



New Mattress Recycling Program



New Food Factory at Coyote Ridge Facility

Features

THE Insider

Official Newsletter of Correctional Industries

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The ‘Softer’ Side of CI

Integrating Soft Skills with Correctional Industries

Teaching offenders job skills has been the focus of industry programs from the time the first license plate was stamped at the Washington State Penitentiary. Over the years offenders have learned everything from welding and forklift operation to processing food and installing office furniture; but the focus has always been on the ‘hard’ skills. ‘Hard’ skills are the technical or vocational knowledge and experience that provide opportunities to obtain a job, but not necessarily keep the job. With this in mind, CI began teaching offenders the cognitive behavioral program ‘Makin’ It Work’, written by Dr. Steve Parese. ‘Soft’ skills are those skills that help successful people maintain their jobs, skills such as dealing with change, keeping self-control, problem solving and handling criticism. The course consists of 10 two-hour lessons each designed to challenge offenders to take a hard look at the choices and actions that have had negative impacts on their lives. ‘Makin’ It Work’ graduate Ennes London stated, “[The] soft skills program for me has made it where I can better communicate with people around me...before it didn’t really matter if you didn’t see it my way then something was wrong with you, so it’s helped me out a lot.”

To date, 40 CI staff members have attended the ‘Makin’ It Work’ train-the-trainer program and have instructed over 200 offenders. The success of the program has been evident to more than just the offenders and their supervisors; institution staff have commented on the positive changes they’ve seen in offenders who’ve received the training. The success of the program was also featured on a National Institute of Corrections (NIC) webcast and during the annual meeting of the National Correctional Industries Association (NCIA).

See SOFT SKILLS, back page

LEARN MORE ABOUT CI: OUR PROGRAMS AND MISSION

Correctional Industries is a unique blend of business and government, using private industry tools and techniques to provide a public service. Operations within the state correctional facilities are supported by sales to state agencies, county and local governments, and not-for-profit organizations.



Visit our web site to request a printed copy of our brochure “About CI” via the Contact Us page under Literature Request. ■

Lean Initiative

One Year Later

Just over one year ago Correctional Industries launched our Lean project with the goals of reducing waste and establishing best practices. CI staff from every site took part in training related to Lean principles and methodologies. Staff learned about the *7 Wastes*, *5S* and *Value Stream Mapping*. Each site then reviewed their processes, both on the shop floor and in the business office.

SCCC - Business Office

Upon returning from training, Bev Tisler analyzed the overall flow of CI's business office at Stafford Creek Corrections Center with an emphasis on reduction of errors and walk time. The analysis showed a need for an additional audit clerk and reorganization of physical office layout was necessary. By adding an additional audit clerk, sales order entry errors have been reduced, which saves time, effort and cost from the time an order enters the system through manufacturing. The reorganization of existing office furniture into work zones reduced walk-time (actual time spent walking an order from one desk to the next as the order is processed). The three work areas are:

- Sales Order Entry, Pick Listing and Material Requirements Planning (MRP)
 - Accounts Receivable, Accounts Payable and Inventory
 - Shipping and Receiving
- Sales orders were also *Value Stream Mapped* from the time they are received from CI Customer Service to the approval and faxing of the purchase order to the vendor.

The pinch point was improper regeneration of MRP information

in Dynamics Great Plains (DGP) resulting in errors in purchasing and time wasted. They discovered procedures were not being completed, communicated and/or finished prior to running the MRP regeneration in DGP, which resulted in incomplete requirement demands. The process was adjusted by establishing set times twice each day for MRP regeneration. The Standard Operating Procedures (SOPs) were then updated or created to reflect the change.

CRCC - Food Factory

The Coyote Ridge Corrections Center's Food Factory opened in April 2009, so Supervisor Michael Cline had the opportunity to employ Lean principles and methodologies from day one. Michael and other CRCC staff are dedicated to providing offenders with the opportunity for bettering themselves. All offenders are trained in Lean principles and training material is available for their review.

The initial focus at CRCC was on identifying and reducing the *7 Wastes and 5S*. As production at the factory increases, CRCC will create *Value Stream Maps* and use them to identify constraints, wastes and evaluate SOPs. So far there has been no shortage of process improvement suggestions from offenders. Michael states his biggest problem is managing and evaluating the suggestions.

MICC - Manufacturing

It has been a busy year at McNeil Island Corrections Center and staff from the Furniture Factory took the Lean initiative challenge head on. They looked at everything from line-of-sight supervision on the shop floor to how to use obsolete inventory. Some of MICC's achievements in Lean are:

- Reduced inventory process and value from \$1.5M to \$896,000 in raw materials

- Created a clear line of sight for supervision of entire shop floor
- Moved inventory from shop floor to an outside warehouse
- Evaluated and reduced safety stock levels
- Optimized MRP level purchasing
- Implemented Just-In-Time order process
- Consolidated MRP, SOE and Engineering to single work zone which expedited clean orders to production
- Used obsolete materials where applicable to eliminate or reduce excess inventory
- Re-designed the shop work flow to be more efficient
- Implemented effective machine techniques through the CNC environment

In addition to the Lean initiative, the Furniture Factory gone 'green' and is using more sustainable products such as particleboard and water based contact cement, stain, lacquer and sealer.

Future Lean Goals

Jeannie Miller, CI Statewide Lean Manager, plans to visit sites and observe and assist with Value Stream Maps within specific shops. By continuing to follow a 'Train-the-Trainer' model, site staff will be able to sustain and grow the knowledge on Lean principles. Jeannie also hopes to provide future training on specific Lean methodologies, such as 'How to Conduct an Effective Kaizen Event' after which staff would provide a follow up report on the specific Kaizen events looked at and the improvements that resulted.

You often hear people say that state government is inefficient and unproductive. Well CI is out to break those stereotypes and the progress we've seen this past year and the expectations for the year to come are proof that not only is CI efficient and productive, we are also leaders and achievers. ■

New Food Factory

Last spring, Correctional Industries opened a new food manufacturing factory at Coyote Ridge Corrections Center (CRCC) in Connell. At the start of operations the factory was processing frozen vegetables and producing kettle products such as soups and sauces. More recently they began producing the CI Food Group's newest product line, hand held convenience foods; AKA Burritos. Every month the factory produces 5,000 gallons of sauces and stews, 120,000 pounds of vegetables and 55,000 burritos. Much of the food produced is sold to the Department of Corrections, with some also sold to jails throughout the Northwest.

The CRCC Food Factory employs 40 offenders all of whom are enrolled in an ongoing training program that includes job cross-training. Floor supervisor, Donnie Tuck, emphasizes the use of industry standards of food manufacturing as a tool to teach offender worker concepts that make sense and processes that save money. All offender jobs have associated Standard



Occupational Classification codes and once a worker becomes proficient in the job duties their supervisor will award a Certificate of Proficiency. Workers are also trained to identify and solve problems, which are essential elements to the factory operation. Offender workers understand the only way for problems to be addressed is to use 1) present the problem; 2) identify the solution, including cost, time and resources; and 3) describe the benefits. By following this process offenders improve their problem solving skills, which can be used in all parts of life. Supervisor Michael Cline stated, "[Offender] workers who believe their input makes a difference, have an interest in the outcome of the product. This has had a huge impact on their attitudes; they are actively engaged in making suggestions, with complete plans for improvements." The same can be said about all people, if we believe our input makes a difference, we take an interest in the outcome; but for offenders this new sense of purpose can have an enormous impact on their attitudes and their lives.



Food production is not the only focus of the CRCC Food Factory. Plant supervisor, Michael Cline, views the factory as a place to help offenders develop pride, self worth and marketable job skills. The training program is built on the philosophy that offender take the skills they are taught with them into the community. Michael Cline, "The time these people spend here is being used to build a

level of confidence they have never had before." Michael hopes the workers take the lessons of this work environment with them to be successful in the community; that those skills will help them believe they have something meaningful to offer an employer and as a result they do not recidivate. Michael sums up his operational philosophy, "Our objectives must aim far higher than just managing operations; our objectives must establish principles of performance cultivate growth and promote change for the better." ■



New Products

The Legacy Chair

An Updated Look for Conference Seating

In business today, it's all about the right image for your people, your space, your organization. That is why Correctional Industries has added a new chair to its line of products. The Legacy works seamlessly with any interior space and speaks volumes in design.

If you liked the Matchmaker, you're going to love the Legacy. It performs wherever it sits - conference rooms, workstations or executive offices. The smooth, fluid form offered in both mid back and high back versions, makes everyone in the organization look sharp.

Contacting your Account Executive for a chair demonstration at the showroom nearest you or go directly to our website and shop for the Legacy online. ■

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A Final Resting Place

Correctional Industries recently launched a new Mattress Recycling program. Mattresses have long been a problem for landfills because they are bulky, non-biodegradable and labor intensive to recycle. To relieve some of the mattress burden, Correctional Industries has partnered with non-profit organizations Save Our Landfills and St. Vincent de Paul Society of Lane County Inc.

So, how does the program work? Many mattress manufacturers and retailers offer to pick up old mattress when you purchase new ones, which leave them with an abundance of used mattresses. Used mattresses are collected by retailers and placed in trailers at several locations. Once a trailer is full, CI picks it up and delivers the mattresses to one of our recycling centers located at Monroe Correctional Complex or the Tumwater Recycle Center. Offenders from nearby Cedar Creek Corrections Center work at the Tumwater site.



Once the mattresses are received, disassembly begins. A typical mattress is a 23-cubic-foot assembly of steel, wood, cotton, and polyurethane foam. Given this wide range of materials, mattresses have typically been difficult to recycle. Offender workers separate foam, cotton fibers, steel and wood from each mattress or box spring. Metal pieces are removed, and the various components are sorted and baled for recycling. The baled materials are picked up by St. Vincent de Paul and delivered to material recyclers. Once efficiently recycled, the core mattress materials can be reincarnated into new products.

Between the Tumwater and Monroe mattress recycling operations, approximately 48,000 mattresses will be diverted from landfills each year. The process of dismantling mattresses provides 42 entry-level offender jobs. These offenders will have an opportunity to learn a variety of transferable skills including operating a baler, driving a forklift, and other basic warehousing functions.

Mattress recycling is just the first step. CI is in the process of establishing another partnership aimed at providing sorting services for paper, plastics, aluminum and cardboard. Finding sustainable solutions and practices is not just a fad, and CI will continue to look for opportunities to become a more sustainable 'green' friendly organization. ■



Change & Opportunity

A Message from the Director - Lyle Morse

The recent decisions on prison closures and offender custody level changes have had a dramatic effect on Correctional Industries and its businesses. McNeil Island Corrections Center's (MICC) offender population is being reduced from 1,200 medium custody offenders to 256 minimum custody offenders. As a result, only a small laundry will remain on the Island and the other operations will need to be moved. This is a perfect time to use the moves as a way to consolidate business groups. With this in mind, the meat plant is being consolidated with the food group businesses at Airway Heights Corrections Center and Coyote Ridge Corrections Center. The furniture factory will be moved to Stafford Creek Corrections Center (SCCC) where a new building is being constructed and all furniture manufacturing will be consolidated into one building.



Future site for new furniture factory building located at SCCC.

The downsizing of the MICC laundry will require the Washington Corrections Center for Women (WCCW) and Mission Creek Corrections Center for Women (MCCCW) laundry to be done at another site. The inability of Capital to secure funds for laundry equipment at WCCW will require us to ship laundry to another facility, a practice we would hope to end as soon as possible. With a laundry at WCCW, we could issue certificates in linen management and have staffing which would allow us to supervise a new recycling center. This coupled with our recent announcement of expanding our Trades Related Apprenticeship Coaching and Braille programs to MCCCW and expanding work for the School for the Blind to include binding and tactile graphics, will bring many new jobs to the women facilities.

While the recession has hammered sales in traditional business groups such as furniture, we have worked cooperatively with the Department of Corrections to expand internal sales and to bring dramatic savings to the Department in those areas of cooperation. CI now has a market basket of products on a standardized Department menu which is mandatory at each facility. The result has been increased sales for CI and \$1.4 million in savings on food costs for the agency. Meanwhile in textiles, our closed loop manufacturing model has reduced uniform expense from around \$800,000 to \$363,000 at last glance. In offender clothing, over 1/3 of the issue is now recycled product that was going to the land fill. The short term problem is that savings for the Department are translated into decreased sales for CI; this is a circumstance that will be short lived as we direct the new capacity in textiles to additional products such as boxers, sheets and linens which now are purchased. Another highlight was the opening of a mattresses recycling program at Monroe Correctional Complex which made the news on earth day. A similar facility will open this month in Thurston County and will also recycle paper products.

New Class I business has continued to be illusive, however it looks like the drought will soon be over. By using the customer model rather than the employer model, [basically this means a part of the Class II capacity is sold to a private Class I vendor at

NEW ONLINE SURVEY FOR CUSTOMERS



Have you recently received a product or service from Correctional Industries? If so, we would like to hear from you!

Our online Customer Satisfaction Survey gives you the opportunity to rate our performance in the areas of sales support, customer service, delivery and installation or warranty work. You can also rate our products from poor to excellent when it comes to packaging, quality and design.

Your feedback is extremely important to us and allows us to assess our processes and improve our products and services so we can better serve you.

You can find our Customer Satisfaction Survey by visiting our web site at www.washingtonci.com via the Contact Us page. And while you're there, don't forget sign up to receive email updates so you can be the first to find out what's new and notable at CI. ■

prevailing wages] we have letters of interest from a fish rearing company, a laundry devise manufacturer and a truck repair company to name a few.

I am encouraged by the good work being done by our manufacturing consolidation group and the "Framework for Lean Operational Workflow" team working on the migration from Dynamics Great Plains version 8 to 10. If all the other turmoil were not enough, we are also in the midst of these major projects at the same as we are introducing the first reentry change program in CI's history; industry acclaimed 'Making it Work'. I am proud of all of the CI staff, this work and these accomplishments. ■

SOFT SKILLS

From page 1

In an effort to supplement the training provided to offenders, last year CI began training all staff in the concepts of 'soft' skills. The course titled "Cognitive Coaching" was also written by Dr. Steve Parese and provides CI staff with tools to help offenders use the 'soft' skills they learn in class and how to effectively use 'soft' skills themselves. So far 75 percent of CI's staff have received the one-day training and all staff east of the mountains should be completed after July 22nd with all staff remaining trained by the fall. CI Supervisor Anitra Law stated, "The program is a wonderful tool for anyone who is exposed to it, going through the training it helped me look at myself in a few areas where I can improve and in turn I try to push that off on the offenders in the hopes that they'll see it as a tool to help them

navigate through life once they're released."

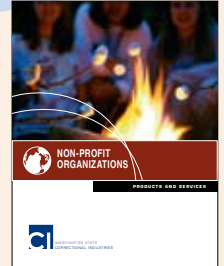
From shop floor to the classroom, CI is focused on providing offenders with opportunities to be successful upon release. Ennes London sums it up best by saying, "I thought I had everything under control until I took the class, then I seen I was lacking in a whole lot of areas that I needed to strengthen and through the class I am strengthening...they give you skills, they give you tools, they give you everything you need to be successful once you get out."

Go to http://www.washingtonci.com/content/about_ci/reentry/video_soft_skills.aspx to view a five-minute video on the 'Makin' It Work' program. ■

NEW NON-PROFIT BROCHURE

Whether your cause relates to the arts, charities, education, religion or sports, Correctional Industries is here to support your matter of public concern for non-commercial purposes.

Fund-raising may be a critical aspect of funding your organization and we offer a complete line of garments along with screen printing, embroidery and sublimation services. Contact your Account Executive to get started.



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From the moment your image comes to us via the digital world, our state-of-the-art programs and equipment comes together to produce the perfect combination of your image and our product. Through sublimation we

combine special inks, heat and pressure, to create mouse pads, award plaques, tote bags and more! And if you are ordering 10 or more items, we offer volume discounts to help you meet your budget. Correctional Industries is the place to go if you want to increase your organizations visibility, thank your employees with personalized awards, or sell items during fund-raising events for a good cause.

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