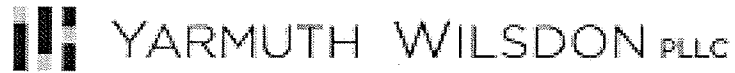


# Exhibits

17-22





**SUPPLEMENTAL  
INVESTIGATIVE REPORT**

**RE: DEPARTMENT OF  
CORRECTIONS – EARLY  
RELEASE OF OFFENDERS**

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**RESPONSE TO SUE SCHULER’S  
CHALLENGES TO FACTUAL  
FINDINGS**

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**MEMORANDUM**T 206.516.3800  
F 206.516.3888

**TO:** The Honorable Jay Inslee  
Governor, State of Washington

**FROM:** Carl Blackstone  
Robert Westinghouse

**DATE:** March 1, 2016

**RE:** Department of Corrections – Early Release of Offenders  
Response to Sue Schuler’s Challenges to Factual Findings

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At the request of the Governor’s Office we have undertaken further investigation of the issues raised in the response of Sue Schuler, an Information Technology Business Analyst for Prisons, to the Investigative Report Re: Department of Corrections – Early Release of Offenders.

**I. BACKGROUND**

On February 19, 2016, we provided the Governor’s Office with a report detailing our findings, conclusions and recommendations regarding the early release of offenders’ problem. In that report we identified a number of DOC officials who bore responsibility for failing to address the problem in a timely manner. One of the officials we identified was Sue Schuler, who served as an Information Technology Business Analyst for Prisons during the critical period while the King fix remained unaddressed. We found that Ms. Schuler, who was responsible for shepherding the early release programming error fix to completion, “failed to identify the importance of the change request or to effectively manage its progress. She did not provide adequate interface between the business user, Ms. Stigall, and the IT group.” (Report at 5).

We further found that Ms. Schuler:

- A. Failed to grasp the severity of the problem because it took her over three months to complete the IT consultation;
- B. Failed to ensure that, once the item was logged in Clearquest, it would get fixed promptly; and
- C. Failed to adequately represent the business user’s interest during the twice weekly OMNI meetings to ensure that the OMNI team promptly addressed the early release problem.

(Report at 44-45).

## II. MS. SCHULER'S RESPONSE TO THE REPORT

On February 25, 2015, Ms. Schuler provided the Governor's Office with a written response challenging several of our findings. (Response attached hereto as Exhibit 1). She also provided several documents in support of her response. We address each of her challenges.

### A. Ms. Schuler was informed as to the "true impact" of the early release problem.

Ms. Schuler claims that Wendy Stigall did not inform her of the true impact of the early release problem in that Ms. Stigall did not advise her that as many as 2,700 offenders might be subject to early release. While it is correct that Ms. Schuler was not advised that the problem potentially affected thousands of offenders, there is considerable evidence that she understood, or should have understood, the seriousness of the problem. Nevertheless, Ms. Schuler failed to promptly address the King fix as it deserved.

Ms. Schuler was provided with ample evidence demonstrating the seriousness of the problem. On December 7, 2012, Ms. Stigall forwarded Ronda Larson's memo to Ms. Schuler. (Exhibit 13). Ms. Larson's memo clearly stated that, because of the programming flaw, "hundreds" of inmates could be released early. Ms. Larson's memo further made quite clear that if DOC released even one offender earlier than the law allowed this could potentially cause harm to a victim and significant liability to the taxpayers. (Exhibit 13). Thus, Ms. Schuler should have been aware of the seriousness of the early release problem and the great danger it posed to public safety.

Ms. Stigall also provided Ms. Schuler with an IT Change Request that stated the problem had to be corrected ASAP as "all current ERD's (earned release dates) when there is a mandatory/enhancement are in error." (Exhibit 22). Ms. Stigall also told Ms. Schuler that the problem was serious and needed to be fixed as soon as possible. This information coupled with the fact that, at the very least, Ms. Schuler knew that "hundreds" of inmates might be release early should have caused her to address the matter much more promptly than she did.

Finally, Ms. Schuler was an experienced IT business analyst with years of experience in her position. She had previously been a records manager at the Stafford Creek facility. She certainly should have understood the impact of releasing even one offender early.

### B. Ms. Schuler's claim that the delay in completing the IT consultation was the result of the business user's failure to provide information is not supported by the evidence.

IT consultations typically take one to two weeks to complete. It took Sue Schuler over three months to complete the IT consultation for the King fix. Ms. Schuler claimed that this delay was because Wendy Stigall had failed to provide her with the necessary business requirements. We expressed doubt about this explanation in our report because Ms. Stigall denied that she had been asked for specifications and we found no e-mails between Ms. Stigall and Ms. Schuler supporting Ms. Schuler's claim. (Report at 24).

Ms. Schuler has provided the Governor's Office with a document dated February 20, 2013, which contains various calculations relating to the early release problem. (Attached hereto

as Exhibit 2). She does not say who provided this document to her. However, we note that Ms. Schuler failed to complete her IT consultation until March 25, 2013 – more than one month after she received this document. (Exhibit 35). Even if she had been waiting for the calculations from Ms. Stigall, she had them in her possession for more than four weeks before submitting the consultation. Ms. Schuler has offered no explanation for this delay and we stand by our earlier finding that she did not complete her IT consultation promptly.

**C. Ms. Schuler’s role at OMNI team meetings should have been as an advocate for the business user.**

Ms. Schuler claims that her role at OMNI meetings was to “act as a resource and communicate questions for clarification to the business owner and documenting those clarifications for the developer to continue their work.” We certainly do not disagree with this statement. However, we concluded that Ms. Schuler should have taken a more active role in advocating for the business users. Ms. Stigall had told her that the King fix was serious and that it needed to be addressed as soon as possible. Ms. Schuler was at the OMNI meeting in part to represent the interest of the business users. As such, she had an obligation to push the OMNI team to address the early release problem. She failed to do that. Without her active intervention, there was no one to speak to the urgency of this change request.

**D. There is no evidence that Ms. Schuler corrected her erroneous entry in Easy Vista closing the King fix.**

On May 26, 2015, Ms. Schuler made an entry into Easy Vista, the DOC tracking system that replaced the Service Desk Express (“SDE”), and allowed business users to track the status of IT Change Requests. Her entry reflects that she is “closing this incident [the King Fix] as the fix has been implemented in OMNI.” (Exhibit 57). This was not true and Ms. Schuler told us that she had mistakenly closed this item. It is noteworthy that, although we found this erroneous entry to be somewhat ironic in light of the troubled history of the King change request, we did not find it to be otherwise significant in explaining the three-year delay in completing the King fix.

Nevertheless, Ms. Schuler presented a document to the Governor’s Office that she claimed indicated that she had in fact corrected this mistake in Easy Vista on May 26, 2015. (Attached hereto as Exhibit 3). The document provided by Ms. Schuler is somewhat misleading and certainly can be read to support her position. When this document is compared to the actual print-out from Easy Vista (Exhibit 57), however, it is clear that Ms. Schuler did not correct this mistake on May 26, 2015. Exhibit 57 reflects that on May 26, 2015, at 3:07:26 p.m., Sue Schuler enters the Easy Vista system. One second later, at 3:07:27 p.m., Easy Vista reflects that she is entering the system to “update comments.” Then at 3:07:28 p.m., Ms Schuler makes the following entry into Easy Vista: “Closing this incident as the fix has been implemented.” There are no other entries on May 26, 2015. The next entry in Easy Vista is not until January 21, 2016. The entry is made by Sue Schuler and it states, “This has been implemented in OMNI.” (Exhibit 57). Thus, we find no evidence to support Ms. Schuler’s claim that she corrected her erroneous entry in Easy Vista on May 26, 2015.

STATEMENT OF SUE SCHULER

I was not informed by the business that the true impact of this change was 2,700 offenders which I feel is a critical piece of information that should have been shared with me. There is some question as to my honesty when I stated in that I was requesting confirmation on what the calculations should be in various sentencing scenarios. I have included documentation that indicates that the creation date of the document for calculations in question was on 2/20/2013 which would support what I said. I do not have confirmation of when I actually received the document for completion of the consultation. I routed the consultation for work estimate on March 25.

I entered it into our tracking system and did continue to advise the business owner of the lack of progress. Business owner was given release notes for every Maintenance release prior to the deployment of each release. The Records Administrator and I have a standing monthly meeting, admittedly we did not always meet based on other priorities but we did meet whenever possible and at each meeting I let her know what was being worked on.

My role in IT is not a member of executive staff, management or supervisor. My role is to gather the business requirements and document and get them into the system and then start work on the next consultation. In fact it is not unusual to have three or four consultations at different statuses. I did place the CQ item into each M release progression after M38. I have also included some documentation as to the other work that was completed during this same time frame. I was also away from the office for 6 days in February.

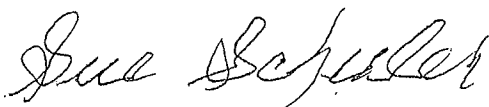
- Completion of analysis on 13 other CQ items
- Analysis and work completed to close 162 tier two help tickets
- IT bill analysis for 5 Legislative bills
- Consultations for 3 IT Enhancement Requests

This does not include day to day activities of responding to developers, technical analysts, testers and users, and the numerous meetings that occur.

My role in the OMNI meeting is to act as a resource and communicate question for clarification to the business owner and documenting those clarifications for the developer to continue their work. I did inform the business as to the status of this IT Request.

It was always my belief that all work being done by myself and other in my unit as well as all pending work was shared with IT executive management who in turn shared with the DOC executive management and those reports were being considered when management was setting their priorities. As I know now, that was not correct. In hindsight, yes, everyone who touched this issue would have done something different.

I have included some responsive documentation that I would like to have included in the record as it pertains to the investigation conducted by Yarmouth Wilsdon, PLLC.



Sue Schuler, February 25, 2016

Response to page 44 - Paragraph 4  
and page 44 para 2

Exhibit 2

King Decision - Excel

# Info

## King Decision

C:\Users\SMSCHU~1\AppData\Local\Temp



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Control what types of changes people can make to this workbook.



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### Properties

Size 10.7KB  
Title Add a title  
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### Related Dates

Last Modified 3/25/2013 8:29 AM  
Created 2/20/2013 9:12 AM  
Last Printed 2/20/2013 10:16 AM

### Related People

Author sacollins  
Add an author  
Last Modified By smschuler

### Related Documents

Open File Location  
Show All Properties



Step 1

Enter Jail Credit and GT

Step 2

Enter Count Base, Mandatory

Step 3

System - If the count has a mandatoy (flat time), then do a special calc. Compute the ER Credit for the base and subtract the the amount from the jail credit and GT. If the remainders are both positive, apply the days to the mandatory and GT days are not applied. Credit and GT are applied to the base.

	Credit	GT
	150	75
	80	40
	70	35

70

Step 1

Enter Jail Credit and GT

Step 2

Enter Count Base, Mandatory

Step 3

System - If the count has a mandatoy (flat time), then do a special calc. Compute the ER Credit for the base and subtract the the amount from the jail credit and GT. If the credit remainder is positive, use the days as on the base and apply any unused the days to the mandatory and GT days are not applied. Credit and GT are applied to the base.

	Credit	GT
	150	20
	80	40
	70	-20

70  
-20  
50 to mand

Step 1

Credit GT

RESPONSE TO PAGE 20 PARAGRAPHS 3

Whole company: Schuler, Sue M. Quick Call

HOME | TRANSITION | EXTENDED CMBE | CONTINUAL IMPROVEMENT

OPERATION SEARCH: Service Requests Request Numbers Search

NEW: MY FAVORITES Edit: Actions for My Groups Business Analysis Incidents for my Group OMNI (SR Catalog) My Actions Both My Actions IN My Actions (To Do's)

MY HISTORY Edit: SR017814 IN075593 SR055543 IN030017 SR053800

Request Number: SR017814

Sub Status: Urgency: Low

Service Requested: Service Request/SOFTWARE SUPPORT/OMNI\*/Sentence St

Comments/Justification: The current programming is allowing more than the maximum amount of good time to be applied to the base sentences. The current programming is allowing more than the maximum amount of good time to be applied to the base sentences. Current programming applies the jail time to the mandatory/enhancement and the jail good time to the base sentence. Programming needs to be changed to apply the jail time and jail good time to the base sentence. If the number of jail days exceeds the base sentence, the remainder would then be applied to the mandatory/enhancement. The

Questionnaire Comments: Closing this incident as the fix has been implemented in OMNI. This has been implemented in OMNI.

Solution: Closing this incident as the fix has been implemented in OMNI. This has been implemented in OMNI.

Recipient: Sligall, Wendy S. Requestor: Schuler, Sue M.

Cubicle: Department: Administrative Operations. Requestor Phone Number: Clearquest #: 24910.

Do Not Notify: Equipment: N/A.

Documents (0)

Filter: Detailed View Compact View [4] Display All [3] Hide All

Created On	Assigned To	Action	Time Spent
11/26/2015 10:26:57 am	Pearson, Michael J	Send Email	0:00
11/27/2015 4:36:40 am		Reply Request is Completed	0:00
11/27/2015 9:16:09 am	Schuler, Sue M	Support Group Processing -> Closed	0:00
11/27/2015 3:07:28 pm	Schuler, Sue M	Support Group Approval -> Accepted	17:00:05
11/27/2015 3:07:27 pm	Schuler, Sue M	Update Comments	0:00

Open Date: 2/26/2015 3:07:28 pm (UTC - 7)  
 Closed Date:  
 Recipient: Sligall, Wendy S  
 Service Request Details: This request is allowing more than the maximum amount of good time to be applied to the base sentences.  
 Service Request Solution: # [WF\_TAGS-SOLUTION]#  
 Click here to View Request

Number of Records: 5

Exhibit 29  
CP-1

Stigall, Wendy S. (DOC)

From: Stigall, Wendy S. (DOC)  
 Sent: Wednesday, January 02, 2013 2:06 PM  
 To: Steelhammer, Clela A. (DOC)  
 Subject: FW: Should DOC reprogram OMNI to run jail time off base rather than off enhancement?

I was talking about this programming change at Denise's direct report meeting and Sarian asked if I had shared it with you. Please review and give me your input.

Thanks.

Wendy

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From: Larson, Ronda (ATG)  
 Sent: Wednesday, December 26, 2012 5:37 PM  
 To: Stigall, Wendy S. (DOC)  
 Cc: ATG MI COR Oly Advice; Weisser, Paul (ATG)  
 Subject: RE: Should DOC reprogram OMNI to run jail time off base rather than off enhancement?

DOC  
 Headquarters  
 Time credits  
 Sentences

Requestor: Wendy Stigall

Issue: Please review the three options OMNI has for calculating the ERD in cases where there is an enhancement.

Attorney-Client Privileged Communication. Do not copy, disseminate, forward, or divulge the contents of this communication to anyone other than addressee.

These are really good examples. Thanks for coming up with them.

Example 1 is lawful. It comes up with the correct ERD, in contrast to OMNI's current calculation, and it doesn't violate *King*—the offender still gets his jail good time. But it is less desirable from the policy perspective since DOC, as you mentioned, cannot take advantage of confinement alternatives such as work release, because the enhancement is served last.

Example 2 is unlawful. Although it produces the correct ERD, in contrast to OMNI's current calculation, it violates *King*. And it is how DOC calculated the ERD prior to *King*. It is desirable from a policy perspective (if it were lawful) because the enhancement is served first.

Example 3 is lawful. It produces the correct ERD, and it does not violate *King*—the offender still gets his jail good time. And it is desirable from a policy perspective because the enhancement is served last.

As you mentioned, the current ERD of 9/4/2020 is not correct because it gives too much good time. It gives 80 days too many. The overall good time allowed in this sentence is 659 days, which is 33.333% of the 1,977-day base. But the current calculation by OMNI gives a total of 739 days of good time (119 JGT + 207 DOC earned time + 413 DOC good conduct time). That is a good time rate of 37.379%, which is too much (739/1977 = 0.37379).

*Ronda D. Larson*

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✉ [Ronda.Larson@atg.wa.gov](mailto:Ronda.Larson@atg.wa.gov)

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From: Stigall, Wendy S. (DOC)  
Sent: Wednesday, December 26, 2012 3:58 PM  
To: Larson, Ronda (ATG)  
Cc: Weisser, Paul (ATG)  
Subject: FW: Should DOC reprogram OMNI to run jail time off base rather than off enhancement? / Robinson #357042

I have been trying to come up with the information that I need to have OMNI programmed. The issue I have been having is that regardless of which way I would have it programmed (with the exception of the current programming) it seems that they would be losing their jail good time. I have attached three different examples of calculations along with the current calcs.

Example 1. I ran the base first and applied all of the county jail credit and jail good time to that portion of the sentence (Page 1) and ran the enhancement consecutively with no credits (Page 2). Overall ERD: 11-23-20

Example 2. I ran the enhancement 1<sup>st</sup> and applied the county jail credits. (Page 1) and then ran the base sentence consecutive with no good time (Page 2). Overall ERD: 11-23-20.

Example 3. If I followed right this is your suggestions. I ran the enhancement first with no jail time or jail good time (Page 1) and then ran the base consecutive and applied all of the jail time/jail good time credits to the base. Overall ERD: 11-23-20.

The last page attached is the current calculations from OMNI with an overall ERD of 09/04/20.

I believe the 11-23-20 ERD should be correct because any other way is giving him too much overall good time but it seems that what we are really doing in taking away the county jail good time and then

we would not be following the King decision. If the calculations are all going to come out the same, it would be much easier not to apply the jail good time than to make any other changes.

Please review and when you get a chance maybe give me a call to discuss before I request programming changes. My supervisors are interested in this because it will be adding time to offenders sentences. I also find that it is making a change regardless if this is a short base sentence or not.

Thanks for your help.

Wendy

<< File: [DOC1PTUM148@doc.wa.gov](mailto:DOC1PTUM148@doc.wa.gov) 20121226 164633.pdf >>

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**From:** Larson, Ronda (ATG)  
**Sent:** Friday, December 07, 2012 2:29 PM  
**To:** Stigall, Wendy S. (DOC)  
**Cc:** ATG MI COR Oly Advice; Weisser, Paul (ATG)  
**Subject:** Should DOC reprogram OMNI to run jail time off base rather than off enhancement? / Robinson #357042

DOC  
Headquarters  
Time credits  
Sentences

Requestor: Wendy Stigall

Issue: If a sentence contains an enhancement during which no good time can be earned, OMNI subtracts jail time served from the enhancement and subtracts jail good time from the base. When the base is short (e.g., 6 months), OMNI's method results in offenders getting more good time (e.g., 58% in Robinson's case) than allowed by law.

Attorney-Client Privileged Communication. Do not copy, disseminate, forward, or divulge the contents of this communication to anyone other than addressee.

This is to memorialize our phone conversation today. Because the parents of the victim of Robinson are worried about when their son's aggressor is going to be released, they did their own calculation of his early release date. They realized his actual early release date is far sooner than it should be. As a result, they called victim coordinator Steve Eckstrom about the problem. He explained the early release problem to me and I agree that OMNI is calculating an ERD that gives Robinson too much early release credits (i.e., 58% of the sentence rather than 33%).

This case revealed a problem with OMNI's calculation method for sentences with an enhancement where the base is short. I would recommend that the DOC do a hand-calculation fix of Robinson's sentence now, and that it start the long process of reprogramming OMNI for everyone else. I don't believe it is necessary, from a risk management perspective, to do hand calculations now of everyone in prison with an enhancement. Waiting for OMNI to be reprogrammed should be sufficient, except for in Robinson's case.

The fix to OMNI would result in OMNI subtracting the jail time served from the base rather than from the enhancement. This would have the effect of starting the enhancement time on the time start date (i.e., the day the offender arrives at the DOC), rather than at time of arrest.

Before *In re King*, 146 Wn.2d 658, 49 P.3d 854 (2002), DOC started the enhancement time at date of arrest (i.e., it applied the jail time served to the enhancement). But it did not credit the jail good time toward the base. Thus, offenders received no jail good time and received only DOC time. Overall, the amount of good time never exceeded the 1/3<sup>rd</sup> allowed by statute, and offenders did not lose good time overall. This is the proper way to run enhancements because it avoids the mathematical problem we now face and also results in the best use of the offender's early release time—DOC can use it for offering them work release, for example, because every offender will be guaranteed to serve their base at the end of their sentence, and thus will be earning early release at the end of their sentence. However, the WSSC tried to fix a problem that didn't exist and thus prohibited the DOC from doing it this way. We are stuck with it now.

After *In re King*, the DOC continued to start the enhancement time at the date of arrest by subtracting the jail time served from the enhancement rather than from the base. But because of *King*, the DOC took the jail good time and subtracted it from the base, rather than simply eliminating the jail good time.

This is resulting in offenders with short bases receiving more good time than allowed by statute. In Robinson's case, his base is a mere 183 days (6 months) long. This results in 60 days of early release credits that he can earn by statute (33% rate). However, his jail time is 134 days and jail good time is 67 days because the jail gave him good time at a rate of 33% ( $67 \div 134 = 0.33 \div 0.66$ ). Thus, he already exceeded his maximum amount of good time at the jail by 7 days. Even so, OMNI is giving him another 39 days of DOC early release credits, for a total of 106 days of early release time. His sentence is 183 days long and he's getting 106 days of early release time. Thus, he is getting early release credits at a rate of 58%. ( $106/183 = 58\%$ ).

This mathematical problem occurs because OMNI is subtracting 67 days of jail good time from a base of 183 days, resulting in a remaining sentence to serve in the DOC of 116 days. Multiplying 116 by 33% results in 39 days of DOC early release credits. So it appears to be correct on its face. But when you look at how much good time he should be getting overall by merely multiplying 33% by the 183-day sentence, and considering he already got 67 days of jail good time, you realize that he is getting way too much good time.

This would not happen if the base were long. It happens because the base is shorter than the total jail credits. His total jail credits are  $134 + 67 = 201$ . Because DOC applies those jail credits of 134 to the enhancement, it enables him to preserve his base sentence (less 67 days) to continue to earn early release time after coming to the DOC. So he gets to earn early release time both at the jail and at the DOC and ends up with more than 33% overall.

Robinson's victim's parents are concerned because they have figured out that Robinson is getting more than 33% good time and thus will be releasing sooner than what they had anticipated.

If the DOC does not fix Robinson's sentence, the likelihood that DOC will be sued and lose in a tort lawsuit is unreasonably high, if Robinson were to release and immediately go and kill the victim, for example. In such a scenario, because the DOC knew that Robinson was getting 58% good time illegally, and didn't fix it, the DOC would lose such a lawsuit and sustain a lot of monetary damages.

OMNI will not allow records staff to fix Robinson's sentence until OMNI is reprogrammed. This would take a long time and would almost certainly occur after Robinson's current (and erroneous) ERD of February 5, 2013. Thus, the only way to fix Robinson's sentence before he is released on February 5<sup>th</sup> is to override OMNI.

One would apply 60 of the 67 days of jail good time to the base (because only 60 days of total good time is allowed on a 183-sentence at a rate of 33%:  $183 \times 0.33 = 60$ ), apply 123 of the 134 days of jail time served to the base (because 123 days wipes out the 183-day sentence after adding in 60 days of good time), and apply the remaining 11 days of jail time served to the enhancement (134 days of jail time less 123 days of jail time applied to the base equals 11 days of jail time to apply to the enhancement). This removes 46 days of early release credits from Robinson's current ERD, adding a month and a half to his ERD (106 days of overall good time currently minus 60 days of correct good time equals 46 days surplus he should not get). Hence, he should have a resulting ERD of about March 19, 2012.

As to the long process of reprogramming OMNI, it would be reasonable to not manually fix the hundreds of sentences that have enhancements and instead wait for the reprogramming to occur so that OMNI can do the recalculation automatically. Although this will result in offenders being released earlier than the law allows for the time being, until OMNI gets fixed, the DOC has been releasing them earlier for a decade (since the *In re King* decision), and a few more months is not going to make that much difference in light of this (with the exception of Robinson's case).

Furthermore, this is something that the DOC has identified internally, rather than something that is being forced upon it by an outside entity such as the court. It is therefore not so urgent as to require the large input of personnel resources to do hand-calculations of hundreds of sentences.

*Ronda D. Larson*

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# OMNI Project/Architecture

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## 2013-11-22 MEETING NOTES

### ATTENDEES

Jibu Jacob, Mark Quimby, Dave Dunnington, Sue Davis, Jenn Smith, Jay Ahn, Trang Nguyen, Rob Baird, Steve Roth, Deepak Sadanandan and Cindy Chou

### ASSIGNMENTS FOLLOW UP

1. (Due date is ~~11/15~~, 11/22, DONE) Assigned to Dave. Update Severity criteria document. For enhancements severity is always set to 3. Link: [Defect Severity Level Definitions](#)
  - Reviewed the document
  - Severity 1 and severity 2 ClearQuest items will be reviewed at OMNI meetings on Monday and Wednesday. Ensure that the severities are consistently assigned.
2. (Due date is ~~10/25~~, 11/8, 11/15, DONE) Assigned to Trang. Chart on number of production batch Link: : [OMNI Batch Failure Report](#)
  - Reviewed the chart. We will be reviewing this monthly.
3. (Due date is ~~11/8~~, ~~11/15~~, 11/22) Assigned to Deepak. List of reports and report wizard not used. [Report Usage](#)
  - Add the report link to DEMO environment. Deepak will update and further review at next meeting.
  - Next Step: After that Dave and Luann will review and determine the decommission plan.
  - Assigned to Dave and Jenn Smith. Review the usage report. Determine if there are unused reports which can be decommissioned. (Exclude victim witness) Due date 12/13/2013.
  - Next set to analyze will be OMNI pages that are not being used. <http://webreports> will give the list of OMNI pages that are used. Trang has already completed the complete list of pages in OMNI. Further action on this is moved to On-hold after the page security issues are complete. (Page security issues will be addressed after OMNI-off-the-mainframe)
4. (Due date is 11/22, DONE) Assigned to Rob. Copy sync code library from TEST to CONV
  - Current State – CONV use sync code library in QUAL. Not feasible in the current setup.
  - Decision – CONV is given a copy of TEST. Estimate 48 hours effort by Rob. The risk is we might miss the copying. This will result in incorrect versions.
5. (Due date is 11/22) Assigned to Deepak. IE 10 issues. Link: [IE10 Testing](#)
  - Assigned to Deepak.
    - Identify one week in January for the System testers to identify the issues with IE 10.
    - At the next Friday's meeting, Deepak will have which week of January for IE 10 testing.
  - (Not assign owner yet?) Create individual change request open for each application identified, to fix the defects related to Internet Explorer 10. Purpose: Development team fix
  - Vendor applications not tested by System testing team - Except for Liberty, the applications can be addressed in 9 months.
  - From Deepak, the week of January 20th will be assigned to testing of IE 10
6. For STRONG-R project:
  - Determine the specifics of the interfaces between OSPS and other systems
    - What data elements are send back and forth and how exactly this happens.
    - This helps with the decommission plan as well.
  - Request from STRONG-R team
    - List of reports in OMNI, OSPS and RPM
    - Usage of these reports

### Discussion on 11/15

- Interfaces: Determine the specifics of the interfaces between OSPS and other systems
  - (Due date is 11/22, DONE). Assigned to Trang. Produce a list for interfaces between (1) OMNI and OSPS (2) OMNI and RPM. Link: [OSP RPM OMNI Interface](#)

## DAVIS WRIGHT TREMAINE LLP

## MEMORANDUM

To: WA Senate Investigation File  
From: Max Hensley & Ross Siler  
Date: February 25, 2016  
Subject: Analysis of the *King* Error and Fix

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In December 2012, the Attorney General's Office (AG) informed the Department of Corrections (DOC) that, since 2002, DOC had been misapplying the law governing sentence calculations as applied to offenders who both (1) earned "good time" while in custody at a county jail, prior to their transfer to a DOC facility, and (2) received a sentence that includes an enhancement that must be served as "flat time." In January 2016, DOC changed the computer program it uses to calculate sentences (known as OMNI) to remedy this error. This memorandum sets forth the legal background for these calculations, and explains DOC's 2002-12 practice as well as the fix that was put into place in 2016.

Sentence calculations are a complex area of law, and the application of enhancements and good time is just one component. This memorandum is not a comprehensive analysis of these issues, but rather is intended to provide a simplified background for understanding the issues that led to the prisoner release problem that surfaced in December 2015.

## I. BACKGROUND

### A. Statutes

There are many statutes that govern the calculation and application of good time to sentences. The following are a selection of the key statutes that concern the areas most closely related to this problem.

#### 1. Jail Good Time

RCW 9.94A.729(1)(b) requires DOC to "allow an offender to earn early release credits for presentence incarceration" and apply those credits to the offender's total sentence.

#### 2. Good Time Rates

RCW 9.94A.729(1)(a) permits DOC to reduce sentences by applying “earned release time” or good time. The maximum statutory amount of good time most offenders can earn is 33 percent. RCW 9.94A.729(3)(e).<sup>1</sup>

RCW 9.92.151(a) permits jails to reduce sentences by applying “earned release credits” or good time. Similar to the DOC statute, this statute caps the amount of total good time and sets rates at which that good time may be earned for certain categories of offenders. Those rates can be slightly different than the rates set for prison good time in RCW 9.94A.729.

### 3. Hard Time For Armed Crime

RCW 9.94A.729(1)(b)(2) states that offenders whose sentence includes a deadly weapon enhancement “shall not receive any good time credits or earned release time for that portion of his or her sentence that results from any deadly weapon enhancements.” Within DOC, this requirement is commonly known as “flat time.”

#### B. *In re King*, 146 Wn.2d 658 (2002)

In 2002, the Washington Supreme Court decided *In re King*, a personal restraint petition filed by an offender who claimed that DOC had failed to credit him with the good time he earned while being held in the Snohomish County Jail prior to his conviction and sentencing. King was serving a 190-month base sentence for robbery and assault, as well as a consecutive 60-month enhancement for the use of a firearm. 146 Wn.2d at 660-61. King served 287 days in county jail and earned 57 days of good time during that period, for a total of 344 days of early release credit. *Id.* at 661. However, upon transfer to DOC custody, DOC credited King with only the 287 days that he had actually served, and applied those days to King’s enhancement. *Id.*

This issue arose because, as a policy matter, DOC prefers to run the enhancement period of an offender’s sentence prior to the base sentence period. This sequencing allows DOC to offer earned release time as an incentive for good behavior at the end of an offender’s total sentence. In addition, certain re-entry programs such as work-release are not available to offenders while they are serving enhancements. Because the Hard Time for Armed Crime enhancement statute bars the application of good time to the enhancement period of a sentence—and because DOC sequenced King’s sentence (and others) to run the enhancement period first—DOC believed King was not entitled to receive the jail good time that Snohomish County had credited. *Id.* at 660-63.

The Court disagreed. Noting that the enhancement statute requires that “[a]ny program established pursuant to this section *shall allow* an offender to earn early release credits for presentence incarceration,” the Court held that DOC’s policy preference that enhancement periods be sequenced and served prior to base sentence periods could not be used to effectively

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<sup>1</sup> Offenders who meet certain criteria can earn up to a 50 percent sentence reduction through good time, while other categories of offenders are limited to as little as a 10 percent reduction. RCW 9.94A.729(3). The determination of which category particular offenders fall into was not among the issues that led to the prisoner release problem. For the purposes of this memo, our examples will use the 33 percent rate as the applicable maximum.

nullify a jail's crediting of good time. *Id.* at 663 (quoting the statute that is now numbered RCW 9.94A.729(1)(b)) (emphasis added).

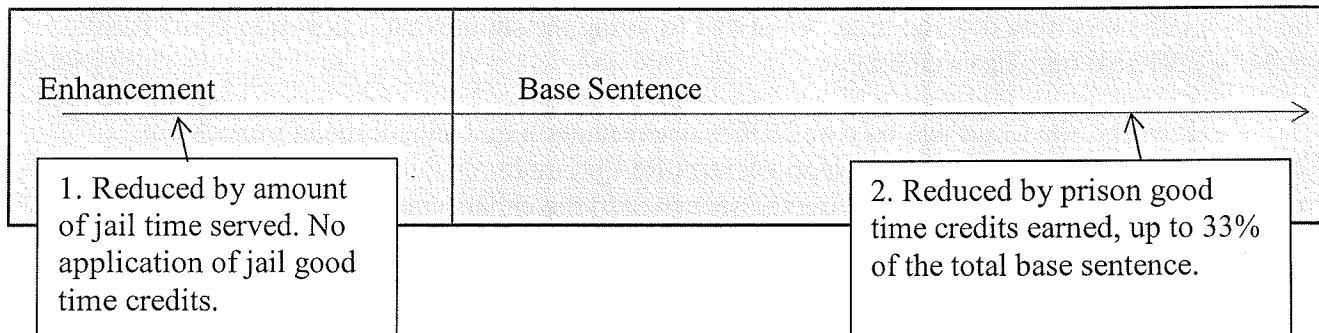
However, the Court agreed with DOC's determination that enhancement periods need to be sequenced before base periods in a prison term for important rehabilitative and prison safety reasons, and held that simply reordering the sequence so the enhancement period runs after the base period at the end of a sentence, "ignores too many important policies to be considered a reasonable or viable application" of the law. *Id.* at 664. Instead, the Court suggested the following solution:

[T]he Department should have, upon assuming custody of King, begun the enhancement time "clock." That "clock" would start at zero and run for the length of King's mandatory sentence enhancement—60 months in this case. King would not earn or accrue any good time credit or earned release time during this enhancement time. After 60 months, King's enhancement time would be complete and he would begin serving his standard time. The Department would then apply against the standard time the amount of time King spent in presentence detention, in addition to whatever early release credit he earned during that [jail] time. King would also be able to earn additional good time or early release credit while serving his standard range sentence. This approach avoids the conflicts created when an offender's presentence detention is recharacterized as enhancement time (thus dissolving whatever earned early release credit an offender might have accrued), and ensures the Department will maintain control over the important incentive of earned early release credit for good behavior.

*Id.* at 665 (footnote omitted). In a footnote, however, the Court clarified that this was merely a suggestion, and stated that DOC may calculate sentences in any manner that it prefers, so long as that calculation method "ensure[s] all offenders receive credit for their presentence detention *and* for the earned early release credits earned thereon." *Id.* at 665 n.3 (emphasis added).

## II. APPLICATION AND IMPACT OF *KING*

Before *King*, DOC applied sentencing rules in a manner that can be illustrated by the following simplified diagram:

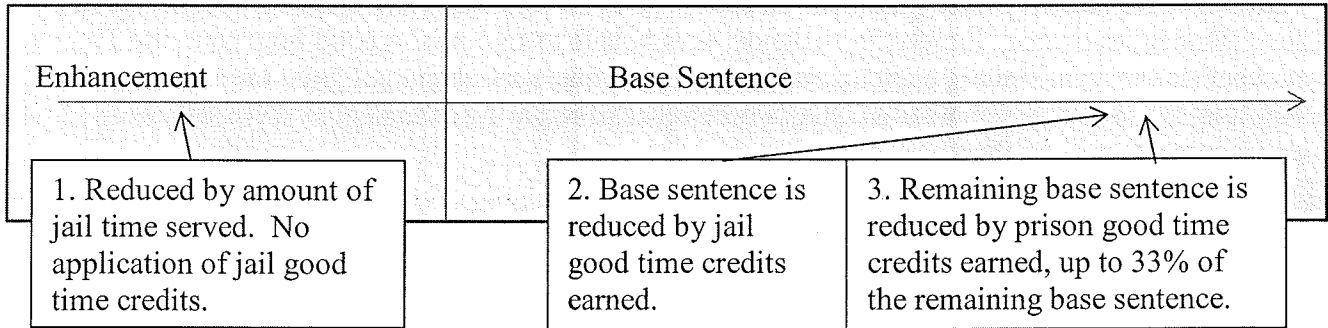


*The blue arrow represents a hypothetical offender's total sentence. The red bar separates that sentence into its components: an enhancement and base sentence. The boxes indicate the credits that DOC applied to these components and the order in which those applications were made. The accrual and crediting of good time credits is substantially more complicated than shown here where offenders have multiple counts, where sentences have multiple enhancements, and other scenarios.*

Under this system, DOC did not believe it could credit any jail good time against the enhancement period, and opted not to apply the jail good time credits to the base period being sequenced after the enhancement. Thus, the offender was only able to earn *prison* good time. DOC effectively failed to apply or recognize the jail good time the offender had earned, which led to the *King* suit.

After the *King* decision, DOC did not adopt the Supreme Court's suggested solution, but rather accepted the Court's footnoted invitation to develop its own calculation methods. DOC continued its practice of sequencing an offender's enhancement period to run before the offender's base period and credited the amount of jail time served against that enhancement. DOC also began crediting any jail good time earned to the offender's base sentence<sup>2</sup> *before calculating prison good time*, as illustrated by the following simplified diagram:

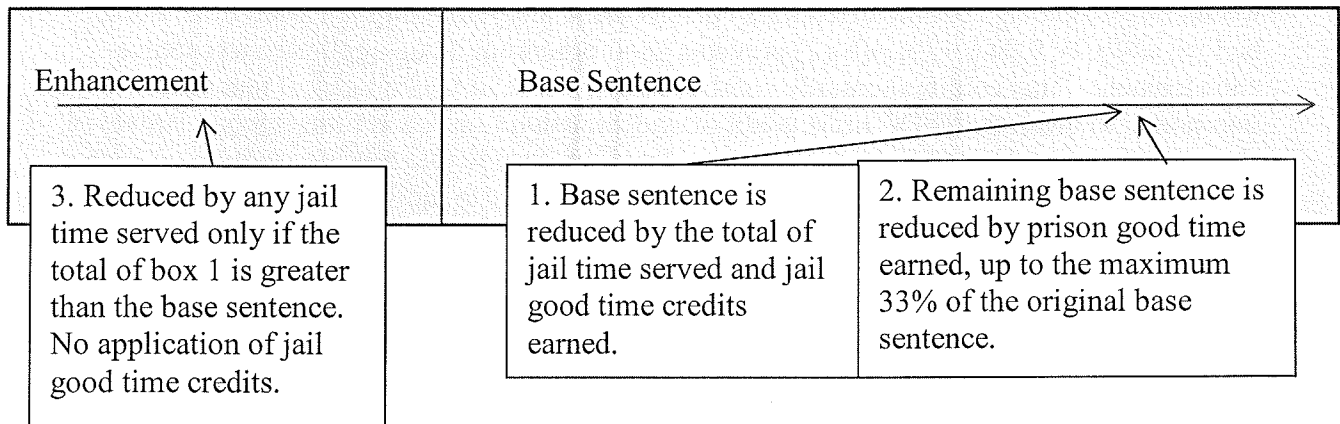
<sup>2</sup> In her 2007 email to DOC's Leora McDonald, AAG Ronda Larson pointed out that this practice arguably violated the Hard Time for Armed Crime statute. Under this new policy, offenders received jail good time for days that were credited against their enhancement, rather than their base sentence. Although the issue is ambiguous, it could be argued that permitting inmates to earn good time during a period where their time served is credited against an enhancement violates RCW 9.94A.729(1)(b)(2). To our knowledge, neither DOC nor the AG further analyzed this question, and DOC did not take any action based on this potential issue. We take no position on whether this concern was correct, and DOC no longer follows this approach, as explained in Part III.



This process was applied consistently between 2002 and 2012. However, this application resulted in some offenders receiving more total good time—jail and prison good time combined—than they were legally entitled to in light of the statute that sets a maximum amount of good time that an offender can earn. This occurred because DOC subtracted the jail good time that an offender had earned from his base sentence, and then permitted the offender to earn up to one-third of the remaining base sentence as additional good time. Combined, the jail good time and prison good time in some scenarios could total more than 33 percent of the original base sentence.

### III. THE SOLUTION

In December 2012, a victim’s father contacted DOC to express concern that an offender’s sentence was being incorrectly calculated. After analyzing the offender’s sentence, it appears that DOC recognized that the offender was capable of earning more than the statutory maximum 33 percent of his base sentence as good time (based on the combination of jail and prison good time that he had earned), but DOC believed this result was required by *King*’s interpretation of the statute mandating that DOC grant credit for jail good time. However, the AG informed DOC that DOC is required to apply a methodology for crediting jail good time that conforms with all applicable statutes—including the statutory maximum for good time an offender may earn. Together, the AG and DOC determined an alternative method for applying jail good time credits—the same method proposed by the Supreme Court in 2002—which can be represented by the following simplified diagram:



DOC and the AG concluded that this approach does not violate *King*, as it credits offenders with their earned jail good time against their base sentence.<sup>3</sup> Nor does it violate the Hard Time for Armed Crime statute, as no credits at all are applied to the enhancement period of the offender's sentence. Finally, the offender is only able to earn prison good time up to the 33 percent statutory maximum, even in crediting both jail time served and jail good time. In addition, the new policy maintains DOC's preference of requiring offenders to serve sentence enhancements prior to their base sentences.<sup>4</sup>

It is important to note that for the vast majority of cases, this solution will result in the offender receiving the exact same earned release date as he or she would have received under the pre-*King* methodology. The complexity in the calculations is driven by *King*'s requirement that jail good time be separately calculated and applied by DOC within the framework of flat-time enhancements and statutory maximums for the amount of good time earned on base periods. This explains why the victim's father who raised the issue in 2012 was able to calculate the same earned release date that DOC eventually arrived at, even though he was unaware of the machinations DOC and the AG went through to do so. Because he is not bound by DOC's policy need to sequence the enhancement period of a sentence before the base period, nor is he bound by *King*'s requirement that DOC credit jail good time, he did not need to take the additional steps that DOC and the AG were required to do.

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<sup>3</sup> It is important to note (as DOC's Wendy Stigall pointed out in her December 26, 2012, email to AAG Ronda Larson), that where an offender has a short base sentence and a relatively long period of jail time, the offender may have accumulated enough jail time and jail good time to completely cover his base sentence. In that situation, while any remaining jail time served would be credited against the offender's enhancement, any remaining jail good time would be lost, as RCW 9.94A.729(1)(b)(2) prevents good time from being applied to a sentence enhancement. This could potentially conflict with RCW 9.94A.729(1)(b), if that statute is interpreted to mean that DOC must credit offenders with *all* jail good time earned. However, absent such an interpretation by the courts in some future case (we take no position on such a decision), DOC's and the AG's solution is a reasonable way to merge the two statutes that avoids this problematic result.

<sup>4</sup> DOC has created an approximately 4-minute video explaining this new calculation method and showing how these reductions can be manually entered into the OMNI program. The video is available at: [https://www.youtube.com/embed/6VO7\\_zatIPc?rel=0&showinfo=0](https://www.youtube.com/embed/6VO7_zatIPc?rel=0&showinfo=0).

# July 2011

July 2011

August 2011

Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	2
10	11	12	13	14	15	12
17	18	19	20	21	22	19
24	25	26	27	28	29	30
31						

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jun 26	27	28	29	30	Jul 1 Vacation Leave - 4 hours	2
3	4	5	6	7	8	9
10	11 CBCC/CRCC Security Forums, WSP Anniversary, Media & Leg visits (Clallam Bay/Cot	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	Aug 1	2	3	4	5	6



# August 2011

August 2011							September 2011						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	8	2	3	4	5	6	4	5	6	7	8	9	10
7	14	9	10	11	12	13	11	12	13	14	15	16	17
14	15	16	17	18	19	20	18	19	20	21	22	23	24
21	22	23	24	25	26	27	25	26	27	28	29	30	
28	29	30	31										

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jul 31	Aug 1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
				WSP 125 Year Anniv./Media & Leg visits (Walla Walla)		
21	22	23	24	25	26	27
28	29	30	31	Sep 1	2	3
	Sick Leave - 8 hours	Vacation Leave - 8 hours	Vacation Leave - 8 hours			

# September 2011

September 2011

October 2011

Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Aug 28	29	30	31	Sep 1 Vacation Leave - 8 hours	2 Vacation Leave - 8 hours	3
4	5	6	7	8	9	10
11	12	13	14	15	16 Mtg. w/ Rep. Pearson, Gabriel Galanda (tribal rep), KC Councilman Burgess, KC Judge Inveen	17
18	19	20	21	22	23	24
25	26	27	28	29 Volunteers Awards/CCD Supervisors mtg./Interview w/	30	Oct 1

# October 2011

October 2011							November 2011						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28	29	30			
30	31												

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 25	26	27	28	29	30	Oct 1
2	3	4	5	6	7	8
				WA Association of Counties Annual Conference/WA A		
9	10	11	12	13	14	15
				Corrections Inequality Speaking Event/GCD Supervisor		
16	17	18	19	20	21	22
				Visit to WSP and East Region Supervisors Meeting (W		
23	24	25	26	27	28	29
	Visit MCC/CJTC Commissioner Meeting (Monroe/Seat					
30	31	Nov 1	2	3	4	5

# November 2011

December 2011

Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November 2011

Su	Mo	Tu	We	Th	Fr	Sa
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Oct 30	31	Nov 1	2	3	4	5
				MCC Press Event/Community Colleges Presidents meeting/Seattle University Meeti		
6	7	8	9	10	11	12
13	14	15	16	17	18	19
			WA Association of Sheriffs & Police Chiefs Meeting (C			
20	21	22	23	24	25	26
27	28	29	30	Dec 1	2	3

# December 2011

December 2011

Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January 2012

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 27	28	29	30	Dec 1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
				Spokane Diversity Event & Office Visits (Spokane)		
18	19	20	21	22	23	24
					Sick Leave - 4 hours	
25	26	27	28	29	30	31

# January 2012

January 2012							February 2012						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	5	6	7	8	9	10	11
8	9	10	11	12	13	14	12	13	14	15	16	17	18
15	16	17	18	19	20	21	19	20	21	22	23	24	25
22	23	24	25	26	27	28	26	27	28	29			
29	30	31											

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jan 1, 12 New Year's Day (United States)	2 New Year's Day (Observed) (United States)	3	4	5	6	7
8	9	10	11	12	13	14
15	16 Martin Luther King Day (United States)	17	18	19	20	21
22	23	24	25 Law & Justice Safety Committee Meeting (Seattle)	26	27	28
29	30	31	Feb 1	2	3	4

# February 2012

February 2012

Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29			

March 2012

Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jan 29	30	31	Feb 1	2 Groundhog Day (United States)	3	4
5	6 Meeting w/ CA Corrections Officials & MCC visit (Seat)	7 Evidence Based Corrections meeting/Presentation at A Valentine's Day (United States)	8	9	10	11
12	13 Evidence Based Corrections meeting/Presentation at A Valentine's Day (United States)	14	15	16	17	18
19	20 Presidents' Day (United States)	21	22	23	24 Vacation Leave - 8 hours	25
26	27	28	29	Mar 1	2	3

# March 2012

March 2012							April 2012						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10	1	2	3	4	5	6	7
11	12	13	14	15	16	17	8	9	10	11	12	13	14
18	19	20	21	22	23	24	15	16	17	18	19	20	21
25	26	27	28	29	30	31	22	23	24	25	26	27	28

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Feb 26	27	28	29	Mar 1	2	3
4	5	6	7 Meeting with Clark Co. Law & Justice Council (Vancouver)	8	9	10
11	12	13	14	15	16 Vacation Leave - 8 hours	17 St. Patrick's Day (United States)
18	19	20	21	22	23	24
25	26	27	28	29	30	31



# April 2012

April 2012							May 2012						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	6	7	8	9	10	11	12
8	9	10	11	12	13	14	13	14	15	16	17	18	19
15	16	17	18	19	20	21	20	21	22	23	24	25	26
22	23	24	25	26	27	28	27	28	29	30	31		
29	30												

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Apr 1	2	3	4	5	6	7
8 Easter Day (United States)	9	10	11	12	13	14
15	16 Tax Day (United States)	17	18	19	20	21
22	23 Vacation Leave - 8 hours	24	25 Administrative Professionals Day (United States)	26	27 Vacation Leave - 4 hours	28
29	30 Annual Supreme Court Judges Association Meeting/Pl	May 1	2	3	4	5

# May 2012

May 2012							June 2012						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
6	7	8	9	10	11	12	3	4	5	6	7	8	9
13	14	15	16	17	18	19	10	11	12	13	14	15	16
20	21	22	23	24	25	26	17	18	19	20	21	22	23
27	28	29	30	31			24	25	26	27	28	29	30

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Apr 29	30	May 1	2	3	4	5
					CRCC Staff Celebration (Pasco)	
6	7	8	9	10	11	12
						National Police Week/Dad's
13	14	15	16	17	18	19
National Police Week/Dedication & Memorial to Jayme Biendl/MCC Staff Appreciation Event (Washington, DCM)						
Mother's Day (United States)						
20	21	22	23	24	25	26
	WA Association of Sheriffs & Police Chiefs Conference					
27	28	29	30	31	Jun 1	2
	Memorial Day (United States)	Vacation Leave - 8 hours	Vacation Leave - 8 hours	Vacation Leave - 8 hours		

# June 2012

June 2012

Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

July 2012

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
May 27	28	29	30	31	Jun 1	2
					Vacation Leave - 8 hours	Vacation Leave - 8 hours
3	4	5	6	7	8	9
	Vacation Leave - 8 hours	Vacation Leave - 8 hours	Vacation Leave - 8 hours	Vacation Leave - 8 hours	Vacation Leave - 8 hours	Vacation Leave - 8 hours
10	11	12	13	14	15	16
	Temp Sal. Reduction Leave - 8 hours	Temp Sal. Reduction Leave - 8 hours	Temp Sal. Reduction Leave - 8 hours	Temp Sal. Reduction Leave - 8 hours	Temp Sal. Reduction Leave - 8 hours	Temp Sal. Reduction Leave - 8 hours
17	18	19	20	21	22	23
Father's Day (United States)		WA Association of Prosecuting Attorneys Conference/Institutional Mental Health C				
24	25	26	27	28	29	30
		Tribal Representative Meeting/Officer Death Mediation/Security Summit (Seattle/Ti				

# July 2012

July 2012							August 2012						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	5	6	7	8	9	10	11
8	9	10	11	12	13	14	12	13	14	15	16	17	18
15	16	17	18	19	20	21	19	20	21	22	23	24	25
22	23	24	25	26	27	28	26	27	28	29	30	31	
29	30	31											

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jul 1	2	3	4 Independence Day (United States)	5 Personal Holiday Shift - 8 hours	6 Vacation Leave - 8 hours	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23 NAACP Executive Board Meeting - Seattle	24	25 NW Supervisor's Meeting & Herald interview - Everett	26	27	28
29	30	31	Aug 1	2	3	4

# August 2012

August 2012							September 2012						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22
26	27	28	29	30	31		23	24	25	26	27	28	29
							30						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jul 29	30	31	Aug 1	2	3	4
5	6	7	8	9	10	11
				SCCC/Pasco Field Offices/Walla Walla Union Bulletin (		
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	Sep 1
				Visits to Longview Field Office & Work Release		

# September 2012

September 2012							October 2012						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8	1	2	3	4	5	6	
9	10	11	12	13	14	15	7	8	9	10	11	12	13
16	17	18	19	20	21	22	14	15	16	17	18	19	20
23	24	25	26	27	28	29	21	22	23	24	25	26	27
30							28	29	30	31			

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Aug 26	27	28	29	30	31	Sep 1
2	3 Labor Day (United States)	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19 Sick Leave - 2 hours	20	21 Meeting w/ Roland Thompson - Allied Daily Newspapers (Seattle)	22
23	24	25	26	27 Pioneer Human Services event on behalf of Governor	28	29
30	Oct 1	2	3	4	5	6

# October 2012

October 2012							November 2012						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	4	5	6	7	8	9	10
8	9	10	11	12	13	14	11	12	13	14	15	16	17
15	16	17	18	19	20	21	18	19	20	21	22	23	24
22	23	24	25	26	27	28	25	26	27	28	29	30	31
29	30	31											

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 30	Oct 1	2	3	4 WA Association of County Officials Conference (Tri-Cit	5	6
7	8 Columbus Day (United States)	9	10	11 DOSA Judges Meeting/SGC Meeting/Gabe Galanda M	12	13
14	15	16	17	18	19	20
21	22	23 LEAN Summit/Offender Reentry Summit (Tacoma/Sea	24	25	26	27
28	29	30	31 Halloween (United States)	Nov 1	2	3

# November 2012

November 2012							December 2012						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10	2	3	4	5	6	7	8
11	12	13	14	15	16	17	9	10	11	12	13	14	15
18	19	20	21	22	23	24	16	17	18	19	20	21	22
25	26	27	28	29	30		23	24	25	26	27	28	29
							30	31					

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Oct 28	29	30	31	Nov 1	2	3
4	5	6 Election Day (United States)	7 Visit to Walla Walla/SGC Meeting/AG Meeting/Walla Walla/Burien/Seattle	8	9	10
11 Veteran's Day (United States)	12 Veteran's Day (Observed) (United States)	13	14	15	16	17
18	19	20	21	22 Thanksgiving Day (United States)	23 Day After Thanksgiving Day (United States)	24
25	26	27 Interview w/ NY Times Reporter re: Swift & Certain/Of	28	29	30 Meeting w/ Dave Boerner/Seattle University (Seattle)	Dec 1



# December 2012

December 2012							January 2013						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8	1	2	3	4	5	6	7
9	10	11	12	13	14	15	8	9	10	11	12	13	14
16	17	18	19	20	21	22	15	16	17	18	19	20	21
23	24	25	26	27	28	29	22	23	24	25	26	27	28
30	31						29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 25	26	27	28	29	30	Dec 1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
				PEW/American Probation & Parole Association Administrative Responses to Probation Conference (New Orleans)		
16	17	18	19	20	21	22
				Vacation Leave - 8 hours	Vacation Leave - 8 hours	
23	24	25	26	27	28	29
	Christmas Eve (United States)	Christmas Day (United States)		Vacation Leave - 8 hours	Vacation Leave - 8 hours	
30	31	Jan 1, 13	2	3	4	5
	New Year's Eve (United States) Vacation Leave - 8 hours					

# January 2013

February 2013

January 2013

Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

Su	Mo	Tu	We	Th	Fr	Sa
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Dec 30	31	Jan 1, 13 New Year's Day (United States)	2	3	4 Vacation Leave - 1.5 hours	5
6	7	8	9	10	11	12
13	14 Vacation Leave - 1 hour	15	16	17	18 Meeting w/ King Co. Sheriff/Interview at KUOW/Visits	19
20	21 Martin Luther King Day (United States)	22	23	24	25	26
27	28 Association of State Corri	29	30	31	Feb 1	2

# February 2013

February 2013

Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

March 2013

Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jan 27	28	29	30	31	Feb 1	2 Groundhog Day (United States)
3	4	5	6	7	8	9
10	11	12	13	14 Valentine's Day (United States)	15 Vacation Leave - 3 hours	16
17	18 Presidents' Day (United States)	19	20	21	22	23
24	25	26	27	28	Mar 1	2

# March 2013

April 2013

Su	Mo	Tu	We	Th	Fr	Sa
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

March 2013

Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Feb 24	25	26	27	28	Mar 1	2
3	4 Vacation Leave - 8 hours	5	6	7	8	9
10	11	12	13	14	15	16
17 St. Patrick's Day (United States)	18	19	20	21	22	23
24 Colorado DOC Memorial Service (Denver)	25	26	27	28	29 Temp Sal Reduction Leave - 8 hours	30
31 Easter Day (United States)	Apr 1	2	3	4	5	6

# April 2013

April 2013							May 2013						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	8	9	10	11	12	13	14
14	15	16	17	18	19	20	21	22	23	24	25	26	27
28	29	30											

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 31	Apr 1 Temp Sal Reduction Leave - 8 hours	2 Temp Sal Reduction Leave - 8 hours	3 Temp Sal Reduction Leave - 8 hours	4 Temp Sal Reduction Leave - 8 hours	5	6
7	8	9	10	11	12	13
14	15 Tax Day (United States)	16	17	18	19	20
21	22	23 Walla Walla visit	24 Walla Walla visit Administrative Professionals Day (United States)	25	26	27
28	29	30	May 1	2	3	4

# May 2013

June 2013

May 2013

Su	Mo	Tu	We	Th	Fr	Sa
23	24	25	26	27	28	29
16	17	18	19	20	21	22
9	10	11	12	13	14	15
2	3	4	5	6	7	8
30						1

Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	4
						3

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Apr 28	29	30	May 1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
Mother's Day (United States)	Temp Sal Reduction Leave - 4 hours					
19	20	21	22	23	24	25
26	27	28	29	30	31	Jun 1
	Memorial Day (United States)					

# June 2013

June 2013							July 2013						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8	1	2	3	4	5	6	7
9	10	11	12	13	14	15	8	9	10	11	12	13	14
16	17	18	19	20	21	22	15	16	17	18	19	20	21
23	24	25	26	27	28	29	22	23	24	25	26	27	28
30							28	29	30	31			

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
May 26	27	28	29	30	31	Jun 1
2	3	4 King Co. Reentry Task Force Meeting (Seattle)	5 Meeting with OR DOC/T4C Graduation at Vancouver	6	7	8
9	10 Mtg. w/ Dan Satterberg/Seattle City Council re. Swift &	11	12	13	14	15
16 Father's Day (United States)	17	18 WA Association of Prosecuting Attorneys Conference	19	20	21	22
23	24	25	26	27 Temp Sal Reduction Leave - 8 hours	28 Temp Sal Reduction Leave - 8 hours	29
30	Jul 1	2	3	4	5	6

# July 2013

July 2013							August 2013						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	8	9	10	11	12	13	14
14	15	16	17	18	19	20	21	22	23	24	25	26	27
28	29	30	31				4	5	6	7	8	9	10
							11	12	13	14	15	16	17
							18	19	20	21	22	23	24
							25	26	27	28	29	30	31

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jun 30	Jul 1	2	3	4 Independence Day (United States)	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25 NW Region Supervisors Mtg./ Mtgs. w/ Senator Habib	26	27
28	29	30	31	Aug 1	2	3



# August 2013

August 2013							September 2013						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10	1	2	3	4	5	6	7
11	12	13	14	15	16	17	8	9	10	11	12	13	14
18	19	20	21	22	23	24	15	16	17	18	19	20	21
25	26	27	28	29	30	31	22	23	24	25	26	27	28

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jul 28	29	30	31	Aug 1	2	3
4	5 Temp Sal Reduction Leave - 8 hours	6 Temp Sal Reduction Leave - 8 hours	7 Vacation Leave - 8 hours	8	9	10
11 Association of State Corri	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26 Sick Leave - 8 hours	27	28	29	30	31

# September 2013

September 2013							October 2013						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	6	7	8	9	10	11	12
8	9	10	11	12	13	14	13	14	15	16	17	18	19
15	16	17	18	19	20	21	20	21	22	23	24	25	26
22	23	24	25	26	27	28	27	28	29	30	31		
29	30												

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 1	2 Labor Day (United States)	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23 Visit to WSP w/ Nick Brown, Governor's Council (Walla	24	25	26	27	28
29	30	Oct 1	2	3	4	5

# October 2013

October 2013

Su	Mo	Tu	We	Th	Fr	Sa
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November 2013

Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 29	30	Oct 1	2	3	4	5
6	7	8	9	10	11	12
13	14 Columbus Day (United States)	15	16	17 Mtg. w/ Jennifer Sullivan/DOSA Meeting/Legal Found	18	19
20	21	22	23	24	25	26
27	28	29	30	31 Halloween (United States)	Nov 1	2

# November 2013

November 2013							December 2013						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	9	1	2	3	4	5	6	7
10	11	12	13	14	15	16	8	9	10	11	12	13	14
17	18	19	20	21	22	23	15	16	17	18	19	20	21
24	25	26	27	28	29	30	22	23	24	25	26	27	28
							29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Oct 27	28	29	30	31	Nov 1	2
3	4 Sick Leave - 4 hours	5 Election Day (United States)	6	7	8	9
10	11 Veteran's Day (United States)	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28 Thanksgiving Day (United States)	29 Day After Thanksgiving Day (United States)	30

# December 2013

December 2013

January 2014

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Dec 1	2 Meeting at OR DOC Headquarters (Lake Oswego, OR)	3	4	5	6	7
8	9	10	11 Everett CJC Celebration of Success offender event	12	13	14
15	16	17	18	19	20	21
22	23	24 Christmas Eve (United States)	25 Christmas Day (United States)	26	27	28
29	30 New Year's Eve (United States)	31 New Year's Eve (United States)	Jan 1, 14	2	3	4

# January 2014

January 2014							February 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11	1	2	3	4	5	6	7
12	13	14	15	16	17	18	8	9	10	11	12	13	14
19	20	21	22	23	24	25	15	16	17	18	19	20	21
26	27	28	29	30	31		22	23	24	25	26	27	28

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Dec 29	30	31	Jan 1, 14 New Year's Day (United States)	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20 Martin Luther King Day (United States)	21	22	23	24	25
26	27	28	29	30 Association of State Correctional Administrators To Feb. 3. →	31	Feb 1

# February 2014

February 2014							March 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8	2	3	4	5	6	7	8
9	10	11	12	13	14	15	9	10	11	12	13	14	15
16	17	18	19	20	21	22	16	17	18	19	20	21	22
23	24	25	26	27	28		23	24	25	26	27	28	29
							30	31					

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jan 26	27	28	29	30	31	Feb 1 Association of State Correc
2	3 Association of State Correctional Administrators Confere Groundhog Day (United States)	4	5	6	7	8
9	10	11	12	13	14 Valentine's Day (United States)	15
16	17 Presidents' Day (United States)	18	19	20	21 Vacation Leave - 5 hours	22
23	24	25	26	27	28 Vacation Leave - 8 hours	Mar 1

# March 2014

March 2014							April 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8	1	6	7	8	9	10	11
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28	29	30			
30	31												

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Feb 23	24	25	26	27	28	Mar 1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
	St. Patrick's Day (United States)					
23	24	25	26	27	28	29
30	31	Apr 1	2	3	4	5



# April 2014

April 2014							May 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
6	7	8	9	10	11	12	4	5	6	7	8	9	10
13	14	15	16	17	18	19	11	12	13	14	15	16	17
20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 30	31	Apr 1	2	3	4	5
6	7	8	9	10	11	12
13	14	15 Tax Day (United States)	16 Vacation Leave - 3.5 hours	17	18	19
20 Easter Day (United States)	21	22	23 Administrative Professionals Day (United States)	24	25	26
27	28	29	30	May 1	2	3

# May 2014

May 2014							June 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10	1	2	3	4	5	6	7
11	12	13	14	15	16	17	8	9	10	11	12	13	14
18	19	20	21	22	23	24	15	16	17	18	19	20	21
25	26	27	28	29	30	31	22	23	24	25	26	27	28

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Apr 27	28	29	30	May 1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
<div style="border: 1px solid black; padding: 2px;">Mother's Day (United States)</div>						
18	19	20	21	22	23	24
			<div style="border: 1px solid black; padding: 2px;">Corrections Pride East Region Events (Spokane/Conne</div>			
25	26	27	28	29	30	31
	<div style="border: 1px solid black; padding: 2px;">Memorial Day (United States)</div>	<div style="border: 1px solid black; padding: 2px;">Vacation Leave - 8 hours</div>	<div style="border: 1px solid black; padding: 2px;">Vacation Leave - 8 hours</div>			

# June 2014

July 2014

Su	Mo	Tu	We	Th	Fr	Sa
6	7	1	2	3	4	5
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

June 2014

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jun 1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
Father's Day (United States)	Vacation Leave - 8 hours					
22	23	24	25	26	27	28
		Attend & Present at International Society for the Reform of Criminal Law Conferenc				
29	30	Jul 1	2	3	4	5

# July 2014

August 2014

July 2014

Su	Mo	Tu	We	Th	Fr	Sa
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jun 29	30	Jul 1	2	3	4 Independence Day (United States)	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21 Vacation Leave - 8 hours	22	23	24	25	26
27	28 Vacation Leave - 8 hours	29 Vacation Leave - 8 hours	30	31	Aug 1	2

# August 2014

August 2014							September 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
3	4	5	6	7	8	9	1	2	3	4	5	6	
10	11	12	13	14	15	16	7	8	9	10	11	12	13
17	18	19	20	21	22	23	14	15	16	17	18	19	20
24	25	26	27	28	29	30	21	22	23	24	25	26	27
31							28	29	30				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jul 27	28	29	30	31	Aug 1	2
3	4	5	6	7	8 Sick Leave - 4 hours Vacation Leave - 4 hours	9
10	11	12	13	14	15	16 Association of State Correctional Administrators & Bureau of Justice Assistance meet
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	Sep 1	2	3	4	5	6

# September 2014

September 2014							October 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	8	9	10	11	12	13	14
14	15	16	17	18	19	20	21	22	23	24	25	26	27
28	29	30											

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Aug 31	Sep 1 Labor Day (United States)	2	3	4	5	6
7	8	9	10	11	12	13
14	15 Sick Leave - 8 hours	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	Oct 1	2	3	4

# October 2014

October 2014							November 2014						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22
26	27	28	29	30	31		23	24	25	26	27	28	29
							30						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 28	29	30	Oct 1 WA Association of Prosecuting Attys Mtg./Law & Justice Cmte Mtg./WSU visit/Mtg.	2	3	4
5	6	7	8	9	10	11
12	13 Columbus Day (United States)	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31 Halloween (United States)	Nov 1

# November 2014

November 2014

December 2014

Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Oct 26	27	28	29	30	31	Nov 1
2	3	4 Election Day (United States)	5	6	7	8
9	10	11 Veteran's Day (United States)	12	13 MCC visit/Sentencing Guidelines Commission Mtg./W/	14	15
16	17	18	19	20	21	22
23	24 Vacation Leave - 8 hours	25 Vacation Leave - 8 hours	26 Vacation Leave - 8 hours	27 Thanksgiving Day (United States)	28 Day After Thanksgiving Day (United States)	29
30	Dec 1	2	3	4	5	6



# December 2014

December 2014							January 2015						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	8	9	10	11	12	13	14
14	15	16	17	18	19	20	21	22	23	24	25	26	27
28	29	30	31										

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 30	Dec 1	2	3	4 Vacation Leave - 4 hours	5	6
7	8	9	10	11	12	13
14	15	16	17	18 Vacation Leave - 1 hours	19 Vacation Leave - 8 hours	20
21	22	23	24 Christmas Eve (United States) Vacation Leave - 4 hours	25 Christmas Day (United States)	26 Personal Holiday Shift - 8 hours	27
28	29	30	31 New Year's Eve (United States)	Jan 1, 15	2	3

# January 2015

January 2015							February 2015						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10	1	2	3	4	5	6	7
11	12	13	14	15	16	17	8	9	10	11	12	13	14
18	19	20	21	22	23	24	15	16	17	18	19	20	21
25	26	27	28	29	30	31	22	23	24	25	26	27	28

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Dec 28	29	30	31	Jan 1, 15 New Year's Day (United States)	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19 Martin Luther King Day (United States)	20	21	22	23	24
25	26	27	28	29	30	31

# February 2015

February 2015

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

March 2015

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Feb 1	2 Groundhog Day (United States)	3	4	5 Association of State Corrections Administrators Mtg. (Long Beach, CA)	6	7
8 Association of State Corri	9 Sick Leave - 3 hours	10	11	12	13	14 Valentine's Day (United States)
15	16 Presidents' Day (United States)	17	18	19	20	21
22	23	24	25	26	27	28

# March 2015

April 2015

Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	1	2	3	4
12	13	14	8	9	10	11
19	20	21	15	16	17	18
26	27	28	22	23	24	25

March 2015

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17 St. Patrick's Day (United States)	18	19	20	21
22	23	24	25	26	27	28
29	30	31	Apr 1	2	3	4

# April 2015

April 2015							May 2015						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11	3	4	5	6	7	8	9
12	13	14	15	16	17	18	10	11	12	13	14	15	16
19	20	21	22	23	24	25	17	18	19	20	21	22	23
26	27	28	29	30			24	25	26	27	28	29	30
							31						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 29	30	31	Apr 1	2	3	4
5 Easter Day (United States)	6	7	8	9	10	11
12	13	14	15 Tax Day (United States)	16	17	18
19	20	21	22 Administrative Professionals Day (United States)	23	24	25
26	27 Sick Leave - 2.5 hours	28	29	30	May 1	2



# June 2015

June 2015

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
May 31	Jun 1	2	3	4	5	6
7	8	9	10	11	12	13
				ASCA Western Directors Mtg. (Coeur d'Alene, ID)		
14	15	16	17	18	19	20
21	22	23	24	25	26	27
Father's Day (United States)						
28	29	30	Jul 1	2	3	4

# July 2015

July 2015							August 2015						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22
26	27	28	29	30	31		23	24	25	26	27	28	29
							30	31					

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jun 28	29	30	Jul 1	2	3	4
			Vacation Leave - 8 hours	Vacation Leave - 8 hours	Independence Day (Observed) (United States)	Independence Day (United States)
5	6	7	8	9	10	11
12	13	14	15	16	17	18
				Vacation Leave - 4 hours	Vacation Leave - 8 hours	
19	20	21	22	23	24	25
					Mtg. w/ Snohomish Co. Sheriff/Mtg. w/ Judge Lasnick (Everett/Seattle)	
26	27	28	29	30	31	Aug 1
	Vacation Leave - 8 hours	Vacation Leave - 8 hours				





# September 2015

September 2015

Su	Mo	Tu	We	Th	Fr	Sa
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October 2015

Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Aug 30	31	Sep 1 Vacation Leave - 8 hours	2	3	4	5
6	7 Labor Day (United States)	8	9	10	11	12
13	14 CI Conference (Spokane)	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	Oct 1	2	3

# October 2015

October 2015  
 Su Mo Tu We Th Fr Sa  
 4 5 6 7 8 9 10  
 11 12 13 14 15 16 17  
 18 19 20 21 22 23 24  
 25 26 27 28 29 30 31

November 2015  
 Su Mo Tu We Th Fr Sa  
 1 2 3 4 5 6 7  
 8 9 10 11 12 13 14  
 15 16 17 18 19 20 21  
 22 23 24 25 26 27 28  
 29 30

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 27	28	29	30	Oct 1	2	3
4	5	6	7	8 WCCW/OCC/CBCC/SCCC	9	10
11	12 Visit to AHCC/CRCC/WSP Columbus Day (United States)	13	14	15	16	17
18	19 Personal Holiday Shift - 8 hours	20 Vacation Leave - 8 hours	21 Vacation Leave - 8 hours	22 Vacation Leave - 8 hours	23 Vacation Leave - 8 hours	24
25	26 Vacation Leave - 8 hours	27 Vacation Leave - 8 hours	28 Vacation Leave - 8 hours	29 Vacation Leave - 8 hours	30 Vacation Leave - 8 hours	31 Halloween (United States)

# November 2015

November 2015							December 2015						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	8	9	10	11	12	13	14
15	16	17	18	19	20	21	20	21	22	23	24	25	26
22	23	24	25	26	27	28	27	28	29	30	31		
29	30												

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 1	2 Vacation Leave - 8 hours	3 Election Day (United States) Vacation Leave - 8 hours	4 Vacation Leave - 8 hours	5 Vacation Leave - 8 hours	6 Vacation Leave - 8 hours	7
8	9	10	11 Veteran's Day (United States)	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26 Thanksgiving Day (United States)	27 Day After Thanksgiving (United States)	28
29	30	Dec 1	2	3	4	5



# Bernie Warner Leave Use - 7/1/11 through 11/30/15

Date	AbsenceName	Hours
7/1/2011	Vacation Leave	4.0
8/29/2011	Sick Leave	8.0
8/30/2011	Vacation Leave	8.0
8/31/2011	Vacation Leave	8.0
9/1/2011	Vacation Leave	8.0
9/2/2011	Vacation Leave	8.0
12/23/2011	Sick Leave	4.0
2/24/2012	Vacation Leave	8.0
3/16/2012	Vacation Leave	8.0
4/23/2012	Vacation Leave	8.0
4/27/2012	Vacation Leave	4.0
5/29/2012	Vacation Leave	8.0
5/30/2012	Vacation Leave	8.0
5/31/2012	Vacation Leave	8.0
6/1/2012	Vacation Leave	8.0
6/4/2012	Vacation Leave	8.0
6/5/2012	Vacation Leave	8.0
6/6/2012	Vacation Leave	8.0
6/7/2012	Vacation Leave	8.0
6/8/2012	Vacation Leave	8.0
6/11/2012	Temp Sal.Reduction Lv	8.0
6/12/2012	Temp Sal.Reduction Lv	8.0
6/13/2012	Temp Sal.Reduction Lv	8.0
6/14/2012	Temp Sal.Reduction Lv	8.0
7/5/2012	Personal Holiday Shift	8.0
7/6/2012	Vacation Leave	8.0
9/19/2012	Sick Leave	2.0
12/20/2012	Vacation Leave	8.0
12/21/2012	Vacation Leave	8.0
12/27/2012	Vacation Leave	8.0
12/28/2012	Vacation Leave	8.0
12/31/2012	Vacation Leave	8.0
1/4/2013	Vacation Leave	1.5
1/14/2013	Vacation Leave	1.0
2/15/2013	Vacation Leave	3.0
3/4/2013	Vacation Leave	8.0
3/28/2013	Temp Sal.Reduction Lv	8.0
3/29/2013	Temp Sal.Reduction Lv	8.0
4/1/2013	Temp Sal.Reduction Lv	8.0
4/2/2013	Temp Sal.Reduction Lv	8.0

Date	AbsenceName	Hours
4/3/2013	Temp Sal.Reduction Lv	8.0
4/4/2013	Temp Sal.Reduction Lv	8.0
5/10/2013	Temp Sal.Reduction Lv	4.0
5/13/2013	Temp Sal.Reduction Lv	4.0
6/27/2013	Temp Sal.Reduction Lv	8.0
6/28/2013	Temp Sal.Reduction Lv	8.0
8/5/2013	Temp Sal.Reduction Lv	8.0
8/6/2013	Temp Sal.Reduction Lv	8.0
8/7/2013	Vacation Leave	8.0
8/26/2013	Sick Leave	8.0
11/4/2013	Sick Leave	4.0
2/21/2014	Vacation Leave	5.0
2/28/2014	Vacation Leave	8.0
4/16/2014	Vacation Leave	3.5
5/27/2014	Vacation Leave	8.0
5/28/2014	Vacation Leave	8.0
6/16/2014	Vacation Leave	8.0
7/21/2014	Vacation Leave	8.0
7/28/2014	Vacation Leave	8.0
7/29/2014	Vacation Leave	8.0
8/8/2014	Vacation Leave	4.0
8/8/2014	Sick Leave	4.0
9/15/2014	Sick Leave	8.0
11/24/2014	Vacation Leave	8.0
11/25/2014	Vacation Leave	8.0
11/26/2014	Vacation Leave	8.0
12/4/2014	Vacation Leave	4.0
12/18/2014	Vacation Leave	1.0
12/19/2014	Vacation Leave	8.0
12/24/2014	Vacation Leave	4.0
12/26/2014	Personal Holiday Shift	8.0
2/9/2015	Sick Leave	3.0
4/27/2015	Sick Leave	2.5
7/1/2015	Vacation Leave	8.0
7/2/2015	Vacation Leave	8.0
7/16/2015	Vacation Leave	4.0
7/17/2015	Vacation Leave	8.0
7/27/2015	Vacation Leave	8.0
7/28/2015	Vacation Leave	8.0
8/4/2015	Vacation Leave	8.0
8/5/2015	Vacation Leave	8.0
8/27/2015	Vacation Leave	8.0

Date	AbsenceName	Hours
8/28/2015	Vacation Leave	8.0
8/31/2015	Vacation Leave	8.0
9/1/2015	Vacation Leave	8.0
10/19/2015	Personal Holiday Shift	8.0
10/20/2015	Vacation Leave	8.0
10/21/2015	Vacation Leave	8.0
10/22/2015	Vacation Leave	8.0
10/23/2015	Vacation Leave	8.0
10/26/2015	Vacation Leave	8.0
10/27/2015	Vacation Leave	8.0
10/28/2015	Vacation Leave	8.0
10/29/2015	Vacation Leave	8.0
10/30/2015	Vacation Leave	8.0
11/2/2015	Vacation Leave	8.0
11/3/2015	Vacation Leave	8.0
11/4/2015	Vacation Leave	8.0
11/5/2015	Vacation Leave	8.0
11/6/2015	Vacation Leave	8.0

706.5





STATE OF WASHINGTON  
Earnings and Deductions Statement

<b>Payroll Date</b>
11/25/2015

<b>Employer</b>
3101 DOC - Headquarters

<b>Location</b>

WARNER BERNARD  
**10**

<b>Personnel #</b>	<b>Payroll Area</b>
20043180	11 Semi-Monthly
<b>Exemptions #</b>	<b>W/H Stat</b>
00	Single
<b>Pay Period</b>	<b>Anniversary Date</b>
2015-22	02/28/1992
<b>Pay Period Begin</b>	<b>Pay Period End</b>
11/01/2015	11/15/2015

Earnings	+	Allowances	-	Mandatory Deductions	-	Deductions	+	Adjustments	=	NET PAY
28,054.35		0.00		9,203.71		1,172.64		0.00		17,678.00

Payment Type	Payment Number	Account	Payment Bank	Amount
Direct Deposit	N473747	Savings	WASHINGTON STATE EMPLOYEES CU	17,678.00
<b>Total Net Payment</b>				<b>17,678.00</b>

Leave / Quota Balances	Begin	Earned	Taken	Adjust	Balance
Sick Leave	444.50	0.00	0.00	0.00	444.50
Vacation Leave	318.50	0.00	318.50	0.00	0.00
Personal Holiday - Shift	0.00	0.00	0.00	0.00	0.00 Use before 12/31/2015

Position Title	Earnings Type	Hrs/Unit	Rate	Amount	YTD
DOC SECRETARY	1003 Pay Period Salary	0.00	0.00	0.00	128,752.43
	1305 annual leave for all agys	40.00	87.48	3,499.00	17,402.43
	1310 Sick pay for all agys	0.00	0.00	0.00	447.79
	1315 Pers Holiday pay-all agys	0.00	0.00	0.00	1,202.35
	1301 Vac LV Payout not sub ret	278.50	88.17	24,555.35	24,555.35
Default position					
<b>Total Earnings</b>				<b>28,054.35</b>	<b>172,360.35</b>

Allowances	Amount	YTD	Noncash Taxable	Amount	YTD
Total Allowances		0.00	0.00	Total Noncash Earnings	
				0.00	0.00

Employee (EE) Mandatory Deductions	Amount	YTD	Deductions	Amount	YTD
#01 TX Withholding Tax	8,789.25	34,756.78	2256 Deferred Comp	<b>10</b>	
#03 TX EE Social Security Tax	0.00	7,347.00	2266 P2 PERS 2		
#05 TX EE Medicare Tax	408.18	2,485.83	2531 Uniform Pre-Tax		
#42 TX EE Suplmtal Pension Tx	3.58	78.82			
#43 TX EE Medical Aid Fund Ta	4.70	103.28			
<b>Total EE Mandatory Deductions</b>		<b>9,203.71</b>	<b>44,771.70</b>		

Employer (ER) Contributions	Amount	YTD		Amount	YTD
#04 TX ER Social Security Tax	0.00	7,347.00			
#06 TX ER Medicare Tax	408.18	2,485.83			
#32 TX ER Accident Fund Tax	14.81	325.88			
#33 TX ER Medical Aid Fund Ta	4.70	103.28			
#34 TX ER Suplmtal Pension Tx	3.58	78.82			
2366 P2 ER Pers Plan 2	391.19	14,784.72			
2550 FEBS Funding Rate	420.00	8,172.00			
<b>Total ER Contributions</b>		<b>1,240.46</b>	<b>33,297.51</b>	<b>10</b>	

Info	A/A	CoCo	Comp	Pers	Name	EE	E
		WA01		3101			1 B
416			1000		Free compensation		
416			1000		Free compensation		
416			1000		Free compensation		
416			1000		Free compensation		
416			1000		Free compensation		
416			1000		Free compensation		
416			1000		Free compensation		
416			1000		Free compensation		
416			1000		Free compensation		
416			1000		Free compensation		
416			1000		Free compensation		

416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret

416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret
416	9004	Annl Leave Buyout -No Ret

Employee/app.name	Pers.No.	Start Date	End Date	Counted	QT	Ded. from
WARNER BERNARD EDWARD	20043169					
		12/31/2012			40	10/16/2012
		3/17/2013			40	3/16/2013
		7/1/2013			49	3/16/2013
		7/16/2013			40	3/16/2013
		2/28/2014			31	1/16/2011
		2/28/2014			31	2/16/2011
		2/28/2014			31	3/16/2011
		2/28/2014			31	4/16/2011
		2/28/2014			31	5/16/2011
		2/28/2014			31	6/16/2011
		2/28/2014			31	7/16/2011
		2/28/2014			31	8/16/2011

11/7/2015	31	4/16/2014
11/7/2015	31	5/16/2014
11/7/2015	31	6/16/2014
11/7/2015	31	7/16/2014
11/7/2015	31	8/16/2014
11/7/2015	31	9/16/2014
11/7/2015	31	10/16/2014

11/7/2015	31	11/16/2014
11/7/2015	31	12/16/2014
11/7/2015	31	1/16/2015
11/7/2015	31	2/16/2015
11/7/2015	31	3/16/2015
11/7/2015	31	4/16/2015
11/7/2015	31	5/16/2015
11/7/2015	31	6/16/2015
11/7/2015	31	7/16/2015
11/7/2015	31	8/16/2015
11/7/2015	31	9/16/2015
11/7/2015	31	10/16/2015



Ded. to	Ob	Deduction	LvDate
		6.6667	
		8	
		4.8	
		6.6667	
		6.6669	
		14.6667	
		14.6667	
		14.6667	
		14.6667	
		14.6667	
		14.6667	
		7.99998	

12/31/9999	14.50002
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667

12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667
12/31/9999	14.66667

Position Title: **Chief of Staff**

Agency: Office of the Governor

Current Annual Salary: \$158,160

Date: September 10, 2012

The Chief of Staff's function and role is entirely up to how the Governor wishes to organize the office and distribute authority. Traditionally, the position acts as a chief operating officer for the executive branch, including management of the Governor's Office, supervision of cabinet agencies and leadership of the Governor's priorities. The Chief of Staff coordinates activities of the Governor and Governor's Office through the Governor's Senior Staff, serves as senior advisor and agent for the Governor, and manages any number of high profile, priority, and sensitive issues.

The following information was taken from the Executive Summary of the National Governors Association's publication, *The Many Roles of the Governor's Chief of Staff*:

**Chief Operating Officer:** Much of the day-to-day responsibility for ensuring state agencies are functioning falls to the chief of staff. The chief of staff must monitor and manage what is going on in the cabinet and the departments, convert the cabinet into a team, and orchestrate the strategy designed to focus attention on the governor's agenda. Another major task of the chief is to routinize the various activities that help build loyalty among state employees and ensure decisions are made at the correct level.

**Office Manager:** The chief of staff directly manages the governor's office. In this role, the chief oversees the daily operations of the gubernatorial staff and manages their interrelations; builds and motivates the team by keeping everyone informed and giving staff credit for their efforts; conducts staff meetings; and decides what decisions will be taken to the governor, in what format, and when. The chief also serves as guidance counselor by being attentive to personnel problems, internal staff politics, and the need to keep staff out of trouble.

**Chief Strategist:** The chief of staff helps the governor develop and maintain a short and focused policy agenda. As chief strategist, the chief must stay alert to ways to reinforce the governor's devotion to his or her agenda; launch issue campaigns when agenda items require action or approval by others; and ensure the governing strategy, policy agenda and any issue campaigns are built on the governor's beliefs and strengths. The chief is involved in the planning and execution of large events by making sure someone is focusing on every detail.

**Policy Advisor:** The governor inevitably will rely on the chief for advice on a wide range of policy issues. The chief's role is to ensure the governor receives the information, analyses, and views necessary to make a decision. As policy advisor the chief also must serve as an

honest broker by understanding the preferences of the governor and making sure he or she always receives a full set of perspectives. The chief of staff may develop the key themes and directions of the governor's annual (or biennial) budget or legislative message and leave the details to budget office and policy staff; in other cases, the chief's role may consist of eliminating any inconsistencies. The chief must keep abreast of major ongoing issues to be aware of when new policy decisions must be made; he or she also must set a process for monitoring likely defensive issues and develop a proactive policy to handle potential problems.

**Gubernatorial Vicar:** The chief of staff often serves as surrogate to represent the governor's views and the governor's office. The chief can serve in this role by overseeing relations with the press, lobbying the legislature informally and ensuring every legislator gets his or her share of attention and response from the governor, and building bridges and cultivating support for the governor within the political party.

**Guardian of the Palace:** The job of the chief of staff as doorkeeper often is to convince people that the person who can address their problem or request most effectively is someone other than the governor. While the chief must guard the governor's time, he or she must serve as an honest broker to ensure the governor is exposed to a diversity of views and perspectives about what is happening in the state. Serving as guardian also means saying "no" to requests; talking the governor out of bad ideas; enforcing rules for scheduling; minimizing verbal requests to the governor; firing staff; and learning about and reporting bad news to the governor in time for him or her to act effectively.

**Headhunter:** The responsibility for overseeing, if not actually carrying out, the recruitment process for political hires will fall to the chief of staff. The chief may be involved in deciding exactly what the job is; generating a large pool of candidates; selecting and interviewing finalists; and providing recommendations for the final selection.

**Crisis Coordinator:** The chief of staff has a formal role in the governor's office plan for emergencies, which includes developing the standard processes for managing crises, putting together an ad hoc team to address the specifics of any given emergency, and rationing the governor's visibility in a crisis.

**Personal Confidant:** The chief of staff spends many hours with the governor and this close relationship creates a unique bond. As the governor's personal confidant, the chief shares in and commiserates with the governor on the absurdities and highs and lows of their job. The chief helps the governor let off steam and helps manage the relationship with the governor's family through careful attention to scheduling concerns and advocating for the governor's spouse.

## OFFICE OF THE GOVERNOR – EXECUTIVE TEAM

### AGENCY OVERVIEW

The Office of the Governor is responsible for the overall administration of the affairs of the state of Washington. As outlined in the Washington Constitution and Statutes, some of the duties of the office include:

- Supervising the conduct of all executive and ministerial offices in the execution of the laws
- Ensuring that all laws are faithfully executed throughout the state
- Making appointments to positions that the Governor is empowered to fill
- Acting as Commander-in-Chief of all state military forces except when they are called into the service of the United States
- Calling upon the National Guard to execute the laws of the state, to suppress insurrection, and to repel invasion
- Informing the Legislature of the condition of the state, recommending measures deemed appropriate for its action
- Signing into law acts of the Legislature which the Governor approves, and veto acts or portions disapproved
- Act as the official state spokesperson for communication between the state and governor of any other state or territory of the United States

The Governor's Office has a team of approximately 50 individuals who help to fulfill these duties. Leading the office are eight members of Governor Inslee's Executive Team, which is led by Joby Shimomura.

### Chief of Staff - Joby Shimomura

The Chief of Staff, Joby Shimomura, acts as the Chief Operating Officer for the executive branch. Joby manages the Governor's Office and executive cabinet agencies, and coordinates the activities of the Governor, including:

- Developing and overseeing the Governor's management agenda
- Overseeing the 25 executive cabinet agencies
- Overseeing the daily operations of the Governor's Office, including: management of the governor's daily schedule, providing approval on all executive briefings and correspondence, and managing any number of high profile or sensitive issues on behalf of the Governor.
- Serving as senior advisor and agent for the Governor
- Representing the Governor and the Governor's Office at events and meetings

Position Title: **Deputy Chief of Staff**  
Agency: Office of the Governor  
Current Annual Salary: \$127,070  
Date: September 10, 2012

The Deputy Chief of Staff serves on the Governor's Senior Staff. He or she oversees the Governor's Small Agency Cabinet, manages the Constituent Services Unit, works with OFM to manage the office budget, works with the office manager to coordinate personnel actions and establish office policies and procedures, provides a link to cabinet deputies on state operational issues, fills in for the chief of staff in his or her absence, and takes on special projects.

Examples of Responsibilities

Participate in the Governor's office senior management team.

Representative on the Lean Leadership Team.

Serve on the Deputy Cabinet.

Work collaboratively and closely with the Governor's Small Agency Cabinet.

Manage the Constituent Services Unit.

Assist with the development of Governor's speeches.

Review and approve personnel actions, leave records, major purchases.

## OFFICE OF THE GOVERNOR – EXECUTIVE TEAM

### AGENCY OVERVIEW

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The Governor's Office has a team of approximately 50 individuals who help to fulfill these duties. Leading the office are seven members of Governor Inslee's Executive Team.

### Deputy Chief of Staff - Kelly Wicker

The Deputy Chief of Staff, Kelly Wicker, acts as the Deputy Operating Officer for the executive branch. Kelly manages the Executive Operations of the Governor's Office and the small cabinet agencies. Kelly also works with all executive and small cabinet agencies on high level operational issues and on any number of high profile, priority, and sensitive issues. Other duties include:

- Overseeing 20 of the Governor's small cabinet agencies
- Managing and providing a link to the executive branch and the governor's office on day-to-day, personnel and operational issues
- Managing the Governor's Office budget and establishing office protocols
- Providing strategic guidance on the creation of the governor's daily schedule
- Overseeing gubernatorial appointments to boards and commissions
- Managing processes for executing trade missions and foreign dignitary visits
- Overseeing strategic planning for First Trudi and the Executive Residence
- Other special projects as assigned



## Executive Policy Office

The Governor's Executive Policy Office is responsible for developing, coordinating, and promoting the Governor's policies. The Governor's policies may be implemented via administrative action, policy legislation, or the budget. The Policy Office also assists the Governor in analyzing and managing issues of statewide significance. Policy Office staff serve as the primary day-to-day interface with the Governor's Office for stakeholders, legislators and their staff, and agency directors and their staff. (*Additional information is included in the Executive Policy Office binder located in the Governor-Elect's Transition Office.*)

Key tasks include:

- Develop the Governor's executive request legislation
- Review and make recommendations to the Governor regarding agency request legislation proposals
- Monitor significant pending legislation during Legislative Session; testify on behalf of the Governor as necessary
- Review and make recommendations to the Governor regarding enrolled bills delivered to the Governor for signature
- Convene/staff subcabinet groups
- Convene/staff formal Task Forces or informal workgroups as needed to think strategically about complex or key policy issues
- Provide written or oral counsel and support to the Governor on substantive issues
- Prepare executive orders, directives and significant correspondence for the Governor's signature
- Coordinate with agency leadership to identify emerging issues, share perspectives, and develop a coordinated policy direction.
- Collaborate with the Governor's budget staff during development of the Governor's budget proposals
- Speak on behalf of the Governor as needed with stakeholders, legislators, and the media; assist communications staff in developing messages about the Governor's positions on key issues.
- Review/approve agency reports and correspondence before submittal to the Legislature or Congressional delegation.

# Washington General Service (WGS) Position Description

For assistance completing this form, contact your Human Resource Office or see the [WGS Position Description Guide](#) and [WGS Sample Position Description](#).

### Position Information

Action: Proposed Class Title:	Date:	HR Approved Class Title:	Effective Date:
Current Class Title: Senior Policy Advisor		HR Approved Overtime Eligible: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Seasonal/Cyclic: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Work Schedule: Full Time <input checked="" type="checkbox"/> Part Time <input type="checkbox"/>		Position Number/Object Abbreviation:	Salary Range: DOQ
Position Included in a Bargaining Unit: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If <b>yes</b> , indicate union:		Assignment Pay: Dual Language <input type="checkbox"/> Other <input type="checkbox"/>	
Incumbent's Name (If filled position): John Lane		Address Where Position Is Located: Olympia, WA	
Agency/Division/Unit: Legislative Affairs & Policy Office		Supervisor's Name and Title: Kirstan Arestad, Deputy Policy Director	
Supervisor's Position Number:		Supervisor's Phone: 360-902-0645	

### Position Objective

Briefly explain the purpose of the position and how it supports the organization's mission (**attach an organizational chart**).

Senior Policy Advisors operate independently and manage a broad portfolio, including performing policy planning, analysis, development, and implementation consistent with the Governor's priorities across a broad array of areas. They are responsible for working with stakeholders, legislators and constituents to better understand the political landscape and provide informed counsel to the Governor. They are also responsible for the workload distribution of the policy area they lead, including the policy advisor assigned to work with them.

### Assigned Work Activities (Duties and Tasks)

Describe the duties and tasks, and underline the essential functions. Assign a percentage of time to each duty. Task statements should describe the **action** performed; to **whom or what**; using what **tools, equipment, methods, and/or processes**; and the **final product or outcome**.

For more guidance, see [Essential Functions Guide](#) and [Examples of Work Statements](#).

% of time (Must total 100%)	List the assigned work in order of importance, with essential functions underlined.
45%	<p><b>Duty:</b> <u>Exercise independent judgment and lead and manage on a broad range of issues, as well as closely interact and advise agencies, stakeholders and legislators on policies and the implementation of said policies, including resolving significant and sensitive issues. In this capacity, senior policy advisors are lead staff for an entire portfolio assignment area (e.g., Energy and Environment, which includes all of natural resources). The senior staff position is aimed at ensuring the portfolio is managed to a high standard, adjusting job</u></p>



	<p><u>responsibilities within the portfolio, in order to meet the needs of the Governor and his senior staff.</u></p> <p><b>Tasks include:</b></p> <ul style="list-style-type: none"> <li>• Anticipate, develop and implement short and long-term strategies to effectuate the Governor’s vision and priorities.</li> <li>• Analyze, track, and manage issues of statewide significance. Issues may be on-going, crisis driven, or media-driven, and may be initiated by business, state agencies, the Legislature, other governmental jurisdictions, or by significant events.</li> <li>• Anticipate statewide issues that may affect or be of interest to the Governor and his administration. Brief the Governor and his executive team, as well as testify before legislative committees on specific issues of concern and Governor priorities.</li> <li>• Resolve problematic issues before they reach the Governor, and implement changes so as to prevent the issue from occurring again, if possible.</li> <li>• Meet regularly and lead meetings with agency directors and senior staff to identify emerging issues, share perspectives, and coordinate policy direction. <ul style="list-style-type: none"> <li>○ Assist agencies with managing difficult issues.</li> <li>○ Advise and/or consult with agencies and others, and/or facilitate access to the Governor.</li> <li>○ Participate in work sessions to provide context and determine priorities.</li> </ul> </li> <li>• Represent the Governor and act as spokespersons with a wide variety of constituents, business, tribes, and stakeholder groups on a wide-range of issues.</li> <li>• Appropriately keep the director and deputy director informed of important issues and major milestones.</li> </ul>
35%	<p><b>Duty:</b> <u>Provide support related to the development and success of the Governor’s legislative agenda.</u></p> <p><b>Tasks include:</b></p> <ul style="list-style-type: none"> <li>• Work with and negotiate on behalf of the Governor - agencies, the Legislature, stakeholders, tribes, and others to develop and pass the Governor’s executive request legislation.</li> <li>• Draft bills and amendments on legislation of interest to the Governor.</li> <li>• Prepare briefings on a wide variety of complex issues to the Governor, legislators, and executive staff.</li> <li>• Testify before the Legislature on proposed legislation.</li> <li>• Monitor bills throughout the legislative process to ensure that the Governor’s interests are communicated and accomplished.</li> <li>• Review and analyze agency-proposed legislation, assisting agencies with developing language consistent with the Governor’s agenda and priorities.</li> <li>• Analyze bills passed by the Legislature, prepare summaries of bills, provide recommendations for the Governor’s signature or veto, and draft veto language when necessary.</li> </ul>
5%	<p><b>Duty:</b> <u>Develop specific policy initiatives to advance the Governor’s agenda</u></p> <p><b>Tasks include:</b></p> <ul style="list-style-type: none"> <li>• Keep abreast of emerging developments, identifying areas and opportunities for the Governor to pursue.</li> </ul>



	<ul style="list-style-type: none"> <li>• Research state-of-the-art approaches and academic literature that may have application.</li> <li>• Facilitate statewide efforts to think strategically about complex or key policy issues.</li> </ul>
10%	<p><b>Duty:</b> <u>Provide counsel and support to the Governor, executive team and policy office director and deputy director.</u></p> <p><b>Tasks include:</b></p> <ul style="list-style-type: none"> <li>• Present options and recommendations, including an analysis and assessment of the support and opposition for each issue.</li> <li>• Understand the Governor's position on various issues and speak on the Governor's behalf. Seek clarification from the Governor and his executive team, as needed.</li> <li>• Brief the Governor and executives on specific issues of concern. Describe highly technical content in briefing memos and outlines.</li> <li>• Prepare letters, executive orders, and other directives for the Governor's signature.</li> <li>• Draft and prepare talking points and speeches for the Governor.</li> <li>• Coordinate major events and attend with the Governor.</li> </ul>
5%	<p><b>Duty:</b> Convene or participate in work groups as related to specific issue areas.</p> <p><b>Tasks include:</b></p> <ul style="list-style-type: none"> <li>• Attend, chair, and/or staff regular meetings of a variety of task forces, committees, boards, and commissions.</li> <li>• Represent the Governor on multi-state or national advisory groups, such as the National Governors' Association and the Western Governors' Association.</li> <li>• Represent the Governor as appointed to various boards and advisory councils.</li> </ul>

**Lead Work/Supervisory Responsibilities**

Lead Position: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<input checked="" type="checkbox"/> Assigns Work	<input checked="" type="checkbox"/> Instructs Work	<input checked="" type="checkbox"/> Checks Others' Work
Supervisory Position: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> Plans work	<input checked="" type="checkbox"/> Evaluates Performance	<input type="checkbox"/> *Takes Corrective Action
If <b>yes</b> , list each direct report below.	<input type="checkbox"/> *Hires	<input type="checkbox"/> *Terminates	

(\*Has the authority to effectively recommend these actions.)

Class Title of Direct Report(s)	No. of Positions	Work Schedule
Policy Advisor	1	Full Time

Add information that clarifies this position's lead or supervisory responsibilities:  
 Senior policy advisors are ultimately responsible for the entire workload associated with their policy area. To assist them with this workload, each senior advisor is assigned a policy advisor whom they work with to advance the priorities within that portfolio. Senior advisors are responsible for organizing the workload and assigning pieces of the portfolio to the policy advisor as well as checking their work for general effectiveness and expected results.

**Working Relationships**



Level of Supervision received (check one): For more guidance see: [Glossary of Classification Terms](#).

- Direct/Close Supervision: Most work is reviewed in progress and upon completion.  
 General Supervision: Completed work is spot checked.  
 General Direction: Completed work is reviewed for effectiveness and expected results.  
 Administrative Direction: Completed work is reviewed for compliance with budget, policies, laws, and program goals.

Add information that clarifies this position's interactions with others to accomplish work:

### Continuity of Operations Plans (COOP) Designation – For Disaster or Emergency Recovery

For more information see: [COOP and Critical Positions](#).

Is this position critical based on agency COOP? Yes  No

If **yes**, describe how the position supports the agency COOP Critical Functions:

### Working Conditions

Work Setting, including hazards:	Office environment, mostly meetings and computer work.
Schedule (i.e., hours and days):	Full time, plus work on nights and weekends often required.
Travel Requirements:	Must be able to travel to meetings on short notice across the State
Tools and Equipment:	Desk top computer, copiers, telephone
Customer Interactions:	Frequent work with stakeholders, legislators and Governor's executive staff
Other:	

### Qualifications

List the education, experience, licenses, certifications, and competencies (knowledge, skills, abilities, and behaviors).

Required Qualifications:

- A graduate degree in public policy, public administration, political science, or related field;
- At least 7 years of experience in a related policy/political role;
- Recent experience briefing and engaging senior level government officials;
- Managing numerous activities, production of key products, and meeting deadlines;
- High-level analytical and organizational skills;
- Experience developing and analyzing policy;
- Leading stakeholder processes;
- Ability to work independently and as part of a team;
- Knowledge of state and federal legislative processes;
- Effective oral and written communication skills involving complex issues; and
- Competency in computer word processing and spreadsheet software.

Preferred/Desired Qualifications:

- 10 years of experience in a related policy/political role;
- Demonstrated effectiveness in designing new initiatives and policies;
- Experience managing/supervising the workload of others.

### Special Requirements/Conditions of Employment

List special requirements or conditions of employment beyond the qualifications above.



**In-Training Plan, If Applicable**

**Acknowledgement of Position Description**

The signatures below indicate that the job duties as defined above are an accurate reflection of the work performed by this position.

Date:	Supervisor's Signature (required):	
Date:	Appointing Authority's Name and Title:	Signature (required):

**As the incumbent in this position, I have received a copy of this position description.**

Date:	Employee's Signature:
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Position details and related action have been taken by Human Resources as reflected below.

For Human Resource/Payroll Office Use Only						
Approved Class Title:		Class Code:		Salary Range:		Effective Date:
Pay Scale Type:		Job Analysis On File? Yes <input type="checkbox"/> No <input type="checkbox"/>		Position Type (Employee Group):		EEO Category:
Employee Sub-Group:		Position Retirement Eligible: Yes <input type="checkbox"/> No <input type="checkbox"/>		Position is: Funded <input type="checkbox"/> Non-Funded <input type="checkbox"/>		Workers Comp. Code:
County Code:		Business Area:		Personnel Area (FEIN):		
Cost Center Codes						
COST CENTER	PCT. (%)	FUND	FUNCTIONAL AREA	COST OBJECT	AFRS PROJECT	AFRS ALLOCATION
Date:		HR Designee's Name:		HR Designee's Title:		HR Designee's Signature:
Date:		Budget Designee's Name:		Budget Designee's Title:		Budget Designee's Signature:

