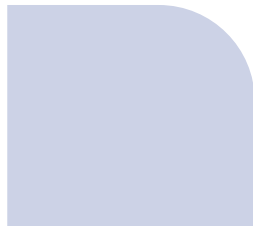




WASHINGTON STATE  
CORRECTIONAL INDUSTRIES

# ANNUAL REPORT 2024





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**Danielle Armbruster**  
DOC Assistant Secretary  
Reentry Division



**Jamie Dolan**  
CI Director

## Dear **Colleagues and Friends,**

As we reflect on this past year, we are pleased to report significant advancements with our Workforce Development program which is the cornerstone of Correctional Industries. Correctional Industries workforce development initiatives have not only provided essential skills to participants but have also fostered a sense of purpose and dignity among those we serve.

This year, we expanded our training offerings to include in-demand skills such as Mock Interviews and increased financial literacy trainings. With the support of our dedicated staff and community partners, we successfully held three sessions of Mock Interviews between Correctional Industries Headquarters and Airway Heights Corrections Center. This achievement highlights our commitment to empowering individuals and reducing recidivism through meaningful work training programs.

We want to express our gratitude for the ongoing support of our agency, our Correctional Industries staff and the Incarcerated population we serve. Together, we are making strides toward transforming lives and communities, demonstrating that with the right resources and opportunities, change is possible. We look forward to our continued collaboration and to sharing more success stories in the year ahead.

*Danielle Armbruster*  
*Jamie Dolan*

## 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.



## Vision

Transform lives and increase successful reentry through training and mentoring.



## 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.



## Year in Review

The end of Fiscal Year (FY) 2024 for CI (Correctional Industries), marked a year of renewal and development, and of trials and expansion.

Work continues to integrate a new enterprise resource planning system throughout all CI business units. During FY24, CI Textiles joined CI Finance and Accounting in the new system and additional operational and business units are scheduled to go-live in FY25.

Early engagement of a new state dietitian led to more collaborative work on menu planning, product review, support for medical diets and approval for substitution items for Food Service, and by extension, Food Manufacturing.

A friendly competition amongst CAD (computer aided design) incarcerated workers at Washington Corrections Center for Women to design the reception station in the showroom at CI Headquarters in Tumwater, was conducted. The winner was announced and celebrated in January, and the designs implemented by the summer.

The Optical program completed updates to its frame catalogs for incarcerated individuals and HCA (Health Care Authority) providers. Displaying an extensive collection of quality frames, the HCA providers catalog included 52 new styles, but without an increase in pricing for any of the frames.

New equipment and machines for Laundry, Furniture Manufacturing, McNeil Island Stewardship, and License Plates, were purchased and delivered, providing more efficient and modern equipment training opportunities for incarcerated workers.

Over the course of the year, the Workforce Development team focused on providing Cognitive Coaching classes (soft skills training), to CI staff statewide, and expanded its services with the re-introduction of Mock Interviews and the offering of a new Financial Literacy class.

Though these snippets provide only a glimpse of the year's achievements and the countless hours of work at CI, they underscore CI's ongoing efforts to pave the way for future growth and innovation. Enjoy exploring more highlights featured throughout the report.

### Incarcerated Individual Services

#### 30% Increase

in commissary order values as a result of expanded purchasing power driven by the Senate Bill 5131 which created a deduction free commissary account for family/friends to support their individuals.

# Mock Interviews

## Community Involvement

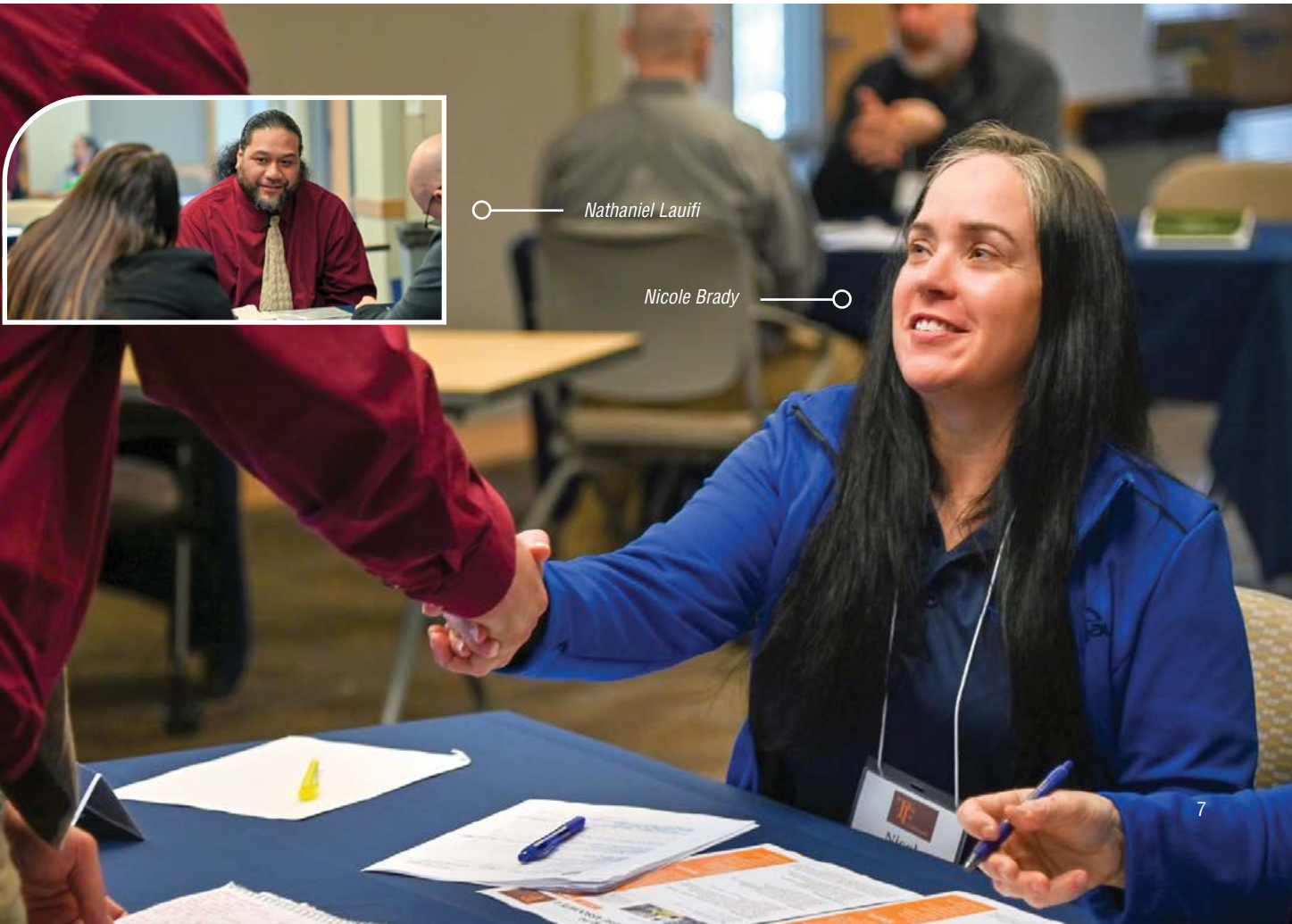
### Program: Workforce Development

Mock Interviews cap a job readiness foundation provided by CI's workforce development team. Through workforce development's Job Hunter series, incarcerated CI workers receive support on strategies and techniques in how to: write a resume and cover letter, search for job, fill out a job application, and approach interviewing. Mock Interviews then provide opportunities for incarcerated individuals to experience interviewing in a real world setting while offering chances for them to practice and fine tune their interviewing skills. Mock Interviews also help give guest interviewers, (community partners and employers), an experience that is positive, informative, and enlightening. From preparing responses ahead of time, to thinking about their appearance (dressing in a dress shirt and tie that is provided the day of the event, for instance), to practicing checking their emotions as they field questions, Mock Interviews are an invaluable employment resource for incarcerated individuals who will be releasing to the community.

"This was very helpful practice for knowing what it's going to be like when applying for jobs after my release from prison. Now I am better prepared to answer correctly, and I know what I need to work on from the feedback I was given. Thanks again, we all appreciate the experience," said Nathaniel Lauifi, who was one of the incarcerated individuals participating in the events.

"As a newcomer to the field of human resources, I am also new to working with individuals who have been incarcerated or are currently incarcerated. I found the experience of participating in mock interviews to be extremely rewarding, as it allowed me to witness firsthand the determination and commitment these individuals are demonstrating in order to achieve success upon their release. Their unwavering dedication and diligent efforts throughout the process are truly inspiring," said guest interviewer, Nicole Brady, payroll specialist for Tool Gauge.

During the events, feedback is shared from interviewers directly to the incarcerated individuals who are interviewing, and in a group setting during a debrief discussion round-table that included all participants.



# Giving Incarcerated Women a Voice and a Choice

## Inclusion

**Business:** Apparel

March 27, 2024

By Emily Boone, DOC Communications Office

March is Women's History Month – a time to celebrate the contributions women have made to the world. This year, we are excited to share the story of contributions made by incarcerated individuals at Mission Creek Corrections Center for Women (MCCCW) and Washington Corrections Center for Women (WCCW).

Groups made up of incarcerated women, transgender and non-binary individuals at both women's facilities were brought to the table to help inform decisions being made that directly impact them. Through the "Bra Pilot" program, seven individuals from MCCCW and eight from WCCW participated in a month-long trial to help choose new options for state-issued bras.

The thought behind the pilot project is when making changes that directly impact our incarcerated population, their voices should be at the table. This allows us to be gender-responsive, trauma-informed, innovative and inclusive, and gives participants the opportunity to help inform policy development. By adopting this approach, we aim to create an environment that fosters rehabilitation, empowerment and successful reintegration into society.

"I really liked being asked to do this. It felt good being asked what my opinion was – and I felt heard," said Melissa, a participant from MCCCW. "Thank you for choosing me."

Recognizing the diversity in body types, Correctional Industries procured six bra options for the pilot, conducting research to determine what would meet our expectations and the needs

of the incarcerated. The participants each received several of the options to test for the month-long pilot. What we heard back confirmed the need for a new state-issued bra. The current state-issued bras are revealing, lack support and coverage, and often leave the wearers feeling shame and embarrassment. The bras being tested offered more support, coverage, shape and comfort, both physically and emotionally.

"In the word of the great Shania Twain, I feel like a woman!" said pilot participant Meagan. "Thank you for allowing me to participate in this trial." She expressed how much better she felt wearing the pilot bra options.

What may seem small to some, is important to so many incarcerated individuals. The new bra options left participants feeling "normal" and having the choice of something so personal is empowering. By taking a gender-responsive approach, we're recognizing and accounting for the important needs women have during incarceration.

"I am very thankful for this opportunity to be in this pilot program. Women have needs and I appreciate you caring for our needs," said Theresa, a bra pilot participant. "I am and feel like I am being treated like a human being, and I feel like a lady."

We're dedicated to the well-being of incarcerated individuals and committed to creating a positive and supportive environment. We plan to continue our work in including voices of those impacted at the table. The pilot program will launch soon at Airway Heights Corrections Center and Monroe Corrections Center. Ultimately, the results from each facility will be taken back to the incarcerated individual advisory committee with the goal of adding a new bra option to DOC's state-issued clothing.

## CI TEXTILES' WORK ON THE BRA PROJECT

In working on the Bra Pilot, the CI Textiles team had to contend with a multitude of style choices (even within the options that were chosen through the bra pilot program and its participants) and the widely varying sizes, which took a substantial amount of time for staff to accomplish.

Working with Jeannie Miller, former DOC (Department of Corrections) Gender Specific Administrator, the team had to identify six different styles that DOC thought would work the best. Once those styles were identified, the team researched online to find the appropriate style and size.

"We searched and searched but were unable to find the exact style that was agreed upon. Then the items changed but the overall style stayed the same. For instance, they might have wanted a Hanes t-shirt bra but ended up with a Just My Size t-shirt bra instead, said Ken Nigh, Textiles/Operations Manager. Sizing proved to be the most difficult aspect of the project for the team. According to Nigh, they "struggled for days trying to locate the different styles and sizes. There were some sizes that they were not able to find at all, including 44 A. In looking for options, the team discovered they could use an item called an extender, which snaps to the back of the bra to extend the dimensions from a 36 to a 44, which largely addressed the problem.





# Crafting Confidence

## Customer Service

**Businesses:** Computer Aided Design, Furniture Manufacturing and Installation

July 5, 2023

By Danielle Jimenez, DOC Communications Office

Correctional Industries (CI) is transforming the lives of incarcerated individuals through rehabilitation programs that foster skill-building, confidence, and a path to a brighter future. A testament to this transformative journey is embodied in a newly finished custom conference table meticulously designed, manufactured, and installed by the incarcerated individuals themselves. This extraordinary piece, commissioned by the Department of Corrections' Secretary Cheryl Strange, symbolizes the talent and dedication nurtured within CI operations.

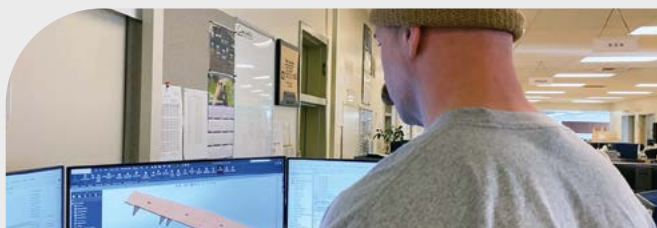
For Vatsana Muongkhoth, the lead incarcerated drafter involved in the table's design, its significance runs deep: "It just shows what we do, how important our job is. I love coming to work because it's like stepping outside of prison."

Within the CI programs, participants find solace from the constraints of prison life and embark on personal growth, acquiring office skills and collaborating with their peers. They discover new identities as CNC operators, drafters, welders, fabricators, powder coaters, and more; transcending the stigmatized labels attached to their incarceration. Beyond being mere furniture, the conference table represents the profound impact of CI programs. By honing skills, fostering confidence, and facilitating employment opportunities, these programs empower incarcerated individuals to redefine their identities, construct brighter futures, and successfully reintegrate into society. This table stands as a powerful testament to the transformative potential of rehabilitation, providing hope and a tangible symbol of the remarkable journeys undertaken by those in CI programs.

Click here to watch a 3-minute video:



Video by Lukas D'Ambrosio, DOC Communications Office  
[https://www.youtube.com/embed/JvQ1v\\_quT4k](https://www.youtube.com/embed/JvQ1v_quT4k)



# CI Collaborates with DOL on Multiple Large Projects

## Collaboration

### Businesses: Furniture and Furniture Installation

In an unusual circumstance, the Department of Licensing (DOL) had End of Biennium funds in 2022 to cover purchases received by June of 2023. The funding included purchasing for multiple projects statewide, including three new Driver's License Office (DLO) projects (West Seattle, Tukwila and Puyallup), two new Lobby Coordinator Stations, and 11 new Customer Counters. DOL has never had such large CI orders all at once, especially occurring prior to the start of work for each of the spaces, and at a time when leased spaces were not fully determined.



Due to purchases being far ahead of the installations, planning had to occur ahead of having spaces to work within, and ahead of the completed CAD (Computer Aided Design) drawings of the buildings. Everything had to be ordered with the spaces “sight unseen,” and via anticipation of what would likely be needed once the spaces were determined and designed. The usual CAD work was modified to show furniture in groupings in empty spaces so estimations could still take place, which was later inserted into the layouts. Jeff Power, CI Account Executive worked “seamlessly in this unusual process, opposite of our usual design, specification, and ordering steps,” said Sherry Nowak, DOL Facilities Senior Planner. “Jeff knew, by memory, each of the furniture pieces, styles, options, and finishes DOL required, and made sure the very large orders were correctly placed with very few substitutions or corrections needed overall. He, and the CI purchasing and delivery team, kept the workflow going, and on time, all the way through the multiple deliveries and their lead times,” said Nowak.

A significant challenge was finding substitutions for discontinued CI products which DOL had used previously as standard items. In an effort to problem solve, Power suggested substitutions, which have now become DOL's new standard pieces for DLO's.

Timing to complete and receive the orders by the end of the biennium was critical, and according to Nowak, Jeff and the CI team helped to meet the timeline by expediting orders. Additionally, drawings for cost estimation had to be done in an unusual way. Furniture was drafted by “floating” it in AutoCAD without walls or a building to contain them, so the cost estimates could be completed ahead of the leased spaces still being determined.

Nowak shares that highlights of the collaboration were the “lively weekly meetings,” where the DOL Field Planner and CI teams strategize and plan for current and future projects, exchange furniture-related news, updates, and milestones, and opening day when DOL's Director and executive Leadership Team, staff and District Managers felt “very pleased with how the furniture complemented the building, the overall design and how it reflected new branding for the Agency,” said Nowak.

“Our team can't say enough about the excellent service we received. Jeff's good humor, patience, understanding of our design needs, and expedience in meeting challenging deadlines is a great asset to us, and to CI. From the customer perspective, his, and the work of CI teams, is very much appreciated and our DOL Planners look forward to working with everyone again on our next projects,” said Nowak.

# Recognizing Staff Achievements

## 2023 CI Annual Awards

An awards celebration was held on March 20, 2024 at CI Headquarters to honor the annual award recipients.

► The Louie Sarot Customer Service Award is presented to an employee who exhibits consistent excellence in customer service. As assets manager, Taylor Wood has been instrumental in recording CI assets in Microsoft D365 and having an accurate account of the information regarding each item to allow for key analysis of what CI's needs are and the resources for fulfilling those needs. Her commitment to being a steward over our assets and properly accounting for them, while still providing a teacher's approach to assisting others, makes her the go-to person in our asset process.



**Taylor Wood**

Louie Sarot Customer Service Award  
Industries Manager 3 / Assets

► The Commitment to Quality Award is presented to an employee who demonstrates a commitment to continuous quality improvement. Brett Blair manages the CI package program partnership between CI and Union Supply Group. He has made improvements to the program to reduce cycle time, increase order fulfillment, and provide a higher quality service to the incarcerated population. Brett takes pride in the programs he's responsible for and is dedicated to providing a quality service program.

**Brett Blair**

Commitment to Quality Award  
Industries Manager 3 / Package Program



**Buffy Henson**

Rising Star Award  
Industries Specialist 2 / Sales



### Washington State Penitentiary Food Service

Team of the Year Award

Eric Arterburn  
Jeanna Bauer  
Flor Castillo-Flores  
Alex Coombes  
Victor Delarosa  
Dewitte Ellison  
Emily Garrison  
Janet Harper  
Makayla Haugsted  
Meagan Holmes  
David Kimball

Robert Kelly  
Zackery Kralman  
Randy Mackie  
Jose Madueno  
Phillip Marker  
Manuel Martinez  
Tim Mathews  
Carlos Meza-Diaz  
Shawn Reeves  
F. Javier Esparza Romero

Sean Scanlon  
Chris Schroeder  
Levi Shepherd  
Rick Spence  
Ryan Timms  
Kim Walthall  
Brian Watts  
Jacob Weeden  
William R. Weeden  
Dawud Yasin

▲ The Rising Star Award is presented to an employee who exhibits leadership, initiative, diligence, teamwork and innovation, and who possesses the qualities to become a future leader in CI. Buffy Henson freely and passionately shares her story about her time within our correctional system. She committed to changing her life's trajectory and upon release she earned placement with a local commercial cabinetry shop. Leveraging her experience and expertise, Buffy joined CI as an account executive within our sales team. She takes the initiative to go above and beyond for her customers, with a strong teamwork ethic and diligence that benefits all that her work touches.

◀ The Team of the Year Award is presented to employees that show progress in meeting CI objectives. The food service team is tasked with keeping up meal and food distribution on a tight turnaround schedule ensuring that the incarcerated population at Washington State Penitentiary maintains their strict timetables. Team members supervise all custody levels of incarcerated individuals and aim to inspire them to succeed collectively as a team and individually as people. Driven by CI's Mission and Vision, the food service team strives to teach positive work ethics to the incarcerated workers, along with the necessary food handling and safety skills to help instill confidence in their abilities.

## Wenatchee Valley Reentry Center



The Wenatchee Valley Reentry Center marked a significant milestone in Washington state's approach to rehabilitation and community integration. Embracing the Amend and Washington Way principles, the center was meticulously designed to foster open concepts and bright living areas, setting the stage for residents' successful transition from incarceration to reentry.

The center, which welcomed its first residents in March 2024, showcases a months-long partnership between Department of Corrections and CI to furnish the state's first reentry center in more than 20 years. The project stretched across several CI operations, from the Sales team to the CAD department, to the Furniture Factory, and ultimately, the installation crew.

At first, the Wenatchee Valley Reentry Center project presented some hurdles beyond the usual challenges of a project.

"Being given complete autonomy with the center's space plan initially proved to be quite the challenge, as this required many drafts and changes to be made. With this being the first reentry center built around the Amend project, there was no example to refer to," said Jeff Power, CI Account Executive.

Collaboration among all the CI teams involved led to a strong showing thanks to the dedication of the assigned drafter with CI's CAD program.

"The key to this successful project was due in major part to an incarcerated individual, Ms. Lacey. She poured countless hours into sharing her ideas and layouts for months," said Power.

Grand Opening



“Lacey started with the CAD program as my office clerk, but I noticed that she was that self-motivating individual that is up for any challenge, or ‘hurdle,’ that lands on her plate. What started out as a ‘practice job’ for her to use some self-learned basic CAD skills, turned out to be this long-running project of multiple changes that would have challenged any higher-level space planner. Lacey took everything in stride with selfless commitment,” said Glenn Davis, CI General Manager for Washington Corrections Center for Women.



“

**I learned so much  
while working on  
this project.** ”

“It seemed very daunting to me at the time, due to the center having three floors, with product I hadn’t used or even heard of before. It was challenging and fun at the same time, becoming proficient in that product, and honing my newly acquired skills in CAD along the way,” said Lacey.

Lacey found the collaborative effort with Power, her teammates, and supervisor to be invaluable. The countless hours spent discussing every aspect of the projects and their impact on the new center eventually evolved into a finely tuned process by the project’s end.

“Seeing photos from the grand opening was very gratifying, knowing that I helped make that space possible. The long hours of research, layout changes, and discussions had paid off and resulted in a wonderful space for both the Corrections staff and incarcerated individuals,” said Lacey.





### Christopher

#### Relentless About Improvement

Since the moment he found himself incarcerated, Christopher was already thinking about ways to improve his circumstances. While incarcerated, he pursued opportunities that will help set him up for success as he released back into the community. One of those opportunities was to work for CI.

“From the very beginning, I would talk to other incarcerated individuals about how they can gain skills and aptitude from working for CI. But they were more interested in where they can get all their money now and get to keep more of it, even though working for CI you will be paying off some debt and gaining those important skills and knowledge,” said Christopher. “To me, it was a short-sighted way of thinking. Chasing the money was more important to them than improving and expanding their knowledge base and skills base.”

While incarcerated workers, who have voluntarily applied in a Class II job in an CI industry shop earn gratuities in addition to learning marketable technical skills and receiving training and support from supervisors in a business environment, as much as 80 percent of the gratuity they earn goes towards the crime victims’ compensation account, personal savings account, contribution to the cost of incarceration, legal financial obligations, and if court-ordered, child support and civil judgments. However, to Christopher, it is the intangible benefits of working for CI that he thought was the more valuable investment of his time.

Christopher’s way of thinking and acting, of being relentless about improvement by jumping on opportunities to expand his knowledge and skills base, served him well, not only during incarceration, but in his current job working for Tool Gauge in Tacoma. To Christopher, being relentless about improvement includes a singular concentration on the task at hand and becoming proficient in what you are doing, whatever that is.

His mindset was a winning approach and by Christopher’s second day on the job at Tool Gauge he was moved from the assembly line to the floor, doing parts marks, which is a critical process in manufacturing. The rapid move by management to have him work in part marks, a job that carries a heavy responsibility, felt gratifying and humbling to Christopher.

“Doing part marks, if you didn’t get the numbers right, Boeing will return them and will also fine the company as well,” said Christopher. “I felt that I had proven my valuableness in attitude by keeping my head down, working hard and being heavily focused on my work.”

To Christopher, “keeping his head down,” (which he stated he did a lot of while working at CI too), didn’t mean he was shy or felt intimidated, it is a frequent phrase he uses to describe the instances when he is solely concentrating on getting whatever tasks needed to be done. Especially when it was of an urgent nature or came with a heavy responsibility.

In describing what that would mean practically, Christopher recalls a particularly challenging moment while he was still incarcerated and working for CI’s Laundry operations. He recollected having to get through huge piles of extremely muddy DNR (Department of Natural Resources) clothing with only one other incarcerated worker as they were short-staffed.

“

**From the very beginning, I would talk to other incarcerated individuals about how they can gain skills and aptitude from working for CI.**”

"The clothes were wet and mud-soaked from rain and muddy terrain, and there were literally truckloads of them. But I was keeping my head down, working with the other incarcerated worker, and we got through it in one day working overtime," said Christopher, who still marvels at the memory. He chalks it up to that singular focus and attention, which has been his go-to method as he worked in other CI shops like the Furniture Factory, and now, working with Tool Gauge.

Reflecting more on his time working for CI, Christopher remembered how he would move from one CI position to another, whether it was from one CI shop/industry to another, or within the shop itself, such as the Furniture Factory, where he had moved from woodshop to banding to CNC machinery. To him, the idea was to become proficient in a task and then moving on, shifting his focus to something else to keep expanding his knowledge and skills level. He did this for six years before releasing to the community. During that time, there was a point where he felt deeply discouraged, and realized it was due to his thinking that there was a lack of growth and opportunity. This feeling persisted until he recognized that just like a car needed fuel to keep going, he needed to opportunities to keep growing, so he decided that it was up to him to keep finding and chasing these opportunities. As challenging as the work was at the time, Christopher acknowledges that it was through working at the Furniture Factory in particular, that he became aware of his proficiency with numbers and patterns, which is a key aptitude for manufacturing work.

Christopher also recalled that as he was nearing his release date, he met Sebastian Trice, a CI Workforce Development Specialist, who helped him with job readiness documents and preparation. He also worked with Karen Tarver, CI Workforce Development Manager, with job searches and creating targeted resumes. Their efforts and support assisted in his transition back into his community.

CI helped Christopher gain the marketable knowledge and skills he was seeking while incarcerated, and also offered real-world work experiences and job preparedness support that forged who he is today, a valued worker for Tool Gauge who is advancing within their company in an upward trajectory.

"I had the pleasure of meeting Christopher when he applied for our Assembler position. During his interview with our production manager, he conducted himself in a highly professional manner, effectively communicating his previous work experience and emphasizing how he could contribute as an asset to Tool Gauge. Impressed by his presentation, our manager promptly hired him. Since then, Christopher has consistently demonstrated problem-

solving skills and self-advocacy. He meticulously plans and adjusts his transportation schedule to ensure punctuality, reflecting his commitment to the company's success. Christopher actively engages in professional development, seeking knowledge and asking insightful questions. His openness to constructive feedback and accountability in assigned tasks further exemplifies his dedication. Always willing to assist others and share his expertise, Christopher embodies a strong work ethic. His rapid progression

from Assembly to Part Mark and ultimately to a quality position underscores his adaptability and determination. Working with Christopher has been a pleasure, and Tool Gauge has undoubtedly benefited from his contributions. Christopher's proactive approach and dedication are commendable, and he continues to make a positive impact at Tool Gauge," said DeeAnn Harris, Tool Gauge Workforce Development/ Training Coordinator.



**It was a no-brainer. If you're learning to improve, the money will come.**



Tool Gauge's all-in support still astonishes Christopher, it fuels his commitment and boosts his confidence in learning all he can about the area in manufacturing he would aspire to be an expert in.

After a short period of time working for Tool Gauge, Christopher once again demonstrated his winning formula works. He took a pay cut by switching to a 1st shift entry level Quality and Assurance (QA) role knowing it would put him on the path to qualify for a higher-level QA job. It wasn't just about the knowledge expansion he'll receive; it was also the choices he makes toward that aim.

"It was a no-brainer. If you're learning to improve, the money will come," Christopher said confidently.

To qualify for the higher-level QA job, Christopher spent hours poring over the QA manual, which fills a huge 5-inch binder. He shadowed a QA worker during a workday and then spent a couple of hours afterwards to study the manual, which normally takes two full-day shifts to complete. Christopher now works in QA document control and tests all airplane parts. "I get to work from a desk in a lab, with five other QA engineers," said Christopher.

The concepts of continuous improvement, expanding one's arsenal of skills, absorbing and building on your work, are the driving forces for Christopher, day after day. And because it has brought him success, he enjoys imparting his work experiences and sharing his knowledge with others, something he has consistently done, even from the beginning of his incarceration. In summing up where he is coming from, what he's about, and where he wants to go, Christopher's response was clear and succinct, "Building character."



### Trent

#### Certified Success

Four days after being released, Trent was offered a job working the reach truck at Trader Joe's freezer warehouse in Lacey. What makes this accomplishment even more notable is that Trent was hired specifically for that role because of the reach truck skills he gained through working for CI.

When Trent went into the hiring office to apply for a job at Trader Joe's, he was expecting to apply for an entry role in inventory control, or something similar that paid minimum wage at \$16.28 an hour. But as he was working with someone in the office on his application, they informed him that a reach truck position, which paid \$19 an hour, had just opened up. Previous to walking into the office, Trent had not seen any open reach truck position, so he was thrilled. "It all worked out perfectly," said Trent.

"If someone with extensive criminal history like me is able to get certification like the forklift certification I got, it is so beneficial," said Trent.

Trent started working first at the CI Commissary at Airway Heights Corrections Center, then eventually moved to a position working in the commissary warehouse.

"They knew I was a hard worker up front," said Trent, referring to his supervisors at the commissary. While Trent was demonstrating a strong work ethic in the commissary, a lead warehouse incarcerated worker, who actively promotes additional training to fellow workers, encouraged him to learn forklift operation in the warehouse.

"I took the written test and passed with flying colors," said Trent. The lead warehouse incarcerated worker who had encouraged him in the first place mentioned that Trent picked up the mechanics in just a few hours, much faster than most people who had spent more time on it, which boosted Trent's confidence level. "I made it an obsession to get successful, to get what I needed no matter what," said Trent, that, and to "constantly stay focused," would be what he repeated to himself daily when he got up while inside prison.

“

**Everything that I did at [CI] commissary and warehouse helps me with my work now.** ”

"Everything that I did at commissary and the warehouse helps me with my work now," said Trent. Ranging from specialized knowledge such as OSHA regulations surrounding moving items to certain heights, to something as seemingly inconsequential as picking up some Spanish, Trent was able to apply his knowledge and experience to his current job at Trader Joe's. In the case of how he uses his learned Spanish, Trent operates the reach truck in the freezers when there may be only Spanish speakers who are there working in the aisles so instead of just honking indiscriminately, he is able to speak to them in enough Spanish to let them know where he will be moving to, which cuts out frustration on everyone's part, and reduces safety issues.

During a recent workday, Trent recalled that when the shift lead seemed like they weren't going to show up, he had jokingly said to this supervisor that when he was done with his stuff he will just go over and do the lead's stuff too. To Trent's surprise, his supervisor was serious when responding back that some time they will start teaching him some of the lead's tasks. With the confidence he had gained working at CI, Trent highly anticipates that he will begin learning lead position tasks in the near future.



## Pam

### Taking a Chance and Winning

“What have you got to lose?” That was the question from a friend that ultimately prompted Pam to apply for a state job that kept popping up for months in front of her (literally in the form of email messages).

Pam now serves in that job, the Braille Program Manager for Washington Talking Book and Braille Library, because she decided to take that leap and applied.

As the Braille Program Manager, Pam’s responsibilities are far-ranging and ties directly with her former role as Lead Transcriber for CI’s Braille program while incarcerated at the Washington Corrections Center for Women. Pam recognizes that her work experience at CI combined with her attitude to keep achieving, is what earned her this opportunity, and she is humbled. The only difference is rather than transcribing textbooks for schools as she did for the CI Braille program, Pam now works on literary books. “I get paid to read books,” said Pam. As part of her job, Pam manages 22 volunteers at the Washington Talking Book and Braille Library, which is a federal library located in downtown Seattle, and she is responsible for producing Braille for anyone in Washington state.

Before starting in September in her new role, Pam, who had been released in April, had been working as a consultant with Ogden Resource Center (who provides projects for the CI Braille program), through her business, Braille By Pam. “By mid-May I had my driver’s license, I was able to save enough to pay for my own car and had started a business. It all felt good to be able to pay for these things myself,” said Pam. She also paid off her legal financial obligations a few months before her release thanks to her CI Braille program earnings. Reflecting on how much working in the CI Braille program has set her up for her success during her reentry journey, Pam doesn’t hesitate to say, “All of it.”

Pam had known about the library job posting before she released, having seen it circulating via emails from Ogden Resource Center, but it didn’t occur to her to even apply, thinking she would never get hired because of her background. After releasing and working with Ogden through Braille By Pam, Pam kept receiving emails from Ogden about the library job posting. It took that fateful

question and more encouragement from a friend to take a chance in applying. Pam was making a decent living from Braille By Pam work, but she was missing working with people like she did at the CI Braille Program, something she really enjoyed.

When she received a call back for an interview after applying, Pam was surprised. In July, she interviewed in person with a three-person panel and let the panel know that she had recently released from prison. She felt confident about the interview, knowing her extensive experience with Braille work would allow her to hit the ground running from day one. However, she remained concerned about how her background might impact her chances of getting the job. She found out much later that as soon as she left the room, they all agreed to hire her.

“I asked my immediate supervisor if my background would be a problem. She asked me if my restrictions kept me from doing the job and I said ‘no.’ She said, ‘then we don’t care.’”

Pam started her new role at the library on September 16.

“You know when you get a new job and it’s awkward in the beginning? I had no awkwardness. Within two to three days, I felt like I belonged there,” said Pam. Her second day on the job, her immediate supervisor took her to lunch to welcome her, and by her fourth day on the job, she was invited to a welcome after-party that was thrown in her honor by the rest of the staff. Since the warm welcome, Pam has had opportunities to attend more events, having fun during holidays, including dressing up for Halloween.



**We have to move beyond our past.**



“It feels like a family,” Pam said. Her only regret? Not applying sooner as she would have started her wonderful job sooner. “We beat ourselves up. We have to move beyond our past. Put that behind you and take chances. What have you got to lose?” Pam said.

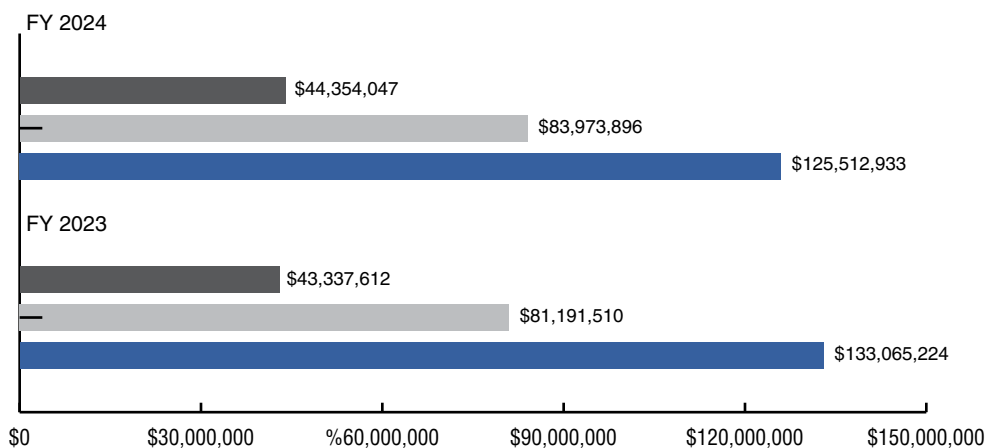
Being released when she was in her 50s was intimidating to Pam as she was very worried about how she would survive her later years. With her state job at the library, Pam earns \$75,000 annually and enjoys full benefits, including retirement. This has alleviated her concerns about her later years and positions her for a rewarding and secure future.

## Assets

	FY 2023	FY 2024
<b>CURRENT ASSETS</b>		
Cash .....	\$1,015,911	\$2,566,466
Petty Cash .....	<u>\$5,000</u>	<u>\$5,000</u>
Total Cash.....	\$1,020,911	\$2,571,466
Receivables		
Accounts Receivable Net.....	\$583,257	\$535,509
Due From Federal Government.....	\$19,003	\$12,379
Due From Other Governments .....	\$1,128,591	\$587,844
Due From Other Funds.....	\$5,691,156	\$7,154,538
Due From Other Agencies .....	\$14,541,550	\$6,086,866
Internal Receivables .....	\$3,528	\$3,528
Travel Advance .....	\$0	\$0
In-Process Accounts.....	<u>\$1,370,617</u>	<u>\$1,254,688</u>
Total Receivables.....	\$23,337,702	\$15,635,353
<b>INVENTORIES</b>		
Consumable Inventories .....	\$0	(\$191,271)
Finished Goods Inventories .....	\$5,337,474	\$8,685,591
Demo-Showroom and Warranty Finished Goods .....	\$126,532	\$126,532
Work-In-Process Inventories .....	\$689,669	\$348,499
Raw Materials Inventories .....	<u>\$7,086,642</u>	<u>\$7,563,569</u>
Total Inventories .....	\$13,346,534	\$16,406,388
Prepaid Expenses .....	<u>\$94,670</u>	<u>\$53,226</u>
Total Current Assets .....	\$37,799,816	\$34,666,432
<b>NONCURRENT ASSETS</b>		
Deferred Outflow on COPs Refi.....	\$26,760	\$26,760
Improvements other than buildings.....	\$5,057,977	\$5,578,333
Allowance for Depreciation Improvements Other .....	(\$2,138,265)	(\$2,316,196)
Land.....	\$1,539,796	\$1,539,796
Building.....	\$12,828,239	\$12,828,239
Allowance for Depreciation Buildings .....	(\$1,728,797)	(\$1,843,610)
Furnishings and Equipment.....	\$18,082,097	\$17,969,044
Allowance for Depreciation Furnishings and Equipment .....	<u>(\$12,915,605)</u>	<u>(\$12,442,437)</u>
Total Noncurrent Assets .....	\$20,752,202	\$21,339,930
<b>TOTAL ASSETS.....</b>	<b><u>\$58,552,018</u></b>	<b><u>\$56,006,362</u></b>

## Liabilities and Net Assets

	FY 2023	FY 2024
<b>CURRENT LIABILITIES</b>		
Accounts Payable .....	\$11,602,674	\$6,773,451
Accrued Salaries and Fringe Benefits .....	\$1,623,625	\$1,517,640
Due to Other Funds .....	\$853,141	\$3,527,319
Due to Other Agencies .....	\$249,205	\$238,773
Due to Department of Revenue .....	\$1,444,255	\$599,361
Current Lease Purchase Agreements Payable .....	\$0	\$565,000
Liability for Canceled Warrants .....	\$37,236	\$24,471
Deferred Revenues .....	\$0	\$0
Total Current Liabilities .....	\$15,810,136	\$13,246,015
<b>NONCURRENT LIABILITIES</b>		
Accrued Annual Leave Payable .....	\$1,909,150	\$1,908,938
Accrued Sick Leave Payable .....	\$567,736	\$552,269
Accrued Compensatory Time Payable .....	\$135,183	\$35,183
Cops Notes Payable .....	\$1,155,000	\$590,000
Unamortized Premiums Cops Sold .....	\$227,288	\$227,288
Total Noncurrent Liabilities .....	\$3,994,357	\$3,413,678
<b>NET ASSETS</b>		
Current Period Profit (Loss) .....	\$1,141,830	\$599,144
Retained Earnings .....	\$37,605,695	\$38,747,525
Total Net Assets .....	\$38,747,525	\$39,346,669
<b>TOTAL LIABILITIES AND NET ASSETS .....</b>	<b>\$58,552,018</b>	<b>\$56,006,362</b>



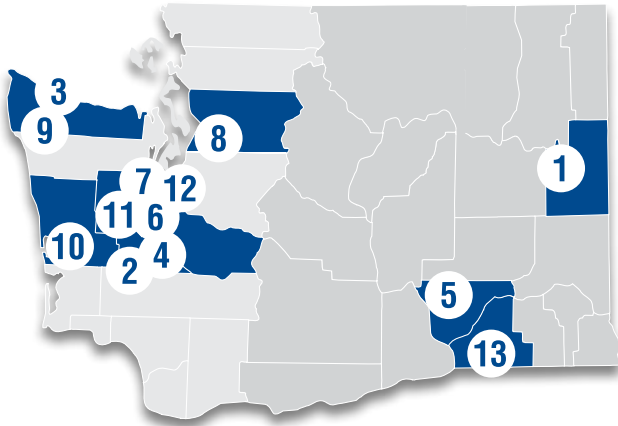
Operating Expenses  
Cost of Goods Sold  
Operating Revenues

### Two Year Financial Comparison

Fiscal year 2024 saw a revenue decrease of 5.7%, and a cost of goods sold increase of 3.4% from fiscal year 2023. Operating expenses remained relatively unchanged with teams paying keen attention to controlling their expenses in a challenging economic environment.

## Cash Flows

	FY 2023		FY 2024
<b>FISCAL YEAR BEGINNING CASH .....</b>	<b>\$4,876,150</b>	<b>.....</b>	<b>\$ 1,020,911</b>
Net Income from Operations .....	\$1,166,634	.....	(\$5,666,089)
Add Back Non-Cash Expenses:			
Interest Expenses .....	(\$288)	.....	(\$26)
Non-Operating Revenue .....	(\$24,516)	.....	(\$22,686)
COI Depreciation Expense.....	\$0	.....	\$0
COI Small Equipment Expense.....	\$0	.....	\$0
Obsolete Inventory .....	\$0	.....	\$0
Miscellaneous Revenue .....	\$0	.....	\$0
Prior Year Adjustment .....	\$0	.....	\$0
Current Period Profit (Loss).....	\$1,141,830	.....	(\$5,688,801)
Add Back Non-Cash Expenses:			
Year to Date Depreciation.....	\$445,695	.....	\$402,742
Total Non Cash Expenses .....	\$445,695	.....	\$402,742
<b>CHANGES IN BALANCE SHEET ACCOUNTS</b>			
Sources (Uses) of Cash:			
Accounts Receivable .....	(\$5,721,660)	.....	(\$7,547,410)
Notes Receivable Short Term .....	\$0	.....	\$0
Notes Receivable Long Term.....	\$0	.....	\$0
Prepaid Maintenance Agreements .....	\$98,633	.....	\$41,444
Inventories .....	(\$1,071,424)	.....	(\$3,904,204)
Accounts Payable .....	\$1,421,292	.....	(\$3,144,799)
Total Changes in Balance Sheet Accounts.....	(\$5,273,159)	.....	\$539,850
Net Cash Flow from Operating Activities.....	(\$3,685,635)	.....	(\$6,631,393)
Changes to Fixed and Long Term Assets			
Net Cash Flow from Investing Activities .....	(\$45,289)	.....	(\$990,471)
Net Increase (Decrease) in Cash .....	(\$3,730,924)	.....	(\$7,621,864)
Program Administrative Costs .....	\$0	.....	\$0
Changes in Equity Account .....	\$0	.....	\$0
<b>CASH AND EQUIVALENTS AT END OF PERIOD .....</b>	<b>\$1,145,226</b>	<b>.....</b>	<b>(\$6,600,953)</b>



## 1,695 Incarcerated Individuals

employed (as of June 30, 2024) in CI work training programs at 13 locations statewide:

- 1 Airway Heights Corrections Center**  
Spokane County - 498 incarcerated workers
- 2 Cedar Creek Corrections Center**  
Thurston County - 4 incarcerated workers
- 3 Clallam Bay Corrections Center**  
Clallam County - 9 incarcerated workers
- 4 Correctional Industries Headquarters**  
Thurston County - 31 incarcerated workers
- 5 Coyote Ridge Corrections Center**  
Franklin County - 273 incarcerated workers
- 6 McNeil Island Stewardship**  
Pierce County - 4 incarcerated workers
- 7 Mission Creek Corrections Center for Women**  
Mason County - none
- 8 Monroe Correctional Complex**  
Snohomish County - 273 incarcerated workers
- 9 Olympic Corrections Center**  
Clallam County - 2 incarcerated workers
- 10 Stafford Creek Corrections Center**  
Grays Harbor County - 201 incarcerated workers
- 11 Washington Corrections Center**  
Mason County - 151 incarcerated workers
- 12 Washington Corrections Center for Women**  
Pierce County - 40 incarcerated workers
- 13 Washington State Penitentiary**  
Walla Walla County - 209 incarcerated workers

## 5,168 Incarcerated Individuals Released

from a Department of Corrections prison to Washington State counties.

## \$1,504,163 Contributed from CI Earnings

to meet financial obligations such as court ordered fines, child support and victim restitution. Many also send a portion of their pay home toward family support.

## \$355,207 Deposited from CI Earnings

into incarcerated working savings accounts.

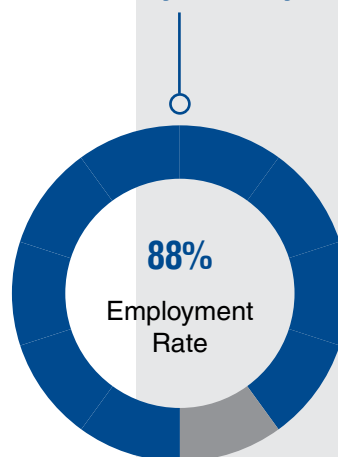
## 2,584,832 Programming Hours

worked by incarcerated individuals working for CI.

## 349 Employment Based Certificates

awarded to incarcerated individuals working for CI.

## Community Employment Services (CES)



## 22 Days

is the average amount of time it takes for a CES participant to gain employment.

## \$19.93 per Hour

is the average wage for a CES participant.

## \$48.00 per Hour

is the highest wage for a current CES participant.

## \$68.3M Contributed

to the Washington State economy through purchases from local suppliers and staff salaries.

# Pre Construction Testing Proves Motivating

Partnering With Local Laborers Union

**Program:** Construction Trades

During the last week of February 2024, Trades Related Apprenticeship Coaching (TRAC) class #67 at the Washington Corrections Center for Women completed week-long Pre-Construction Testing (PCT). PCT is conducted in partnership with the Northwest Laborers Training Trust and apprenticeship instructor, Ron Soete, a partnership that has been providing this learning opportunity to TRAC students for over 10 years.

Soete has been with the Laborers Union for many years and has been actively involved with the TRAC program for a few years.

“Mr. Soete expects nothing but the best during the Pre-Construction Testing and he helps be a positive motivator to show the class how they can be successful. The students enjoy this time because they are tested on their performance over the course of the class by the actual Laborers Instructor,” said to Ian O’Boyle, TRAC Instructor.

Having the week-long PCT be overseen by Soete is not only a motivator for the students, but also advances their learning to a higher level. A result of the strong partnership between the Laborer’s Union and the TRAC program, the visit by Soete is a valuable collaborative effort that clearly benefits the students as evidenced by their shared recollections.

“Ron helped me a lot and I thank him a lot. It was fun working with him and I can’t wait to get out to work with him. He made every task easy for me,” said Teresa, TRAC class #67 student.

Similarly, Mina, another TRAC class #67 student, said she is “truly appreciative of Ron’s support and compassion,” and that he “has a heart of gold and is full of patience and knowledge.”

“The students and I feel a little spoiled being able to have Ron Soete come and be with us for an entire week to test the performance of each student. His knowledge of his craft is vast, and he brings so much value when he is here,” adds O’Boyle.

The feeling of time well spent is shared by Soete as he sums up his time supporting TRAC students: “My experience is that these TRAC members are so motivated every time, so dedicated and ready for anything they want to do when they graduate. I feel honored to be a part of this program. Steve Petermann and Ian O’Boyle have shown me their leadership abilities to be second to none. Great job too for all those involved with this TRAC program.”



# High-Quality Training in Spectacle Manufacturing

## Growing Our Training Program

**Industry:** Optical Lab

Correctional Industries Optical Lab, located at Airway Heights Corrections Center, first began servicing DOC orders in 1997, with servicing for Department of Social and Health Services (DSHS) clients starting in 1998. Now, with the showroom opening at CI Headquarters in Tumwater, it has expanded the opportunity for purchasing low-cost eyeglasses to include all DOC employees and their immediate family members.

CI Optical Lab works with over 300 DSHS provider offices statewide, and in the past year have shipped over 125,000 pairs of glasses. In addition, they have issued over 1,600 glasses to DOC Medical, nearly 1,000 for private pay incarcerated glasses, and over 100 to DOC staff, in the past year.

The CI Optical Lab offers a highly structured training program in the field of spectacle manufacturing. All incarcerated lab workers complete an extensive training course based on their job duties. Each time an incarcerated worker moves to a new area within the lab, they receive safety instruction and become familiar with standard operating procedures through written and video materials. A rotation is utilized through all stages of the manufacturing process with optical knowledge components mixed in. It takes approximately two years to complete all stages of the manufacturing process.

A dedicated incarcerated trainer facilitates safety training and new hire orientation, and written exams are provided to aid in the learning process. Incarcerated lab workers can also take study materials back to their housing units to go over at their convenience.

After a two-year minimum, if an incarcerated worker has completed all areas of production in the lab with proficiency, they may take a final written exam, consisting of over 100 questions. If they pass that exam with 80% or better, they can move forward in their learning by processing 10 individual pairs of glasses of varying prescriptions by themselves. If the incarcerated worker processes all 10 glasses which passes final inspection by a CI Optical Lab supervisor, they receive a personalized certificate recognizing their progression through the program of Optical Laboratory Technician. If a pair of glasses does not pass final inspection, the worker may take the practical test again after 30 days.

A valuable supplement to the training for incarcerated workers was introduced when CI Optical Lab recently purchased the formal American Board of Opticianry (ABO) training program through the Optical Training Institute. The ABO is a nationally recognized certificate of Optical knowledge, and several states recognize it as a form of licensure. For incarcerated lab workers, taking the course, and eventually earning the ABO certification provides a formal recognition of a higher level of competence, skills and knowledge, thereby offering advantages such as a 75% preference in hiring and a higher level of pay. The optional course covers anatomy and physiology of the eye, refractive conditions, basic optical principles, instrumentation, regulations, and standards. While CI Optical Lab is currently not able to proctor the actual certification test, class attendees are able to take the test once they release. In the meantime, CI Optical Lab is working on a way to be able to proctor the certification test in the future.

## Optical Showroom Grand Opening

### Highlighting Employee Personal Purchase Program

**Industry:** Optical Lab

In June, CI celebrated a soft grand opening of the Optical Showroom at CI Headquarters in Tumwater. DOC employees and their families were invited to come in, peruse frames, and learn more about ordering lower-cost eyeglasses. It was also an opportunity to try on exciting new frame styles introduced earlier this year, and to meet CI optical staff, who were on hand to support with frame choices and eyeglass purchasing.

Offering eyewear to DOC employees and their families further broaden the reach and impact of the program, allowing more individuals to benefit from the high-quality affordable eyewear produced by CI's trained workforce. Learning a trade provides valuable skills to incarcerated individuals and helps to create employment options upon their release.



“

**I really like my new eyeglasses and I especially like the price!** ”

**\$30,586**

**Total sales in eyewear purchased by DOC employees in FY24.**

# Textiles/Mattress Factory

## Rising to the Challenge

**Industry:** Textiles

4,664  
Mattresses and  
4,567 pillows manufactured  
in FY24.

Correctional Industries Textiles/Mattress Factory, located at Coyote Ridge Corrections Center in Connell, received a tall order (figuratively and literally) from the DOC.

Filling an order from DOC to standardize a color and size of mattresses across all the state prisons may seem like a simple request, but it turned out to be an enormous undertaking by the Textiles/Mattress Factory to fulfill, taking six months to complete. Previous to the order, the prisons had mattresses of varying colors and different sizes that were at least four inch thick. The new standard mattress is gray and 6 inches thick.

For DOC's order of 6,000 mattresses, the shop first needed to develop a production plan to account for shop capacity, worker availability, and monthly delivery of preset quantities to prisons. They also needed to develop a process to insert the new 6" foam cores into the covers, all while coordinating the movement of raw materials from vendors into the prison and finished mattresses out to the warehouse for final delivery to customer locations.

Difficulties naturally came up with all these tasks. "We were trying to keep up with all the raw materials coming in, lots of cores and other such materials, and having to deal with not having enough room," said Jaime Meraz, CI Textiles/Mattress Factory Manager. "Also, just not having enough hours in the day for scheduling workers."



Through relentless dedication, together with creative problem solving, Meraz and the Textiles/Mattress Factory team produced all 6,000 mattresses.



An example of teamwork and creative problem solving occurred when CI Textiles Manager Roger Hewitt, identified a method for inserting the new larger foam core into the covers. Using a shop vac, an extra large plastic bag, and a longer table metal table, they developed a system that works similarly to vacuum packaging. The new method greatly improved the efficiency of mattress production.



As one of the incarcerated workers noted, "We couldn't do this without the vacuum table."

"Prisons were scheduled to receive a set quantity of mattresses monthly. I contacted vendors for my materials and put everything on a push order so I got so much material per month to keep producing mattresses," said Meraz.



"It was satisfying to get them all out on time for all prisons. Plus, during all this we still had to make laundry bags, sheets, pillows and pillowcases. I'm so proud of our team!" said Meraz.

# Protein Bar Provides Fuel for DNR/Firefighters

## Seeking Solutions

**Industry:** Food Manufacturing

Correctional Industries Food Manufacturing, working with DOC Food Service, sourced an alternate protein bar to support the higher caloric intake needs of the Department of Natural Resources (DNR) incarcerated work crews.

In looking at the different options, the focus for Food Manufacturing was to find a bar that provides the extra calories and protein to help with firefighting efforts by the DNR incarcerated work crews. The alternate protein puck bar that was selected was rated as “highly acceptable” in Food Group sensory sampling, making it a solid choice.

There were many wins associated with the new protein bar; not only does it meet the nutritional targets, but it has a better flavor profile than even the original cookie version, it is made by a local business, it doesn't contain any artificial ingredients, and as a bonus, it frees much needed manufacturing capacity in the food factory.



# Food Services Presents at Statewide Family Council

## Sharing with Incarcerated Family Members

**Industry:** Food Service

Food Services leadership presented at the statewide Family Council meeting in January 2024. Information was shared about DOC Policy 240.100, along with highlights of collaboration efforts with the Statewide Dietitian, Religious Programs Office, Food Service staff, and incarcerated individuals on ways to provide the best possible products and service in accordance with policy.

During the presentation, an emphasis on health and well-being was pointed out, particularly with meeting the Governor's Executive Order 13-06 and the Dietary Guidelines for Americans in all menus. Information was also provided on how Food Services support Health Services by adhering to therapeutic diets like clear liquids, full liquids, puree, mechanical soft, low fiber, lighter fare, renal, gluten free, allergies, mainline alternative (vegan), and diabetic. Lastly, information was shared on how Food Services supports religious programs by adhering to the religious diet policy, mainline alternative (vegan), Kosher and Halal diets.

**2,690**

**Passover meals requested**

**— highest number of participants so far.**

# Financial Literacy Class

Gaining the Ability to Make Informed Decisions Regarding Money

**Program:** Workforce Development

In April 2024, a new Financial Literacy class for CI incarcerated workers was facilitated by CI's Workforce Development (WD) team at CI Headquarters in Tumwater. Financial literacy had been heavily requested by both incarcerated workers and CI staff, so the development of a curriculum that included topics and tools relevant and beneficial for incarcerated workers who will soon be releasing to the community was a WD priority during FY2024.

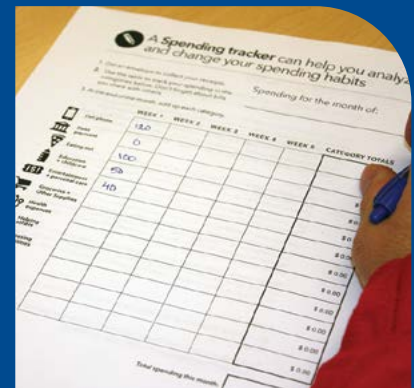
The Financial Literacy class uses a reentry focused curriculum from the Consumer Financial Protection Bureau. Modules include topics such as: "Getting through the Month," "Dealing with Debt," and "Understanding Credit Reports and Scores," and are presented workshop style. Class participants have the opportunity to receive assistance as they complete worksheets, including a spending tracker and cash flow analysis; have access to helpful tools like handouts on saving at tax time and how to request free credit reports by mail from a correctional facility; and study often-overlooked items like the different numbers and sections of a paystub.

Since the first class in April, classes have been offered throughout most of the facilities statewide and have been well attended.

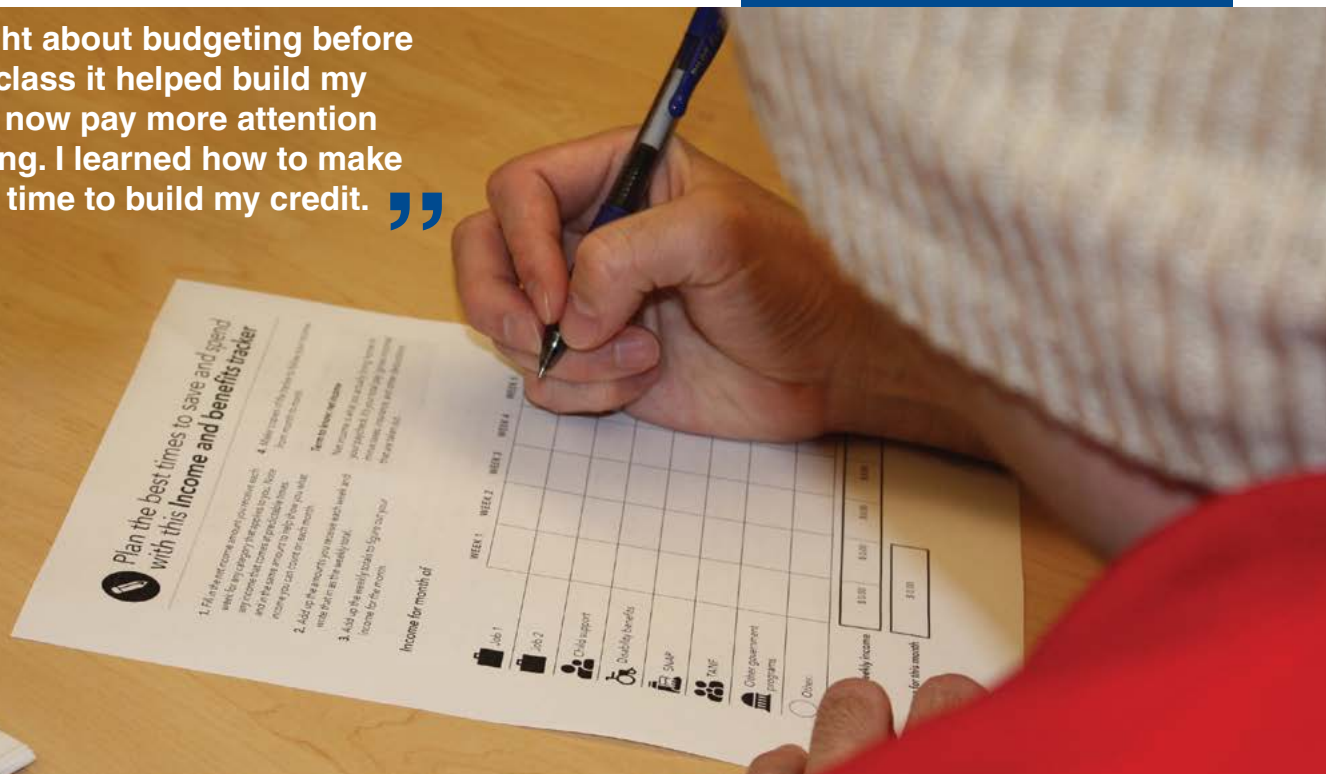
Here are just a few remarks class participants have expressed.

“  
**Learning about financial literacy is one of the most beneficial types of knowledge that we can acquire while incarcerated. I have made a spreadsheet of my monthly budget and savings.**”

“  
**Having a budget is essential to financial success. If you have never had a job or created a household budget, this class will walk you through it step by step.**”



“  
**I never thought about budgeting before but after the class it helped build my confidence. I now pay more attention of my spending. I learned how to make payments on time to build my credit.**”



## On the Horizon

After a few years of steadied and measured movement out of an exceptionally challenging time, Correctional Industries is well on its way to a more dynamic phase of forward momentum and growth.

In September 2024, Washington became the sixth state to join the Reentry 2030 initiative with Governor Jay Inslee signing Executive Order 24-03, Building Safe and Strong Communities through Successful Reentry, strengthening the state's commitment to reducing recidivism by removing barriers to successful reintegration. Reentry 2030 is a national initiative that holds tremendous potential to revolutionize the future of reentry around a bold goal: successful reintegration for every person by 2030.

In support of Reentry 2030, Correctional Industries plans to increase engagement with local employers and community partners to promote second chance hiring and connect releasing Correctional Industries workers with employment. Additionally, in the coming year Correctional Industries will expand access to Mock Interview experiences with plans to hold an event at all facilities in fiscal year 2025. The Workforce Development team is also exploring virtual Mock Interviews as a way to provide additional opportunities for those who are releasing before a scheduled event as well as those who are located in smaller facilities.

Evaluating new program opportunities including the creation of a Certified Denture Technician program, is another important endeavor for Correctional Industries. While funding and development are still under review, the Certified Denture Technician program would involve individuals working towards their associates degree while working in a manufacturing operation in the production of dentures.

As Correctional Industries embraces the bold vision of Reentry 2030, it continues to develop its programs and strengthens its partnerships. The journey ahead in the new year is filled with promise, and Correctional Industries is ready to continue leading the way.



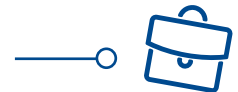
### Housing

Zero returns to homelessness by 2030.



### Employment

40% of individuals released from incarceration will be employed six months post-release by 2030.



### Healthcare

100% of eligible individuals are signed up for Medicaid 90-days pre-release by 2030.





WASHINGTON STATE  
CORRECTIONAL INDUSTRIES

# FY2024 Annual Report

## CI Advisory Committee

### Business Representatives:

David Aiken, Food Manufacturing  
Chris Elwell, Sound Transit  
Terri Fortner, Spokane Parks Foundation

### Labor Representatives:

Karen Dove, Apprenticeship & Nontraditional Employment for Women (ANEW)  
Minna Long, Washington State Building and Construction Trades Council  
Marianna Hyke, Northwest Carpenters Institute

### Public Representatives:

Christina Davis  
Dr. Faith Lutze  
Loren Taylor

### Legislative Appointed Representatives:

Senator Claire Wilson, 30th Legislative District  
Senator Matt Boehnke, 8th Legislative District  
Representative Dan Griffey, 35th Legislative District  
Representative Mary Fosse, 38th Legislative District

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