome Acosta	Maile Olsson
Tyson Anderson	Monteco Ousley
Nicole Bingham	John Pearce
Brett Blair	Glen Pettit
Matthew Blair	Cherie Phipps
Sheri Britton	Chuck Prather
Carrie Chapinski	Robert Ramsfield
Richard Cochrane	Phillip Serjeant
Joshua Conner	Joe Swanson
Marion Ernst	Stanley Swartz
Joy Estep	Michael Tait
Lori Fair	Lonn Turner
Rena Hilliard	Joshua Wallace
Robert Kamerer	Andrew Warren
Britt Kauffman	Joel Wells
James Leudeke	Patrick Wheeler
Christina McLane	William Woods
Lorretta Moore	



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