

NCIA NEWS

Fall
2019

WORKING ON THE INSIDE – SUCCEEDING ON THE OUTSIDE

KEEPING YOUR CI SAFE

&

SECURE

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ABOUT THE NATIONAL CORRECTIONAL INDUSTRIES ASSOCIATION

The National Correctional Industries Association (NCIA) is the only association solely dedicated to advancing the unique profession of Correctional Industries. For more than half a century, NCIA has operated as an international, non-profit professional organization of individuals, agencies and companies, both public and private, who are committed to:

- Promoting excellence and credibility in the field of Correctional Industries through the professional development of its members
- Increasing public awareness of the benefits of Correctional Industries as work/training programs funded in part or whole by the sale of goods, services and commodities produced by incarcerated individuals
- Supporting innovation in and the development of work programs for incarcerated individuals
- Promoting reentry and reducing recidivism by providing incarcerated individuals with real-world work experience that teaches transferable job skills, life skills and work ethic to prepare them for post-release reentry and employment

NCIA's Mission Statement

The National Correctional Industries Association (NCIA) is an international nonprofit professional association whose mission is to promote excellence in Correctional Industries through professional development and innovative solutions that improve public safety, business operations and successful reentry.

NCIA Members

NCIA members represent state Correctional Industry agencies, Federal Prison Industries and numerous county jail work programs, as well as private sector companies that work in partnership with Correctional Industries, both as suppliers/vendors and as partners in apprenticeship and work programs.

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Keeping Your CI Safe And Secure

The safety and security of CI and prison staff is paramount to successful Correctional Industries and depends on open communication with host institutions. Strong safety and security practices not only establish robust procedures, but also spread a personal safety mindset among all staff, workers, and employees of joint venture partners. By combining comprehensive security procedures with a culture of safety procedure literacy and situational awareness, CIs can create work environments that protect their people first without compromising their programs' work and rehabilitative benefits.

This edition of *NCIA News* highlights current issues of safety and security in CI, including best practices for workplace safety, conducting security checks and vulnerability assessments, how CIs develop new security procedures, and how CI and DOC staff can work together to identify and mitigate threats.

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PRESIDENT'S MESSAGE

From Brenda Chandler, President, NCIA

This issue of *NCIA News* is dedicated to the vital topic of safety and security. A high priority for all successful Correctional Industries programs, this subject can also be extremely sensitive. Many states are dealing with an increased incarcerated population combined with a shortage of officers. Obviously, this can create a powder keg of emotion as various stakeholders sort through programming challenges. The solution can appear very different depending on which lens one looks through to view the problem.



Working through security and programming challenges to improve policies and procedures is essential because all CIs share the same daunting challenge. No other organization is tasked with manufacturing behind prison walls, teaching incarcerated individuals work skills at no cost to taxpayers and operating such diverse and widespread business units adhering to private-sector workplace safety standards, all while maintaining prison-level security and selecting workers based on their propensity for violence. That's a lot of balls to keep in the air!

So how do we mitigate risk in correctional environments? The NCIA Board of Directors believed so strongly in stressing the importance of sound security practices in CI that we added a new component to NCIA's Reentry-Focused Performance Excellence Guide (<https://info.nicic.gov/cirs/node/55>). Entitled "Maintain Highest Level of Security Practices," it provides a model for standards and best practices to safeguard the health and personal safety of staff, incarcerated individuals and the public. If you haven't reviewed our best practices for security yet, please do so for ideas and next steps that you can apply to your CI today.

Another key to improving safety practices is looking to our peers in the field. One of the most valuable benefits of being in the NCIA community is the opportunity to learn from one another – and what better lessons to learn in *NCIA News* than those about minimizing vulnerabilities in the workplace? I encourage you to read this issue on various safety, situational awareness, and security topics meticulously.

Here in Minnesota, July 18th marked the first anniversary of the senseless murder of Stillwater Corrections Officer Joseph Gomm. While a ceremony to honor the memory of Officer Gomm took place, a new policy also established July 18th as a "Day of Honor" annually, serving as a reminder for all corrections personnel to maintain diligence with regard to safety along with demonstrating commitment to the DOC's mission of contributing to a safer Minnesota. Prioritizing security is a must in CI, and I hope you use the knowledge in this magazine to strengthen your programs by making them safer. We do good work and it's exciting to be a part of CI. Correctional Industries not only plays a major role in effectively reducing idleness of incarcerated individuals, but equips them with job skills, enabling them to successfully reenter society, obtain employment, and contribute as tax-paying citizens.



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EXECUTIVE DIRECTOR'S UPDATE

From Gina Honeycutt, Executive Director, NCIA


NCIA is entering autumn with new leadership and projects to support CI. Our community nominated and elected four new members to the NCIA Board this summer, and I'd like to congratulate Joe Flaherty (RI), Paul Campbell (FPI), Wes Ray (WI), and David Lindsay (CO) for being chosen. I can speak for the Board when I say we're looking forward to working with each of you and seeing what you bring to NCIA's initiatives for supporting CI!


The Board of Directors also had its annual meeting at the American Correctional Association's Congress of Correction in Boston, MA this past August. During the meeting, our Board committees reported on their projects and discussed next steps: The Best Practices Committee is currently revamping and updating NCIA's Best Practices, ensuring their relevance to help steer CIs toward success. Our Marketing Committee is increasing outreach to potential post-release employers for incarcerated individuals by collecting and sharing more employer success stories and information on the benefits of CI. Updates on E-Learning and Webinars were the focus of our Program Development Committee, and the Membership Committee began work on a new membership level, the Agency Plus membership. The Membership Committee is also exploring the feasibility of creating a database to assist incarcerated individuals find work after being transferred and released in another state.

NCIA started its e-learning program with the desire to give CI practitioners interactive education beyond our conferences and webinars. Four months later, NCIA's new e-learning program continues to grow into a full online professional development platform for CI. Our courses reflect current trends and issues in CI, like Safety & Security and Situational Awareness, as well as things like Dynamic Sales Teams, Career Resource Centers, Operations Management, Financial Self-Sufficiency, and more. The courses have no time limit, making it convenient for busy professionals, and bulk pricing options make NCIA's E-Learning a great deal for CIs watching their budgets.

As our flagship education and networking program, the three-day NCIA National Training Conference is actually a year-round event for us at the association! We're hard at work preparing for the 2020 conference in Austin, TX and coordinating with the host agency, the CI division of the Texas Department of Criminal Justice. Many of you sent us proposals for conference workshops this summer, and from your submissions we've selected the best conference program CI has to offer. Thank you to everyone who submitted proposals!

A big change is coming to the NCIA member experience. Later this year, NCIA will launch a new member portal powered by upgraded association management software. That means a new member site, more ways to communicate with your peers in CI, and a better online experience for our members. Stay tuned for updates on the October launch!



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SITUATIONAL AWARENESS

BY **SCOTT CROWTHER**, DIRECTOR,
UTAH CORRECTIONAL INDUSTRIES

A few years ago, I was attending a conference and decided to go to a baseball game with a few friends. The ballpark was about a mile away from our hotel. We did not think twice about walking to the game, as we had already explored the city streets in the days prior. As we left our hotel, the walk to the park was very enjoyable. The streets were crowded with people, most donning clothing supporting the home team. The walk back was a slightly different experience.

The game finally finished around midnight and the streets looked and felt totally different. The only people on the streets looked at us the same way a lion eyes a zebra. After nearly 20 years working in prisons, I recognized those looks and I quickly found myself switching into correctional officer mode.

Officer mode, as I am describing it, is entering a state of hyper-vigilance. I began to carry myself differently. My words, actions and decisions changed drastically from the walk there. Needless to say, we took a different route back, avoiding alleyways and anything that just did not feel right. Thankfully, nothing happened. I think some in our party did not even realize there were any threats around. For them, it was just a nice walk back.

Awareness and hyper-vigilance was described to me while I was a cadet in the academy as a stoplight. Each state of awareness is a color on the stoplight, either red, yellow or green. Red light mode is a state of hyper-vigilance. Green light mode means you are completely relaxed. Academy instructors encouraged us to work in yellow light mode, which is being aware of one's circumstances but not seeming in a panic.

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There are times when we are working that we will experience all the modes of the stoplight. Working constantly in red can be mentally and physically unsustainable. Staying only in green mode in a correctional setting is not safe enough for the surroundings.

My first day working inside of the prison I was in red light mode, looking over my shoulders, not wanting people to walk behind me, and scanning doorways. As I am sure you can relate, that feeling did not last too long. Before I knew it, I was in green light mode most of the time.

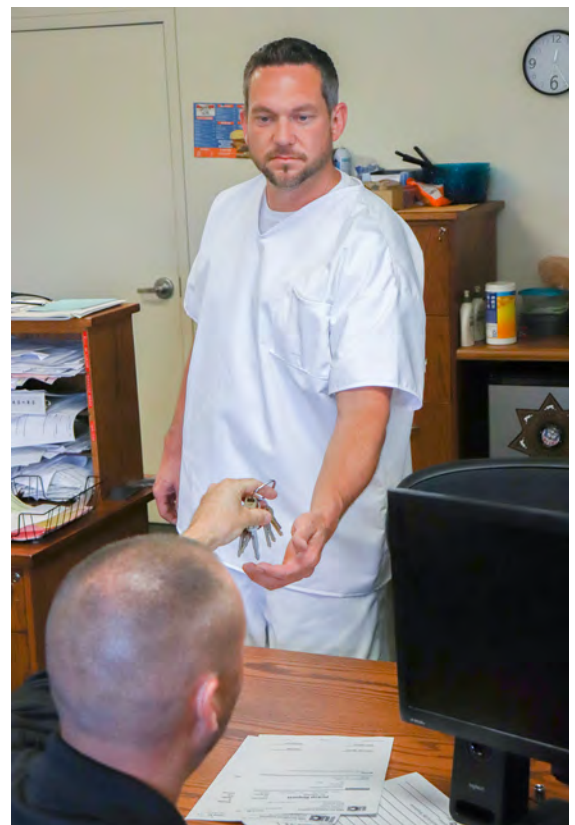
That stayed true until one day a co-worker was seriously injured during an escape attempt. I responded to the area and was assigned to assume the housing responsibilities for the unit that the assault had taken place. Incarcerated individuals who I had worked with and felt comfortable around just a few days earlier, looked and sounded totally different. The unit was in chaos. One of the incarcerated individuals yelled to me that he was going to kill me and do worse to my family. I was forced back into a red light mode. So I did what many of us do every day, I picked up the count book and began to do my job.

As I returned to my normal responsibilities, the incarcerated individuals in the section slowly returned to their normal daily activities. People were interested in knowing how long they would be locked down, if they could take a shower, etc. Even the incarcerated individual who threatened to kill my family apologized. My red light slowly faded into a yellow light and that is where it has stayed ever since.

Green light mode, or complacency, creates a false sense of security in a prison. In a correctional environment, we are surrounded by routine and strict schedules. Counts, meals, shift change, programs, lights out and more are driven by rigid routines. These routines inherently drive complacency, or green light situational awareness. In Correctional Industries (CI), our challenge to resist complacency is compounded by the nature of our mission.

In CI, we have one of the most difficult and rewarding missions in the criminal justice world. We are charged with preparing incarcerated individuals for their upcoming release through career preparation. It is my belief that when it comes to reentry, we in CI are the tip of the spear. We have the ability to positively impact public safety in a way that no other criminal justice agency can. We pro-

Below: Comfort and complacency can affect situational awareness



vide people with skills that allow them to provide for themselves and their families, enabling them to become contributing members of our society. With this important mission we must remain aware of the environment in which we work. Many of the incarcerated individuals under our employ are there for all the positive reasons previously mentioned, but there are a few who are there for nefarious purposes. With access to the tools, machinery, and inventory in our shops, these few can become very dangerous. Working together with our partners in security, we can use good security practices to reduce much of the risk.

Having said that, we cannot eliminate all of the risk through processes alone, we need people to help, too. Risk reduction comes through the understanding that security is all of our jobs, even when we are mentoring and preparing people. It is often through positive relationships that we hear about something bad that is or may occur before it happens allowing us to intervene.

As CI staff members, we must maintain a balance between mentor, trainer, and supervisor. Achieving our mission requires that we approach the people working in our shops with humanity and see their potential for change. That cannot come at the cost of security and situational awareness. We need to set and maintain clear lines between our work lives, work mission and our private lives.

It is normal for each of us to relax and let ourselves slip into green light mode from time to time, but we must try to think about the potential consequences. Keeping ourselves in a yellow light mode allows us to work with and interact with incarcerated individuals and also serves to remind us of the possibilities of what could happen.

Want to learn more about being safer in a CI workplace?

Take NCIA's E-Learning course on situational awareness at <https://ncia.wcea.education/>



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Above: Workers and a supervisor using safety glasses, masks, and other protective gear at GCI's Walker Metal shop

SAFETY IS NO ACCIDENT

BY **LARRY DEFLORIA**, QUALITY CONTROL MANAGER, GEORGIA CORRECTIONAL INDUSTRIES

Safety slogans: do they help? Slogans are good reminders to keep safety in mind, but how consistently do slogans capture employees' attention when they are simply posted on a wall? For slogans to affect employee behavior, safety must be the culture.

Working in corrections is like no other industry. Security defines the culture. It greets you at the front gate with metal detectors, body scans, bag searches and emptying pockets. Everything you see, do or touch while inside is monitored and regulated for your and everyone's personal safety.

Safety in our workplace should be no different. Every operation within CI, from operating equipment to sweeping floors, should have the same emphasis on safety. Creating a culture where safety is paramount requires a health and safety program where everyone from executive management to front line supervisors and incarcerated individuals working the equipment are a part of the program.

The Occupational Safety and Health Administration (OSHA) has published its new "Recommended Practices for Health and Safety Programs." In the publication, OSHA

states "traditional approaches were often reactive, and problems were addressed only after a worker was injured. The main goal today of a safety and health program is to prevent workplace injuries, illnesses, and deaths; as well as the suffering and financial hardship these events can cause the workers, their families, and employers".

OSHA has published seven core elements to a safety and health program, and in-depth details on these can be found online at <https://www.osha.gov/shpguidelines/management-leadership.html>. Other tools OSHA recommends to create a culture of safety are:

- Management Leadership
- Worker Participation
- Hazard Identification and Assessment
- Hazard Prevention and Control
- Education and Training
- Program Evaluation and Improvement
- Communication and Coordination for Host Employers, Contractors, and Staffing Agencies



Above: A CI worker practices responsible forklift safety procedures at GCI's Decatur warehouse

One of the seven core elements in the OSHA publication is worker participation. In order to create a culture of safety and have a successful safety and health program, everyone in the organization should be involved, including the workers. The realities of working in a CI environment make achieving this a unique challenge that requires more effort on our part, as incarcerated individuals are our workers. However, the benefits gained by overcoming these challenges and bringing incarcerated individuals into the process of developing and maintaining a culture of safety far outweigh the extra efforts needed. Through training and communicating safety issues we are able to give them a sense of ownership in the pro-

gram, which can only enhance industry-wide buy-in to a culture of safety. Like any other labor force, CI workers are a tremendous resource for gathering ideas on best practices and processes to improve safety.

In Georgia, newly assigned incarcerated individuals are given orientation training consisting of Right to Know and Georgia Correctional Industries (GCI) Safety Policy. Each incarcerated individual is then given in-depth safety training for the operation he/she will be performing. This training consists of machine-specific safety procedures and job safety analysis (JSA). All training is documented

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and placed in the incarcerated individuals' files, and each year they receive refresher training on all machine-specific safety procedures and JSAs. In addition to the training, GCI conducts weekly safety talks/meetings with incarcerated individuals where subjects such as machine guarding, proper lifting, hand safety, Personal Protective Equipment (PPE), etc. are discussed. Incarcerated individuals are required to attend these meetings and we encourage them to participate in the discussion.

Our CI has formed a safety committee made up of members representing management and staff. The committee meets quarterly to discuss any accidents which may have occurred, review and update JSAs and update any safety procedures if necessary. Operations managers and safety committee members conduct quarterly plant assessments where they review, among other items, safety policy and procedures. If they discover safety issues, they are corrected immediately when possible. When problems cannot be corrected immediately, the plant manager is allowed a reasonable amount of time to make the correction and report when they have rectified the issue.

Left: A worker wears back support at GCI's Philips print shop

Below: A worker wears hearing protection at GCI's Washington garment operation

Right: The protective apron, sleeves, and gloves worn by workers at GCI's Walker metal shop



By recording and tracking all accidents and incidents each month by type of injury, cause of accident or incident and by region and facility, GCI can quickly recognize where we need to focus our attention. Being watchful and keeping detailed records gives us insight that improves our training, procedures and policies; and implementation of immediate changes to reduce or eliminate future risks.

Will a comprehensive safety and health program and successfully establishing a culture of safety in the workplace eliminate accidents? Unfortunately, the answer is no. However, with a successful program in place, we can reduce the number of accidents, and that benefits everyone.

Because safety is no accident.





MAINTAINING SAFETY: BROADENING HORIZONS

BY AL LARSON, INDUSTRY DIRECTOR, MINNCOR INDUSTRIES

Above: MINNCOR uses these boards to insert pistons into arrow nocks

Keeping our Correctional Industries (CI) safe and secure while continuing to expand program offerings is the continued goal at MINNCOR Industries' Moose Lake facility. Keeping safety in mind during times of growth is essential, but the two can naturally impose limits on each other. Security and safety must meet the standards of so many different perspectives that the work to evaluate, maintain, and update safety and security naturally limits growth. Aligning security restrictions and concerns with successful training and reentry outcomes can prove to be like solving a complex puzzle.

Current economic conditions have caused many companies to experience hiring challenges, including finding the staff required for effective production lines. This is where MINNCOR comes into play, and our training programs

have become a frequent avenue for employers looking to hire. A private-sector company approached Moose Lake's CI facility with an opportunity to partner on the manufacturing of their product line. However, this partnership goes beyond the production of traditional products: MINNCOR was asked to manufacture archery hunting components, a shocking partnership to many.

Our agency knew that with a partnership this groundbreaking, finely detailed planning was necessary at every step of the way. Even the initial step of creating a proposal for the project required extensive thought and research to answer the most basic questions: how would this impact and affect the safety and security of staff and incarcerated individuals? What security processes would

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Above: Another look at the piston insertion boards. Right: the trim saw used to cut inserts into arrow shafts

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staff and workers follow? How would the manufacturing procedures ensure both safety at every level and a quality product for our private-sector partner?

BEGINNING THE CONVERSATION

MINNCOR senior management signed off on exploring this opportunity and meetings were set with the warden and facility executive staff. The purpose of these meetings was to begin discussions on the potential opportunity, tour Moose Lake's current operations, elaborate on the prospect at hand, and engage facility security staff as well as CI staff from the very beginning of the project. Corrections staff were encouraged to weigh in on projects that we were interested in bringing into the facility. We began the conversation with a positive direction, asking what a productive and safe program would need to

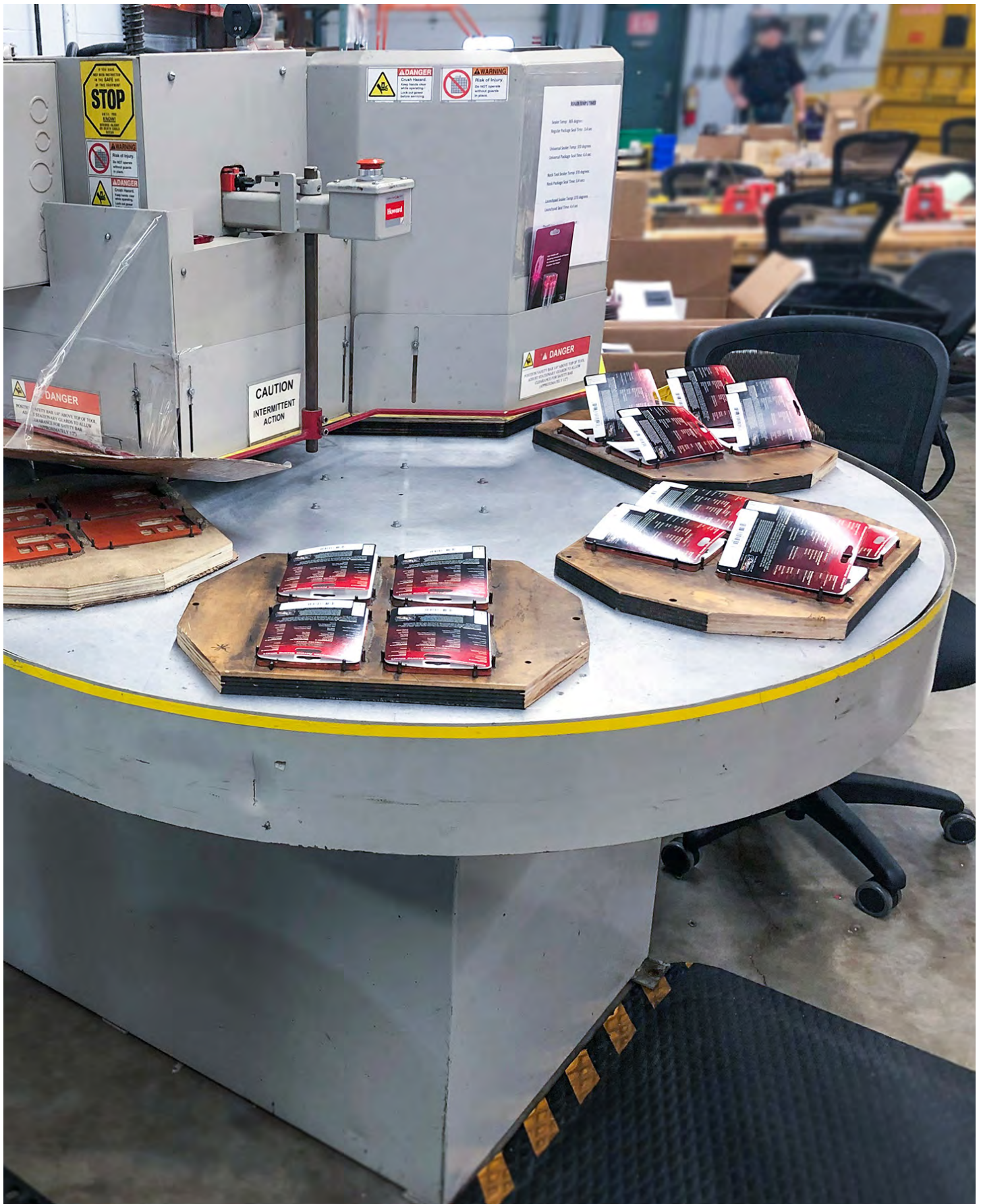
look like in action rather than which ideas wouldn't work. We explored these ideas with multiple products and started the necessary conversations to shape a successful partnership. This approach has proven to yield positive results, allowing open conversations between facility staff and CI staff, and ultimately resulting in a more positive relationship between CI and security staff.

MOVING FORWARD

Facility management at Moose Lake was willing to work hard with CI to make this partnership proposal a reality. As with many new ideas, some difficult conversations and challenges arose. But thanks to professional communication between facility staff and CI, and our shared goal of increasing assignments, MINNCOR and Moose Lake were able to create an environment that allows new and some-

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Above: MINNCOR packages archery components with this clam sealer

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times unprecedented programs to function without compromising our staff's safety and the institution's security.

A FINAL PRODUCT

Within the next six weeks, CI and facility staff developed security processes, identified safety needs, and created production instructions that would allow for a successful partnership and a safe working environment for both staff and incarcerated individuals. Shortly thereafter, Moose Lake began receiving product from our private-sector partner and production lines soon followed. Moose Lake CI's partnership with this private-sector company has brought innovative affiliations and an additional 30 job assignments for workers, thus bringing Moose Lake's CI total job assignments for incarcerated individuals up to 300. The addition of MINNCOR's partnership with our private-sector partner has brought an entirely new skillset into the hands of incarcerated individuals and a realm of new possibilities for CI partnerships throughout Minnesota.

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Above: The TCF laundry scanner, with Manager Ron Damuth at end of belt during inspection

LAUNDRY SCANNER LOWERS RISK OF CONTRABAND

BY **TUJAUNA WHITE**, MARKETING SPECIALIST/INTERNET/COMMUNICATIONS, MICHIGAN STATE INDUSTRIES

Contraband presents a safety and health risk to both staff and incarcerated individuals in correctional facilities throughout the country. Contraband is both smuggled into facilities and improvised inside the facilities themselves from materials that are not in and of themselves contraband (e.g., dining utensils or woodshop scraps turned into weapons). Any blind spots in CI laundering operations' security policies and procedures can affect sales and customer service, and the introduction of illicit goods into our prisons facilitates escapes, compromises staff, and lowers morale. The existence of contraband also shatters the public's perception of security.

Michigan State Industries' laundry operations located at Thumb Correctional Facility in Lapeer, MI (TCF) and Brooks Correctional Facility in Muskegon, MI launder millions of pounds daily for prison facilities throughout the state as well as statewide non-profit medical organizations. TCF's laundry operations faced high security risks transporting laundry from Henry Ford Hospital (HFH), a major cus-

tomor account located in Detroit, MI. The trauma facility services hundreds of patients and turns over 100 beds per day. HFH assigned a 75-person team to handle laundry and sorting for a 350-bed unit before the laundry is transported to TCF. The employees are paid minimum wage, and some have cognitive disabilities. Environmental management staff was assigned at various locations within the facility and were also responsible for laundry services at 35 satellite locations.

One of the most common hazards with laundry customer partnerships can occur when a customer's staff underestimates the far-reaching nature of seemingly harmless, but forbidden goods that can make their way into laundry bins during transport. There are also premeditated incidents set up as part of a scheme to get prohibited items inside. Contraband is power for incarcerated individuals — it allows them to gain power over others. For enterprising incarcerated individuals, trade in illicit goods and the performance of prohibited services are the building blocks

of power. With planning and work, the smallest gambling enterprise has the potential to develop into a large trading empire inside the walls. With such an empire, incarcerated individuals can procure weapons, narcotics, loyalty and outside help, all of which can destabilize the security of any institution and CI operation.

Increasing incidents at TCF's Laundry operations raised red flags with MDOC administration officials, and MSI hosted a crucial lean process improvement brainstorming session to gather information and discuss alternatives to TCF's current laundry services for Henry Ford Hospital. In the original transport process, laundry workers would sort, screen, and launder incoming items from the hospital. The goal of the meeting was to implement a solution to provide the highest quality and level of service to the customer while adhering to MDOC security policies and procedures. A collaboration between MDOC, MSI, and HFH was imperative for a timely resolution.

A meeting was held with stakeholders at every level. TCF's Warden and Deputy Warden; MSI's Administrator, Operations Manager, and Laundry Manager; HFH's EMS Manager, Supply Chain Manager, and Deputy Supply Chain Manager; and MDOC's Inspector attended to find solutions together. They collaborated on an action plan to list remedies that could be implemented to ensure safety, security, and quality customer service.

- Training for HFH staff and EMS staff on new supply chain procedures
- X-ray scanning of all laundry after transport and incoming to TCF
- Restricted access to soiled linen rooms, camera installation and surveillance
- Labeling of all carts and hampers (source, destination, etc.)
- Daily security huddles with administration and line staff
- Incentive program for all employees (gifts cards, food credits, awards)
- Pre-screening of all staff at HFH
- Linen-only hampers, piloted hospital-wide

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Above: Laundry bins at HFH

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The staff at TCF laundry operations and HFH implemented and strictly adhered to trainings for the new supply chain and security procedures. All laundry bins and hampers with soiled linens contained new labeling with room numbers to track initial locations, and surveillance cameras were installed to monitor access to restricted areas. HFH staff was encouraged to notify their administration of any prohibited contraband items prior to being transported to TCF laundry, and employees enjoyed new incentive programs. TCF installed a new hi-tech x-ray scanner at its laundry operation as an additional security measure to detect any incoming prohibited items that may have made it through during transport.

Christopher Kamrada, MSI Administrator, visited TCF laundry operations to view the new security sorting process in action. As laundry arrived at the facility, workers placed each bag on a conveyor belt to be scanned, very similar to a baggage scan at the national airports. The scanner successfully located contraband items missed during the HFH sorting process. MDOC security staff monitored each bag of laundry as it passed through the scanner with a computer screen showing various color densities and outlines of objects. Ron Damuth, TCF Laundry Manager, was satisfied at how well the scanner picked up images of objects that might otherwise have made their way into the facility. MSI filmed the new process and shared the video with MDOC Director, Heidi Washington, along with a synopsis of the implementation plan.

TCF laundry operations is also looking into a future partnership with Boom Recycling LLC, a member company of NCIA. MSI is looking to introduce a recycling business that will establish a new industry within TCF's laundry operation, creating work opportunities for incarcerated individuals and bringing new revenue to MSI. The recycling opportunity is environmentally friendly, with sound results for landfills and a business model that does not take away from the private sector. Boom Recycling LLC, DBA TSS (Tennessee Sustainable Service) currently operates successfully in the state of Tennessee and has a 5-year partnership with TRICOR Industries. MSI is looking forward to exploring this new venture and partnership, and TCF laundry operations will be ready thanks to its new security policies and procedures.

Below: MSI Administrator Chris Kamrada at TCF Laundry



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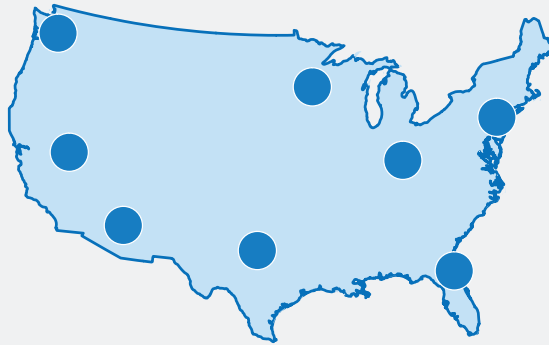
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NCIA WELCOMES NEW DIRECTOR

LISA WOJCIK, CEO, MINNCOR INDUSTRIES

Lisa Wojcik was appointed CEO of MINNCOR Industries on June 3, 2019. She earned her degree in Business Administration from the University of Wisconsin – Platteville and holds a Blackbelt Leadership certificate from the University of Minnesota, Carlson School of Management. Wojcik began her career in Corrections almost 31 years ago in an entry-level position in a prison's business office. Since then, she has served MN DOC in financial positions, as associate warden, DOC chief financial officer, and assistant commissioner of operations support, a position she held for 14 years. She has also served on MINNCOR's advisory board for 16 years.



Wojcik's interest in CI is changing incarcerated individuals' lives, making local communities safer, and enhancing safety and security in prisons. Most exciting for Wojcik in this role are the opportunities for enhancing programs and operations. Looking to the future, she sees MINNCOR delivering more cognitive-based training, developing new business lines, expanding current operations, and partnering with other state agencies to provide post-release services.

After a MINNCOR program experienced a fatal attack on an employee last year, Wojcik sees her greatest challenge as balancing security and safety with the agency's mission of reducing recidivism. Getting employees and the public to understand this delicate balance won't be easy or simple. Having served as an assistant commissioner, Wojcik has a great deal of knowledge of the entire Minnesota Department of Corrections and has relationships across the agency that will allow for greater internal partnerships and collaboration. Wojcik will also continue to focus her energy into developing leadership programs and enabling cultural changes in the agency.

Wojcik was born and raised in Minnesota, and currently lives in the Twin Cities. She is married with two adult sons, two daughters-in-law and two granddaughters.



JOE SOMMERVILLE RETIRES

Joe Sommerville served Maryland Correctional Enterprises as the Chief Operating Officer for ten years. Sommerville spent 25 years working for the state of Maryland, 22 of which were in Correctional Industries. During his career, he oversaw over 30 business units across the state and served as the chairman of the NCIA's northeast region, member of NCIA's Audit Committee, and NCIA Board member.

NCIA thanks Joe for his contributions and dedication to CI, and we wish him the best in his retirement!

NINE STEPS TO IMPROVING SAFETY AND SECURITY IN CORRECTIONAL INDUSTRIES

BY **LARRY E. REID**, PRESIDENT, CORRECTIONAL CONSULTING SERVICES LLC
AND **STEVE TURLEY**, DIVISION DIRECTOR, UTAH DEPARTMENT OF CORRECTIONS

Working in a correctional environment is both unique and complicated. Those who work in this environment understand the necessity of a fundamentally sound security system, one that when fully engaged enhances the personal safety of those who work, live and volunteer in a correctional environment. A highly effective security program is a system of integrated and complex components that are designed to create a safe and secure environment to protect the public, staff, volunteers and incarcerated individuals.

Over the past couple of years there have been a few violent incidents in Correctional Industries. While any of

these violent incidents should be viewed as disturbing, they also reflect the challenges Correctional Industries face by operating manufacturing plants within a correctional setting. Not only are Correctional Industries self-sustaining through production and sales, they also employ a large number of the facility's population to support their programs' manufacturing needs. By doing so, Correctional Industries plays a vital role in incarcerated individuals' preparation for reentry to society with employable skills. In DOC facilities where Correctional Industries are located, it is highly recommended that the facility and security department have an engaged collaborative working relationship.

Continued on page 28



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Continued from page 27

COMPONENTS FOR AN EFFECTIVE SECURITY SYSTEM WITHIN CORRECTIONAL INDUSTRIES:

- 1** Security Policies are intended to provide standardized procedures for a variety of security systems. When the security systems are properly employed and monitored, they are designed to minimize security and personal safety vulnerabilities in the workplace. Policy and procedures are significant, as they establish the desired performance standards for all staff to train for and follow. All employees who work in a prison, regardless of their job titles, are required to follow the security procedures established through policy without exception.
- 2** Security training for Correctional Industries staff is vitally important for the staff to learn and practice security procedures of the facility and the security procedure requirements of the respective shop.
- 3** Communication between the facility and Correctional Industries is critical to creating a collaborative working relationship. Both entities should actively engage in developing and sustaining a viable working relationship.
- 4** CI Operations should use security technology such as cameras, screening/searching devices such as X-ray machines, body scanners, and door alarms to name a few. It is important to note that all security technology devices are capable of enunciating to a facility control system.
- 5** Personal safety training and equipment issuance should be a requirement for those who work with and supervise incarcerated individuals. Equipment such as public address and emergency alarm systems, programmed "Man Down" radios, cameras, mirrors, etc. will enhance the personal safety and security of the staff.
- 6** Correctional Industries must be proactive and seek participatory involvement in establishing the eligibility criteria and approval process for assigning incarcerated individuals to CI positions.
- 7** Conduct security system checks: "A security system check is a simulated emergency designed to test the adequacy of emergency plans and to test staff knowledge, practice, response, and equipment in various situations. To test staff knowledge, practice, response, and equipment only in time of an actual emergency is courting disaster," National Institute of Corrections Security Audit Program Training Manual 2013. Develop security system checks in collaboration with the facility leadership.
- 8** Supervisory visibility is a central responsibility of supervision ensuring not only production standards are being achieved but also there hasn't been any "slippages" in security procedures. It's recommended that a correctional supervisor accompany as well.
- 9** Conduct and document internal inspections and co-joint security audits. This is a critical management function that allows agencies to identify and correct problem areas, maintain established standards, and promote continuous improvement.

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NCIA AUGUST 2019 BOARD MEETING AT ACA BOSTON

NCIA's leadership met once again at ACA's annual Congress of Correction in Boston, MA on August 4, 2019. The Board's officers gave their reports first, starting with President Brenda Chandler's update on the Executive Committee's activities since the last Board Meeting. President Chandler then announced the FY 2019 Audit Committee appointments and encouraged Board members to continue to submit workshop proposals and articles to ACA.

Chairman of the Board Mike Herron announced the 2020-2021 Board election results and reported on the Ad-Hoc Awards Committee's progress on the Robert Grieser Memorial Scholarship, an academic and professional award for commitment to public service through careers in criminal justice. He also reviewed the timeline for NCIA's Staff Award and Honor Roll nominations, and presented on the Research Committee's goals and activities.

NCIA Treasurer Gayle Butler then reported on NCIA's third quarter FY 2019 financials, operating reserve and investments, as well as NCIA's FY 2019 budget, which the Board approved. President-Elect Danielle Armbruster, VP of Mar-

keting Brian Radecki, and VP of Program Development Bobby Lumpkin gave reports on the objectives and initiatives of their respective committees, including a new enhanced agency membership category, progress of the e-learning program, and CI staff roundtable topics for the 2020 national training conference.

Executive Director Gina Honeycutt updated the Board on the national office's activities, goals, and objectives before moving on to NCIA's PIECP grant, NIC and ASCA, and in-kind support given to the association by CI agencies. ACA CI Committee Chairman Bobby Lumpkin, ACA Representative Sean Smith and Corporate Representative LD Hay informed the Board on matters of NCIA's relationship with ACA and corporate members. The Board's Regional Appointees Chris Kamrada, Mark Rowley, Jeremy Elder, Amy Pataluna, and Michele Kane also reported on their respective regions.

The Ad Hoc Committee led a discussion of NCIA's 2020 and 2021 national training conferences, and Board member Paul Campbell gave a federal legislative update.

Below left: Outgoing Board member Michael Moore (LA) accepts a memento for his service.



Below right: When the Best Practices Committee ran out of time in their meeting space, they moved to Gina Honeycutt's hotel room and improvised with an ironing board for an LCD stand. Talk about commitment!



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NAVIGATING SAFETY AND SECURITY IN CI

BY **GAYLE BUTLER**, ADMINISTRATOR, MONTANA CORRECTIONAL ENTERPRISES

Tool control, key control, contraband, scheduled movement, official counts, pat searches and escorts: these are all words or phrases that correctional professionals working in industry programs are all too familiar with. Sometimes we feel that these items are minor nuisances that conflict with a production day in our industries programs. But without these minor nuisances, we could have serious security incidents such as weapons, other contraband, assaults, escapes, and worse yet, death of a staff member or incarcerated individual. It is a balancing act to provide work and training programs for incarcerated individuals in a correctional setting that are meaningful, meet all security and correctional requirements and are operated as self-supporting entities that alleviate the need for additional general funding for our state corrections.

As an administrator, I spend a good portion of my days working to ensure that our programs are operating safely, securely, profitably, professionally and ethically; that staff and incarcerated individuals have the training and tools necessary to perform their jobs successfully and that incarcerated individuals are receiving valuable job and life skills that will help them succeed after release.

What happens when one of our staff forgets to check that all tools are accounted for at the end of the day, or make the phone call to ensure that an incarcerated individual made it back to their unit? We have read the newspapers, watched on social media or heard the stories from our peers of something that has gone very wrong.

I doubt if any of us can state that we have never had a breach of security in one of our programs or a moment of complacency ourselves. Complacency can be human nature. However, it is each of our responsibility working in a correctional setting to ensure that we do not allow complacency and that policies and procedures are followed for the safety of all concerned. It's our responsibility to be watchful and vigilant in our work areas and

throughout the facilities and to follow safety and security practices every day. Each morning we should remind ourselves, that no matter how normal our work area seems, we are in a correctional setting. We do not have to dwell on the fact that things can turn bad very quickly if an incarcerated individual or group of incarcerated individuals decide to cause problems, but we must be aware that it can happen. We need to know how to mitigate the risk and be prepared in the event there is an incident. We need to know how and when to react.

How do we keep everyone on their toes, without staff feeling like we are trying to catch people doing something wrong? How do we encourage and praise our employees and incarcerated individuals for doing something right? Do we use scare tactics, repeat horror stories,

ensure people continually read policy and procedures and watch their every move? Or, do we do a combination of what works best for our individual staff?

I am not sure what the right answer is, but I work under two philosophies: "Tell me, show me, let me," and "Inspect what you expect." Each staff member must be given the tools they need to succeed. This

includes training (tell me), practical application (show me and let me), testing, evaluation, observation (inspecting what you expect) and coaching by a supervisor or mentor.

In a security setting, in addition to workplace safety this includes understanding and operating under security policies, maintaining professional boundaries with incarcerated individuals, receiving positive coaching if someone is working outside of those boundaries, offering praise when someone is working well within the boundaries and having drills to see how people react in potentially dangerous situations. There is nothing like a "man down" or "escape" drill, when people do not know it's a drill, to see how we all react in certain situations. It is also important after drills or actual critical incidents for staff to come together for "incident reviews" to identify what

"It takes strong leadership and oversight at every level to ensure we handle potential situations immediately. By doing so, you may just save a person's career or possibly even their life."

went right and what can be improved, and to create a corrective action plan to ensure the improvements are made.

In Montana, we recently installed over three hundred cameras in our programs for additional security. The cameras may be a barrier to some bad behavior, but they are used more specifically to go back and review if there is an incident or a question as to what happened during a situation or event. There is nothing that can beat the power of direct supervision. Manage by walking about, being present in the workplace, friendly (as opposed to friends) with incarcerated individuals, watchful, open and respectful. Be aware of unusual behavior, be vigilant that tools are locked in cages or only in areas they are approved to be in; know the incarcerated individuals in your work areas; keep open communication with unit and security staff so you are all comfortable talking about an incarcerated individual who may be acting unusual; know where your alarms are located in the event one needs to be sounded quickly, and watch out for one another.

If you see something that makes you uncomfortable, whether it is the actions of a fellow staff member or an incarcerated individual, don't shrug it off—go address it immediately! Do not go and tell others about it. If you just passively watch and wait, it's going to be a problem. Be a leader in your program, regardless of your title. It takes strong leadership and oversight at every level to ensure we handle potential situations immediately. By doing so, you may just save a person's career or possibly even their life.

In my opinion, Correctional Industries is the most rewarding career in corrections today. Having a small part in helping to teach, train and transform incarcerated individuals for their eventual release from prison is pretty amazing if you think about it. We have the opportunity to mold lives through skill development, coaching and mentoring, and helping men and women feel a sense of pride in an accomplishment, sometimes for the first time in their lives. We also provide two types of products, the furniture, signs, metal work, etc. that create revenue to keep our programs self-sustaining, and most importantly, the returning citizen who is released back to our communities to be valuable employees, good neighbors and tax-paying citizens. Our first and final steps in this process are to provide a safe and secure working environment to ensure that our staff and the incarcerated individuals go home or back to their units safe at the end of each day.

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When an individual leaves prison, is he or she ready for what lies ahead? Is there someone on the other side helping him or her find housing, services, and employment through a coordinated plan? A new type of training offered by the National Institute of Corrections (NIC) is digging into those questions and calling for an “all hands on deck” approach to help the formerly incarcerated.

NIC wants to improve reentry and workforce development outcomes across the nation and is partnering with various Correctional Industries and Departments of Corrections, including the California Prison Industry Authority (CALPIA). NIC held the first in a series of Evidence-Based Workforce Development training workshops in Sacramento, CA this past June.





Sacramento Employment and Training Agency, Sacramento County Sheriff's Office, California Employment Development Department, Los Angeles Workforce Development, Aging and Community Services, Saint John's Program for Real Change, and The WestCare Foundation.

"We can't do this alone. It takes a lot of coordination between all these agencies and departments to ensure that formerly incarcerated individuals thrive and are successful," said CALPIA's General Manager Scott Walker. "The NIC training offers a way for all those stakeholders to meet face-to-face and to create successful employment paths for the person leaving prison."

Continued on page 36

Dozens of representatives from parole, probation, local sheriff's offices, local workforce development agencies, and community-based programs came together for three days and participated in the training, entitled "Employment Retention: Principles and Practice."

NIC Correctional Program Specialist Pat Taylor led the class. "This training combines cognitive behavior intervention with motivational interviewing techniques," said Taylor. "It's more than just a training, it supports an entire community practice and is a major component of successful reentry."

Besides California, NIC is leading similar workshops in Ohio, Texas, Missouri, and New York.

"During this training we bring up scenarios and find solutions, for example, let's say an incarcerated individual leaves San Quentin State Prison and before he got there, he had a serious drug and alcohol problem and has no family support. Where does he go and what services are available to him?" added Taylor. "This is when the collaboration part comes together. If I am referring him to those services, I need to know what is required and what do they specifically offer. That is why it's important to have a warm hand-off."

Along with CALPIA, other training participants included the California Department of Corrections and Rehabilitation (CDCR) Division of Adult Parole Operations, Los Angeles County and Alameda County Probation Departments,





Continued from page 35

The training provides the introductory concepts and skills for increasing employment retention rates among the justice-involved. Participants look at the continuum of care from incarceration to employment while identifying and coordinating evidence-based practices in the criminal justice system.

Besides examining the major criminogenic issues, training participants targeted real-life problems post incarceration.

“For instance, someone who is just released from prison and they have no transportation to get a job or their kids get sick and they can’t go to work—how are these problems being addressed in the community where they live?” said Taylor. “In many jurisdictions, we are seeing the benefit of having a navigator or organization providing support and helping the individual through the process of reentry.”

The training included video clips of real-life situations along with some role playing.

“We are looking at successful strategies from the handcuff key to the door key, who should be involved in this case model,” said Taylor.

Training participants worked out solutions on how to address an individual’s needs along with retaining employment.

CALPIA’s Workforce Development Specialist Regina Banks coordinated the NIC training in California. “It’s important for all these agencies and organizations to share information and begin to forge new networks with organizations focused on the same goal, getting to know



each other is key since it’s about relationships and collaboration,” said Banks.

The training created a networking roster in which all participants can utilize. In addition, NIC will continue to work with the five participating states to collect data that supports the principles and practices from the training.

“My Dad was a Correctional Specialist in the D.C. area, and I fondly remember him talking about the incarcerated individuals he would meet and how many didn’t have a family or anyone who cared for them growing up. This is my way of giving back,” added Taylor. “I want people to know there is opportunity for change. For those who didn’t have family or support, we need to provide that to them, we need to pay it forward. We also need to look at the continuity of care... to fix the criminal justice system... everyone has to figure out they have role to play.”



JAIL GARDEN AND FARM PROGRAMS

YIELD BENEFITS FOR INCARCERATED INDIVIDUALS

BY **ROD MILLER**, DIRECTOR, NATIONAL JAIL WORK AND INDUSTRIES CENTER

Although taxpayers appreciate the cost savings generated by jail garden and farming programs, it is incarcerated individuals who participate in these programs that reap the most benefits.

Jail gardens and farms have been the subject of several academic research projects in the past decade. In 2016, Rachel Jenkins, a graduate student in the Public Health Department at Arcadia University, wrote her master's thesis about jail and prison gardening programs (Jenkins, 2016). According to Jenkins, research suggested that jail and prison gardening programs enhanced incarcerated individuals' psychosocial well-being in several ways:

- Increased incarcerated individuals' self-efficacy and self-worth
- Decreased anxiety and depression symptoms
- Reduced recidivism rates

In addition, she found evidence supporting the therapeutic benefits of gardening and farm programs for treating the symptoms of mental illness. These programs also

help incarcerated individuals acquire work experience and vocational skills that could improve their success after release.

She focused on gardening interventions with the incarcerated individual population as a promising way to increase rehabilitation efforts. She posed three primary questions:

1. How do gardening programs affect symptoms of mental illness in incarcerated individuals?
2. Does participation in gardening programs affect recidivism rates?
3. Are there other benefits of gardening programs for incarcerated individuals or the community in which the prisons are located (physical exercise, nutritious food, skill building, decrease in aggressive incidents, food donated to charity, etc.)?

Jenkins looked at several prison and jail programs. The three jail programs she examined were Roots to Re-entry

Continued on page 38

A NOTE ON PRISON FARMING PROGRAMS

In a 2013 article in Corrections.com, Professor Robert Winters wrote about the history of prison farms, acknowledging that: "Even those who criticize the historical prison farm systems as exploitative acknowledge basic benefits: Incarcerated individuals given the opportunity to work outdoors tended to be healthier and also less aggressive. Facilities were nearly self-sufficient in terms of food (with some even selling surplus production) while incarcerated individuals benefitted from a higher-quality diet. The training and work experience that incarcerated individuals gained working these farms provided at least a small degree of reduction in recidivism."

Winters described the steady decline in state prison farming programs since 1970, and the few remaining States that have some sort of farm operation. He noted that: "It seems clear that the old prison farm model is only barely viable at best."

He identified several alternative approaches that have been developed, including programs at the local level, such as GreenHouse and GreenTeam in New York City. He also described a 2011 pilot program in Georgia that gave low-risk, non-violent probationers the opportunity to work on local farms. This program attempted to address the severe shortage of farm labor faced by Georgia farmers by providing incarcerated individuals with employment and possibly reducing recidivism.

Source: Winter. R. (2013, September 23). Evaluating the effectiveness of prison farm programs. Corrections.com. Retrieved from <http://www.corrections.com/news/article/33907-evaluating-the-effectiveness-of-prison-farm-programs>

Continued from page 37

(Philadelphia, Pennsylvania), GreenHouse and GreenTeam (Rikers Island Jail Complex, New York) and Marion County Sheriff's Office Incarcerated individual Work Farm Program (Florida).

ROOTS TO RE-ENTRY

According to the Pennsylvania Horticultural Society, "Roots to Re-entry provides citizens who are transitioning back into their communities from the Philadelphia Prison System with the tools and support they need to obtain meaningful employment in the horticulture and landscape industries" (<https://phsonline.org/programs/roots-to-re-entry/>).

Roots to Re-entry offers the following:

- Collaboration with a strategic employer network.
- Intensive hands-on training in horticulture, landscape maintenance, greenhouse operations, organic land care, hardscaping, nursery management, carpentry and wood working, irrigation, and other green industry skill sets.
- 12 weeks of training that includes health, workforce literacy, job preparedness, and occupational therapy workshops.
- Linking graduates to a network of green industry employers.
- One year of post-release support that includes, but is not limited to, aiding graduates with job placement housing, continuing education, healthcare, and childcare (provided by the Federation of Neighborhood Centers).

Researchers found that Roots to Re-entry measured success by the number of job placements of adult males at Philadelphia Prison Northeast Complex after participating in the program.

NEW YORK CITY HORTICULTURAL SOCIETY

GreenHouse

According to their website, GreenHouse "provides the most contact time with individual participants of any social service program on Rikers Island," and is the Nation's first horticultural therapy program



(www.thehort.org/programs/greenhouse/). Horticultural therapists and trained instructors serve more than 500 incarcerated individuals at the New York City Department of Correction Rikers Island complex, seven days a week.

Five gardens provide 160 raised beds, where students work together to grow vegetables, herbs, and flowers. The curriculum is more than just gardening: It "helps stu-

dents relate to their lives, emphasizes critical thinking, and encourages teamwork and collaboration." The program reports reducing recidivism rates by 40% and generates hundreds of pounds of organic fruit and vegetables a year.

GreenTeam

New York City Horticultural Society also operates GreenTeam, which provides short- and long-term vocational training to at-risk youth, young adults, formerly incarcerated individuals, and homeless youth (www.thehort.org/programs/greenteam/). The team works year-round on projects that teach plant care, landscape design and garden maintenance.

According to their website: "As participants plant, trim, mulch, weed, and transform neglected parts of the city, they learn valuable life skills: responsibility, time management, and workplace professionalism. When the men, women, and young adults complete the program, they

Continued on page 40



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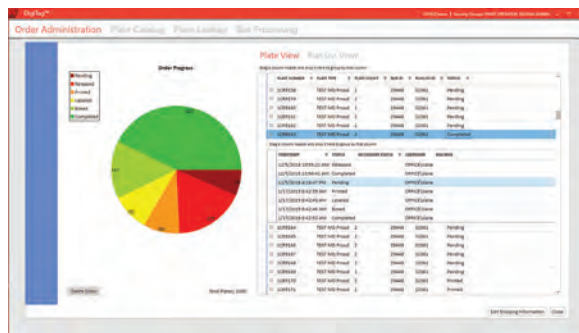


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Continued from page 39

leave not only understanding professional horticulture but are empowered to turn their lives in a new, positive direction."

A 2015 study found that participants in the GreenHouse and GreenTeam programs experienced increases in self-efficacy and self-worth (Khatib & Krasny, 2015). One program participant told the researchers, "It's about learning to care for things—for living things, not just plants. If you can care for a plant, you can care for a person." Another said that "Working for the GreenTeam was just turning over a new leaf—literally, turning over leaves! The work was exhausting, but I need that. I needed that to take some of the negative energy and turn it into something positive."

MARION COUNTY SHERIFF'S OFFICE

The Marion County Sheriff's Office (MCSO) in Ocala, Florida, operates a 125-acre farm utilizing incarcerated individual labor. The farm reduces the tax burden of feeding 1,500 jail incarcerated individuals. A 2015 study reported that the vegetables, poultry, and dairy products produced at the farm reduce jail costs by at least \$500,000



annually. In 2015, researchers gave qualitative interviews to incarcerated individuals participating in the farm program to determine how the program affected them (Moore, Freer, & Samuel, 2015).

Earlier evaluation of the MCSO farm had focused on production and financial benefits, so the researchers directed their attention to the incarcerated individuals' benefits and development. Their findings indicated that the work-farm program was both positive and beneficial to individual incarcerated individuals, revealing that incarcerated individuals:

- Experienced a positive learning environment and developed new skills that would help them find future employment;
- Described a transformative learning process as they gained a better work ethic and made plans for their future lives;
- Described working on the farm as more free and relaxed compared to conditions inside the jail;



- Mentioned that working on the farm helped their time in jail go faster;
- Learned life skills that included responsibility, accountability, and developing a positive work ethic that could be utilized upon release; and
- Learned other life skills that included patience, interpersonal skills, and self-assessment.

The researchers concluded that incarcerated individuals

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“reported a positive learning environment while participating in the program and they described a transformative learning process in which they gained a better work ethic and made plans for the future,” and that they “felt a greater sense of calm as they worked in nature.”

ASSESSING GARDENING PROGRAM OUTCOMES

As mentioned previously, Jenkins identified three themes that emerged from the study of the programs (increase self-efficacy and self-worth for incarcerated individuals, decrease anxiety and depression symptoms in incarcerated individuals, and reduce recidivism rates for participants). She also noted that positive results for drug and alcohol abusers participating in gardening programs had been reported several times. She concluded:

“These findings are important to policy makers and prison officials. These findings could be used to better rehabilitate incarcerated individuals and treat symptoms of mental illness, provide vocational training, and

reduce tax spending on expensive therapies and recidivism. A main effect of gardening programs on incarcerated individuals as shown by the literature and program websites of selected gardening programs in this analysis was better access to green jobs after release and reduced rates of recidivism. ...Incarcerated individuals reported increased personal responsibility, better work ethic, and improved interpersonal skills as a result of participation.”

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ABOUT THE AUTHOR

Rod Miller has headed CRS, a non-profit organization, since he founded it in 1972. CRS operates the National Jail Work and Industries Center, a clearinghouse developed by the U.S. Department of Justice, Bureau of Justice Assistance more than 20 years ago. It continues to provide documents and tools to promote and improve the use of incarcerated individual labor in jails at www.jailwork.com.

For more information about jail work and industry programs, contact Rod Miller at rod@correction.org.

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SUCCESS STORIES



Jason Jones

Jason Jones graduated from Code.7370 at San Quentin State Prison and then worked in the Joint Venture Program, The Last Mile Works. After being released, Jason was hired by Fandom as a Software Designer.



Vera Salcedo

Vera Salcedo graduated from CALPIA's Pre-Apprentice Carpentry program at the California Institution for Women. She was hired in Southern California by a large construction firm. Currently, she is part of the Southwest Regional Council of Carpenters Union and works as the site safety officer.



Clarissa Allen

Clarissa Allen graduated from CALPIA's AutoCAD (Computer-Aided Design) program at the Folsom Women's Facility which houses the first Authorized Autodesk Training Center at a state prison. Clarissa now works as an AutoCAD drafter for Infinity Energy.



Billy Pham

Billy Pham graduated as a commercial diver and underwater welder from CALPIA's Leonard Greenstone Marine Technology Training Center at the California Institution for Men. He was released in 2006 and now manages Muldoon Marine Services.



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