

NCIA NEWS

FALL 2022

WORKING ON THE INSIDE — SUCCEEDING ON THE OUTSIDE



SUPPORTING LEADERSHIP TRANSITIONS



NCIA thanks **Georgia Correctional Industries** for printing this publication.

National Correctional Industries Association


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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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TO LEARN MORE ABOUT NCIA



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SUPPORTING LEADERSHIP TRANSITIONS

When leadership changes within the DOC, Correctional Industry agencies need to not only fully support the leadership transition, but oftentimes be proactive in communicating the importance of CI within the correctional system to the new leadership. It's also necessary to align your CI's mission with the new leader's agenda ... your CI wants to be part of the solution, not a problem for the new administration. This issue of *NCIA News* will feature CIs who have successfully navigated the challenges and opportunities presented by a leadership change within their DOC.

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PRESIDENT'S MESSAGE



Danielle Armbruster
President, NCIA

Most of us in CI work in local, state, or federal government ... and even those who work for a non-profit entity still operate under some governmental oversight. This distinction is important to our CI's success because when administrations change, so does the leadership. In order for our CI's to continue our critical reentry mission, we must not only support leadership transitions, but also make sure that CI has that crucial "seat at the table."

The articles in this issue of NCIA News provide mission-critical insight and guidance on how to be proactive in supporting leadership changes within your oversight agency. This includes ensuring your CI's reentry mission will continue to play a significant role in your overall strategic plan.

Like many of you, I've worked through a leadership change or two. And as a CI Director, I've made sure that Washington State CI remained well positioned within the DOC as the go-to department for any reentry-related initiative. I urge each of you to take a deep dive into the articles in this issue as they not only show how CI's are able to navigate through a leadership transition, but more importantly, how they are able to create opportunities to strengthen operations and increase reentry programming for the incarcerated people working in CI.

Some exciting developments have occurred since we were together for the successful 2022 National Training Conference held in Louisville back in April. The NCIA Board of Directors met at the ACA Congress of Correction in August and held a productive meeting ... you can read the recap on page 28. Prior to the Board meeting, several NCIA committees were reactivated including the NCIA Research Committee and the Best Practices Committee. I want to thank all Board and Committee members for their efforts and support! NCIA also held a successful election for the 2023–2024 Board of Directors ... new Officers and At-Large members were elected, and you may review the results on page 29.

And, I must report that the planning committee is hard at work on the **2023 National Training Conference** (April 24–27, 2023 on the Eastside of Seattle in Bellevue, Washington) ... you will be excited about the keynote speaker, the line-up of world-class workshops, and all the networking events being planned. Stay tuned for more on the 2023 conference!

I want to end this message by taking a moment to share a fond farewell and congratulate **Mike Herron** on his retirement as Director of Indiana Correctional Industries. Mike is a steadfast leader in our world of CI, and as the Chairman of NCIA's Board of Directors, he has helped guide the Board and I through the association's recent challenges brought on by the pandemic. I wish Mike the best in retirement, and I also ask you to read the full article about him on page 30. ●

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EXECUTIVE DIRECTOR INSIGHT



Michael E. Wilson
Executive Director, NCIA

Far too often, there are omissions of the uplifting power a vast majority of program participants gain through their experiences in Correctional Industries (CI). Regrettably, media outlets and special interest groups continue to fail in providing accurate and objective assessments of Correctional Industries.

Within NCIA, there is national network of 49 active state Correctional Industries along with Federal Prison Industries that provide positive reentry and post-release employment opportunities for incarcerated individuals in every state across the nation with the exception of Alaska. For over 25 years, NCIA has continued to fulfill its mission to aid in the successful reentry of incarcerated individuals by providing training and support.

Correctional Industries—A Bridge of Opportunity

Most people don't think of prison as a place of opportunity. For most individuals who are sentenced to incarceration, prison is, at best, a course correction. However, participants within CI often refer to their work positions as "opportunities."

Just read testimonials from a couple of incarcerated individuals that work in CI. One current program participant at Oregon Corrections Enterprises (OCE) says this about his CI work, "This is one of the only programs that give inmates real skills and opportunities to gain employment upon release," he states. "What exists here within in this program is an environment and an opportunity that is absent from the rest of the entirety of DOC. ... When you look at me, if you see someone being taken advantage of or exploited, you're just choosing to be blind to reality," He further explained. "The truth is, I'm the one doing the exploiting. I've taken full advantage of the opportunity this program and the wonderful people involved provide. I've used it to turn my life around."

Another CI program participant at Arizona Correctional Industries (ACI) states, "I first heard about ACI while in county jail. Everybody that had previously been to prison all talked about ACI retention jobs. From that point forward I made up my mind that I was going to pursue that opportunity as soon as I had the chance." He continued that "ACI has given me the opportunity to put myself in a better spot upon my release with a new set of skills and possibly future employment with those new skills."

Current Director of Arizona Department of Corrections, Rehabilitation and Reentry, **David Shinn**, summed up Arizona's CI program in the 2021 ACI Annual Report, stating "Each and every day our great men and women of ACI strive for excellence, innovation, and quality customer service. The opportunities provided by ACI, intrinsically cultivate a tangible opportunity for a second chance and successful reentry through training and skill development that enable employment once released."

Benefits of Self-Sufficient CI Programs Changing People's Lives

CIs provide real-world job skills training and experience that often help incarcerated individuals connect with private industry partners, suppliers and employers before and after their release.

For many incarcerated individuals, their CI job shows them the importance of teamwork, good work habits, effective communication skills, job readiness and transferable job skills. Through their valued and appreciated work, CI program participants begin the process of recovering their self-esteem and self-confidence. They can begin to see that they do have other options in their lives as they complete their sentence and begin planning for a successful transition into their communities.

Reentry Focus to Address Challenges Post Release

Many state & federal CI programs offer reentry assistance and services through various activities, and these types of programs are deemed essential in NCIA's *Best Practices—Reentry Focused Performance Excellence* to the post-release employment success of formerly incarcerated individuals. At the recent NCIA Board of Directors meeting held in conjunction with ACA's 152 Congress of Correction in New Orleans, the Board approved a new Post-Release Employment Partner or "PREP" membership category to help cultivate dynamic partnerships with companies that embrace second chance hiring opportunities for formerly incarcerated individuals.

Given our history focusing on reentry for formerly incarcerated individuals, NCIA will continue to evaluate new activities, partnerships and coalitions that support our underlying values and mission. Our teams will continue to respond to changes that advance new opportunities for formerly incarcerated individuals. •



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Georgia Correctional Industries

—Our Place at the Table

By: **DeLana Bellville Powell**, Reentry Coordinator, Georgia Correctional Industries

Since February 2015, the Governor of Georgia has appointed three different Commissioners to head the Georgia Department of Corrections (GDC). Each Commissioner appointed to this position has been a unique and effective leader, with their own plan for enhancing the daily and long-range operations of the correctional facilities under their command.

today are a quarterly newsletter and signage which captures and displays our Mission Bundle. We also strive for consistent participation in GDC meetings whenever appropriate, as well as seeking new and innovative ways to interact with the private sector and communities in our state.

Regardless of who was at the helm of GDC, Georgia Correctional Industries (GCI) laid a foundation by developing tools and common practices that effectively present and highlight the positive impact its operations have within the GDC ... whether that's behind the fence, helping incarcerated individuals successfully re-enter into society, or reducing recidivism in our state, it shows GCI's positive impact for all Georgians.

GCI began developing various tools and common practices shortly after our Mission Statement, Vision Statement, Core Values and Tagline (collectively called GCI's "**Mission Bundle**") were fully developed and approved by GCI and GDC Executive Management in July of 2018. One of the goals in the development process was to effectively communicate GCI's unique and vital purpose within the correctional environment in Georgia. This was not only for the public sector, but for our employees and our parent agency as well. Often times, in our daily activities, we can lose sight of just how important our jobs are ... how what we do each day can have a profound and lasting impact on those we serve.

We took our Mission Bundle to the next level by creating graphic designs and images to enhance their message, as well as tangible items for display in each of our operations. Two items that have proven to be the most effective and are still used

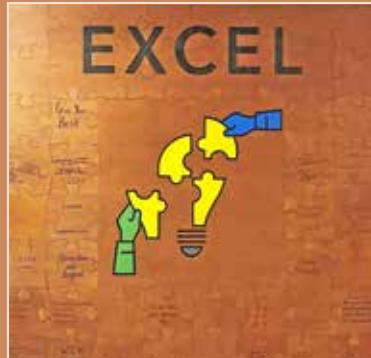
Our quarterly newsletter, ***Have You Heard...?***, is distributed electronically to all GCI staff and to management of GDC. The newsletter is an effective means to communicate what is happening across all three divisions of GCI:

1. **Manufacturing**
2. **Food Service**
3. **Agribusiness**

It also allows for highlighting our employees and the various ways they excel, making a positive impact in our daily operations and helping to fulfill our Mission and Vision.



GCI's Quarterly Newsletter:
Have You Heard...?



**Assembled Core Value Puzzles on display at
GCI Administrative Headquarters**

Signage for GCI operations was developed, manufactured, and distributed statewide, through the combined efforts of our administrative staff, along with the staff and incarcerated individuals working in several of our plants. This signage is prominently displayed in each of our operations for all to see including: GCI and GDC employees, incarcerated individuals, and any visitors to our operations.

One of the most innovative and effective ways that was used to fully introduce our **Core Values** (Envision, Engage and Excel) to our staff was a hands-on exercise which took place throughout GCI. Each GCI location was tasked with defining what each value meant to them individually and as a group, to determine what it meant to them collectively. They then committed those words and/or phrases to large wooden puzzle pieces. The individual pieces, when combined, resulted in three beautiful wall puzzles. These massive puzzles are now proudly displayed on the walls of GCI's Administrative Headquarters.

Continued on page 10

**GCI staff assemble a
Core Value Puzzle**





William Rutledge is presented with the Coin of Excellence from GDC Commissioner, Timothy C. Ward

GCI's Executive Management team ensures that GCI is actively and consistently involved with GDC's leadership. This consistent interaction allows GCI to showcase our operations, innovations and successes. One of the most recent such interactions was a presentation to the GDC Board of Corrections (BOC), by a formerly incarcerated individual and current GCI employee **William Rutledge**. During the presentation, Rutledge thanked those who offered support along the way and helped to foster

his success. He specifically thanked the Board Members for their approval to allow GCI to hire him two years ago. Rutledge said, "I would like to take this opportunity to thank each one of you for stepping out on faith and allowing me to work for GCI post incarceration. This has truly given me more than a second chance." GDC Commissioner, **Timothy C. Ward**, presented Rutledge with his 'Coin of Excellence' during the meeting to commemorate his success and his day with the BOC.

I would like to take this opportunity to thank each one of you for stepping out on faith and allowing me to work for GCI post incarceration. This has truly given me more than a second chance.

— William Rutledge—



GDC Commissioner's Coin of Excellence

Continued on page 12



Georgia Correctional Industries
Rehabilitation through Innovation

The ultimate goal is to help your CI to fully support any leadership changes that occur within your DOC and to effectively maintain your CI's place at the table.

GCI has established recurring and ongoing community outreach projects that allow for positive interaction with our communities and the opportunity for us to tell our story to those who might not otherwise know what we do and why we do it. Additionally, we have a strong PIE program within our operations, which fosters strong relationships with private sector individuals and companies. We are actively cultivating more opportunities in that arena. Each connection we make in our communities

and in the private sector is another opportunity to positively impact the lives of all Georgians.

With any change in DOC leadership, it may be necessary to adjust or revise your methods for conveying your CI's mission and the importance of your operation within the grand scheme of corrections in your state. However, with the proper tools and common practices in place, adjustments can be incremental and easily implemented. •



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Navigating Change

By: **Gayle Butler**, Administrator, Montana Correctional Enterprises

Every election cycle there is a chance that the state's elected official over corrections will change and with that new Department of Corrections Administration. **What does that mean for your correctional industries program?**

Those of us that have been in the business for many years have seen several changes in elected officials and administrations. Many have been part of positive transitions and change of administrations, and some may have been part of difficult transitions. Some of us have been witness to both.

Regardless of the political party of the elected official and the head of the Department of Corrections, the purpose of our CI programs remain the same. **Montana Correctional Enterprises (MCE)** provides valuable education, training, and work experience to assist incarcerated individuals find employment after release, which reduces recidivism, reduces future victimization, and reduces the need for additional tax dollars funneled to our correctional system.

Correctional Industries nationwide, are an important component in good public safety, both while individuals are incarcerated and after returning citizens move back to our communities. Most of our programs do this with little or no funding from our state's general fund because of the self-supporting nature of our programs.

Through change and sometimes turmoil of new administrations, I remind my staff and sometimes myself, that our jobs remain the same. Our goal

is to ensure we run successful programs to provide valuable education and supervision without a hitch and to work to ensure that my Director (as they are called in Montana) is successful.

When a new administration is appointed, I work to get an audience with the new Director so I can educate the new administration on the importance of our CI programs. I work to bring them to internal and external meetings and to tour each program and facility. Montana is a small state, so I believe it is easier to make relationships and to reach out to the administration at both the Director and Governor's level.

I have testified at the Legislature for 24 years, so I am fortunate to also have relationships with many legislators. Regardless of the size of your state, making new relationships with administration and newly elected officials and maintaining these relationships are instrumental in getting through any transition. Down the road, these relationships may also assist your CI programs in times of need.

Many people do not know that Correctional Industries exist. In Montana we promote tours for legislators, trade organizations, the Montana Chamber of Commerce (as well as local chambers of commerce), and other interested parties. This



Montana Correctional Enterprises' Administrator Gayle Butler speaking to the Montana Chamber of Commerce during a tour

helps to keep many of the decision makers within Montana educated on MCE's mission, as well as the importance of our CI programs. Even with the extensive number of tours and providing positive news articles to the press and social media, we still have legislators or members of the general public ask what we do.

We still have to combat the false narrative of cheap incarcerated labor and unfair competition. I have a short FAQ sheet I keep up to date regarding the benefits of Montana Correctional Enterprises ... including benefits to the State of Montana, the

taxpayers, the facilities, the general public and to incarcerated individuals.

Change is difficult, especially when it affects you, your programs, and your staff. Working through change is important for the successful operation of Correctional Industries. If you are having a hard time navigating through your change, you need to remember to give it time. Make it as positive as you can. You are the leader, and your staff will follow you with positive or negative thoughts and actions ... make yours positive. ●

Sharing What we do in 2022

How CALPIA Educates New Leaders for Growth

By: **Michele Kane**, CALPIA Assistant General Manager, External Affairs

A famous quote from John C. Maxwell reads, "Change is inevitable. Growth is optional." As with much of the world, Correctional Industries has experienced dramatic change throughout the pandemic. Staff and incarcerated individuals continue to adjust through the confines of COVID, while new leaders emerge through internal and external offices. How do you reach those new leaders and how do you grow rehabilitative job training programs to flourish once again?

The **California Prison Industry Authority (CALPIA)** knows the importance of in-person training, tours, graduations, meetings, and conferences to educate new leaders. CALPIA is once more showing up face-to-face to educate leaders about the value of its programs.

"An important key to growing an organization, is to be proactive in communicating the value of Correctional Industries to stakeholders and the public," said CALPIA's General Manager **Bill Davidson**. "We have been creative as an organization utilizing digital technology for educational purposes for the last couple of years, now we are once again meeting those new leaders who could have a positive impact on our organization." In July, CALPIA presented to the Chief Probation Officers of California (CPOC). Davidson, along with Former San Diego Chief Probation Officer and Prison Industry Board Member **Mack Jenkins**, and Assistant General Manager of External

Affairs **Michele Kane** were able to provide some background information and highlights of Correctional Industries to more than fifty Probation Chiefs at their conference. The three shared reentry data, a CALPIA Overview Video, and the latest recidivism study statistics by the University of California, Irvine (UCI).

"At the CPOC meeting, we engaged with Probation Chiefs who lead probation departments throughout the state," said Prison Industry Board Member Mack Jenkins. "I was very pleased, but not surprised, that we were well received. This was a first step in building a long-term partnership which serves both of our missions and collected goal of helping the reentry population succeed while reducing recidivism."

Jenkins says he was thrilled to share the results of the recidivism study which showed incarcerated individuals who participated within CALPIA had



Prison Industry Board Member Mack Jenkins (left) and CALPIA General Manager Bill Davidson (right) present to the Chief Probation Officers of California

lower rates of rearrests, reconvictions, and re-incarcerations compared to those who were qualified to, but did not, participate in the organization.

The UCI study compared CALPIA participants with at least 6 months in the program and released between August 2014 and July 2018 with incarcerated individuals who were accepted into the CALPIA program and put on a waitlist but were released before they could actively participate.

By three years after release, only 15.4 percent of CALPIA participants had been returned to custody. In addition, only 20.8 percent of CALPIA participants had been reconvicted of a crime after three years of release. The number of arrests among CALPIA participants were also lower than the rates for the waitlist group.



**Capitol Tour Day with
Prison Industry Board Members
Felipe Martin, Mack Jenkins, and
Dr. Armond Aghakhanian**



**(Left to Right) Prison Industry Board
Member Felipe Martin, Prison Industry
Board Member Mack Jenkins, California
Assemblymember Laura Friedman, Prison
Industry Board Member Dr. Armond
Aghakhanian, and CALPIA Assistant
General Manager Michele Kane**

In June, Jenkins, Kane, and California Prison Industry Board Members **Felipe Martin** and **Dr. Armond Aghakhanian** shared the recidivism study with legislative leaders. As part of CALPIA's Legislative Sub-Committee, they held a Capitol Tour and were able to meet many Senators and Assemblymembers in-person.

"There are many new faces to the Legislature, and there were those who had no idea what CALPIA was all about," added Jenkins. "Spreading the word about the benefits of our programs is essential and this UCI study confirms that real-world job training inside prison supports successful outcomes."

Besides presentations and visits to outside stakeholders, tours and graduations held inside prisons are vital for educating new leaders.

"When a person who is not familiar with CALPIA, visits our programs or sees a graduate earn a certification for the first time, the connection is made,"

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CALPIA's General Manager Bill Davidson speaks to graduates at Mule Creek State Prison



CALPIA holds many graduations throughout the year and invites new leaders. This graduation at Mule Creek State Prison recognized 53 apprentices in May

added Davidson. "All their questions get answered and they see the importance of Correctional Industries improving prison and public safety in addition to reducing recidivism."

CALPIA has planned to hold several graduations for the remainder of the year. Not only are family members and loved ones invited, but reentry partners, government leaders, and prison executives and staff will be sent invitations and encouraged to attend.

"Incarcerated individuals gain valuable job training through our programs to become successful when they leave prison and that is definitely a win for them, their loved ones, and the State of California," said Davidson. "We have to share that message with as many people as possible, especially with those new leaders who may have a common interest in what we do." ●



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OPI Navigates Leadership Shifts with Effective Communication

By: **India Duke**, Public Information Officer, Ohio Department of Rehabilitation and Correction

Change is inevitable and the corrections industry isn't exempt. At times, a shift in leadership can be difficult for Correctional Industries, whether it's a new warden or a new director—but it can also bring about opportunities for growth. For the **Ohio Department of Rehabilitation and Correction (ODRC)**, Ohio Penal Industries (OPI) is a fully immersed part of the agency, functioning as one team with one purpose to achieve the agency's mission of reducing recidivism among those we touch.

OPI is a training and education program rooted in preparing the state's incarcerated workforce for reentry by way of employment readiness.

"We provide certifications and credentials that are useful in today's job markets," said OPI Chief **Ann King**. "We also provide job opportunities within OPI for our formerly incarcerated workers to become employed by us after they have successfully completed our program and have been released."

The operation has 30 shops in 13 prisons throughout the state, and is responsible for producing over 1,800 products including uniforms for incarcerated adults, salt and plow trucks for the state, denture production, composting, and more.

When Director **Annette Chambers-Smith** was appointed to her position by Governor **Mike DeWine**, she understood the important role OPI has within the overall complex operations of the agency.

"OPI is a self-sufficient business operation within our agency, but the work they do goes well beyond manufacturing and providing services to ODRC, other state agencies and external customers," Chambers-Smith said. "The foundation of OPI is to provide our incarcerated men and women with a



**Ann King, OPI's Chief and
Harold May, Warden for
Marion Correctional Institution**

“We are fortunate that our current director supervised OPI as a deputy director and understands the importance of the program’s role within our agency and state. Her previous experience and expectations of fully engaging OPI as an important part of our mission is invaluable.”

— Ann King —

meaningful job skill, some of which are advanced, and give these individuals something they can truly be proud of and hope for a better future when they leave our prisons.”

With nearly 30 years of correctional experience, Director Chambers-Smith once oversaw the OPI operations in her previous role as deputy director.

“Correctional industries isn’t always on the forefront of the minds of those in leadership because there are 10,000 plus employees, 28 prisons and multiple areas to manage and be accountable for,” King said. “We are fortunate that our current director supervised OPI as a deputy director and understands the importance of the program’s role within our agency and state. Her previous experience and expectations of fully engaging OPI as an important part of our mission is invaluable.”

King said new wardens who have never had the experience or seen the benefits of a CI shop in a prison can present challenges, but more importantly can lead to new opportunities.

“This is true with any type of new staff and leadership. This is an opportunity to bring in new ideas that continue to evolve who we are in OPI and

what value we can add to our agency and other state agencies in Ohio,” King said.

Recently two Ohio prisons experienced leadership changes with new wardens; one never being the warden of a facility with an OPI shop and one being the warden of a prison with one of the newest and largest OPI shops.

This year, **Harold May** transitioned to warden at **Marion Correctional Institution (MCI)**. He was former warden for the Toledo Correctional Institution, a higher security facility with limited movement. Prior to his position at MCI, May had never been the warden of a prison with an OPI shop, but he turned that into an opportunity to learn as much as he could about the operation.

“I spend time in the shop weekly during my rounds,” May said. “I familiarized myself with the work that OPI does here at Marion and quickly came to appreciate the expertise that the men have and the work they do.”

There are fifty-eight incarcerated adults at MCI working in the metal shop producing various metal products including bunks and lockboxes.

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"In my role as warden, I am faced with everyday decision making that effects staff as well as our population. Having OPI leadership as part of those discussions is a focus that is important to me as a warden," he said.

Recently, **Leon Hill** made a shift as well. He had been the warden at MCI for about a year before he transitioned into his current role as warden of **Madison Correctional Institution (MaCI)**. He previously served as a regional manager for OPI during his 29-year career with the agency, giving him firsthand experience and a deep appreciation of the program.

"I am aware of the positive impact that Ohio Penal Industries has on our incarcerated adults," Hill said. "Not only are they providing valuable training and skills, but they are also preparing them to return to society and to be productive citizens upon their release."

The incarcerated work force at MaCI consists of 105 workers deburring automotive parts for Yamada. Soon, OPI's Nitrile Glove operation will move to MaCI, a significant undertaking for Hill, but he's prepared for the change.

"It's an exciting new endeavor here and one that will have a positive impact on not only our agency and other state agencies, but also on the men who will be learning a new, valuable trade, Hill said. "This will be an entirely new operation in the OPI area of the facility and there will be a learning curve during the initial start-up phase, but we are prepared for the challenge."

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Both Hill and May see the value in OPI, an insight that can make navigating leadership changes easier for all involved. Hill said open and effective communication is the key to overcoming obstacles that may be presented by new leadership, which could lead to new opportunities for the program's growth. Someone stepping into a leadership role at a prison with an OPI shop for the first time, like May, could bring about new programming or more efficient ways to get tasks completed.

"For a long time, we've said that every employee in an institution is security. Well, we need to go beyond that now—that every employee also helps prepare people for reentry, working across disciplines. Correctional Industries are one of the areas that embodies that kind of teamwork," said Assistant Director and NCIA board member **Stuart Hudson**.

ODRC and OPI are fortunate to have the programs operating within the agency, but it is the incarcerated population who benefit from its leaders' ability to communicate and work together to overcome challenges. Leadership across the agency, from the director, OPI and prison management, have the same interest and hopes for the incarcerated workforce and shows through working as one team with one purpose. ●



Ann King, OPI's Chief, meets with Harold May, Warden for Marion Correctional Institution, at OPI's Metal Fabrication Operation

NEW CI DIRECTOR

David Gonzales

New CI Director in New Mexico



David Gonzales was recently appointed as the new CI Director for New Mexico Corrections Industries (NMCI). Gonzales began his career in corrections in 2003 as a Correctional Officer and worked his way up through the chain of command, holding positions such as the Commander of CERT (Correctional Emergency Response Team) at the Penitentiary of New Mexico, and Warden of the Guadalupe County Correctional Facility.

Prior to his appointment as CI Director, Gonzales participated in the Warden Exchange Program ... this program helped him to learn "Transformational Leadership," as well as provided him with an opportunity to experience new ideas, resources and programs that Gonzales feels will be beneficial to him as he transitions into his new role managing CI in New Mexico.

Gonzales is excited to be involved with CI because of the opportunity to provide incarcerated individuals in New Mexico with the tools, skills, certifications and resources that will ultimately lead to a decrease in recidivism. As far as the future for NMCI, Gonzales looks forward to building a highly respected team that is passionate about their mission while providing great products for the State of New Mexico.

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NEW CI DIRECTOR

Jason Sparks

Oklahoma Correctional Industries New Chief Administrator



On May 31, 2022, Oklahoma Correctional Industries (OCI) named Jason Sparks as the new Chief Administrator. While relatively new to the Oklahoma Department of Corrections, having joined in 2019, Sparks has over 28 years of experience in the private sector, corrections and law enforcement. Sparks started his career in law enforcement with the Moore Police Department in Moore, OK.

Correctional Industries is of great interest to Sparks ... he is excited about the opportunity to provide training opportunities to incarcerated individuals to help them succeed post-release in this challenging employment environment.

For OCI, Sparks will start by improving shops and programs across the organization with a focus on providing more training opportunities for incarcerated individuals working in OCI. His ultimate goal is to ensure that OCI provides a value-driven approach for all incarcerated individuals to take with them after release.

He has a Bachelor of Science Degree in Criminal Justice from Central Christian College of Kansas.

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NEW CI DIRECTOR

Lindsey Ellison

New Director for Indiana Correctional Industries



Indiana Correctional Industries (ICI) promoted Lindsey Ellison to Director. Ellison was ICI's Deputy Director of Operations where she was responsible for the strategic direction, growth, and performance of ICI's Northern Operations. She has more than 12 years of experience in corrections, working with both the juvenile and adult populations, and has worked within ICI as a Transition Specialist, Program Coordinator, Plant Manager, and Assistant Re-Entry and Operations Manager.

One of her favorite endeavors while working in CI is spending time with the team (both CI staff and incarcerated workers) on the production floor, working through problems and finding ways to improve the work process. This approach allows for everyone to be involved in the improvement process and to feel important.

With Ellison at the helm, ICI has set a goal to have 10% of Indiana's incarcerated population involved in a work assignment with ICI ... this will expand ICI's impact on the incarcerated population within the state. While she joined ICI to help change lives, Ellison also feels that her experience in CI will most certainly benefit her as well as.

Ellison holds a Master of Arts in Executive Leadership from Liberty University and a Bachelor Degree from Indiana University. She is also a certified instructor for the National Institute of Corrections' Offender Workforce Development Specialist (OWDS) Training Program, as well as a graduate of the Indiana Department of Correction's Commissioner's Experienced and Emerging Leaders Program. Finally, Ellison will begin a two-year term starting January 1st on NCIA's Board of Directors.

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Board of Director's Meeting Recap from ACA—New Orleans

The NCIA Board of Directors met at ACA's 152 Congress of Correction on Sunday, August 7, 2022 at the Ernest N. Morial Convention Center in New Orleans, LA. The Board held a productive three-hour meeting with the following reports and accomplishments:

- ▶ The 2023-2024 Board Election Results were announced (please see page 29 for the election results)
- ▶ The Robert Grieser Memorial Scholarship Winner for 2022 was announced (please see page 31 for more on this year's scholarship winner)
- ▶ The FY2023 Budget was approved, and the new Post-Release Employment Partner (PREP) membership category was introduced and approved ... PREP members will be private companies that want to hire incarcerated individuals upon release
- ▶ Virtual CI Director Networking Sessions will start again in the Fall and NCIA will soon launch the Sales & Marketing Roundtables
- ▶ The 2023 Webinar Topics were approved, as well as the CI Staff Roundtables Topics for the 2023 National Training Conference next April in Bellevue, WA
- ▶ Reports were given on National Office Activities, and from the ACA Committee on Correctional Industries meeting held in January at the ACA Winter Meeting
- ▶ Updates on the 2023 National Training Conference were given ... everyone is excited to meet in Bellevue, WA! •



Lynn McAuley, NCIA Past President and Rodli Award Recipient catches up with Jeremy Elder, NCIA Vice President of Marketing and Amy Pataluna, NCIA Vice President of Program Development. McAuley was granted NCIA Life Membership during the Board of Director's Meeting at ACA.

Election Results!

2023–2024 NCIA Board of Directors

NCIA Chairman and President Danielle Armbruster is pleased to present to you the slate of officers and members for the 2023-2024 NCIA Board of Directors. NCIA extends a sincere appreciation to all the candidates who were willing to serve their peers and the field as a member of the NCIA Board of Directors.

Note that those listed in **Bold** are the newly elected, re-elected or appointed Board members. Others on the list retain their seats to fulfill their unexpired terms.

OFFICERS: Two-Year Term 2023-2024

Board Chair: **Danielle Armbruster** (WA)

President: **Bobby Lumpkin** (TX)

President-Elect: **Amy Pataluna** (GA)

Vice President of Marketing: **Maria Peterson** (UT)

Vice President of Program Development: **Anthony Vann** (NC)

Treasurer: **Wes Ray** (WI)

AT-LARGE BOARD MEMBERS: Two-Year Term 2023-2024

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John Coleman (NC)

Lindsey Ellison (IN)

Sarah Sytsma (WA)

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DeLana Bellville Powell (GA)

Paul Campbell (FPI)

Joseph Styles (NC)

Ann King (OH)

REGIONAL APPOINTEES TO THE BOARD

Regional Elections will be held in the Fall 2022

ACA REPRESENTATIVE TO THE BOARD: Two-Year Term 2022-2023

Stuart Hudson (OH)

Farewell and Good Luck to Mike Herron



Mike Herron, NCIA Past President and Rodli Award Recipient retired on June 30th. Herron had been the Director of Indiana Correctional Industries (ICI) since May 2005. Prior to ICI, he worked for Eaton Corporation for 22 years in various technical and management positions. While leading ICI, he oversaw many new initiatives including the implementation of the U.S. Department of Labor's Apprenticeship Program in Indiana, which has since graduated thousands of incarcerated individuals and provided them with the certified skills needed for a successful reentry.

Herron had served on the NCIA Board of Directors since 2009 ... first as the Central Region Appointee, then as an At-Large member. In 2013, Herron was elected NCIA Treasurer; two years later, he was elected as NCIA's President-Elect and served as NCIA President during the 2017-2018 term. He was Chairman of the Board from 2019 until his retirement. "For well over a decade, Mike has been a leader in CI and worked tirelessly so that NCIA would be at the forefront of the national reentry effort ... he will be missed!" said **Danielle Armbruster**, NCIA President.

He also led the host efforts for two NCIA National Training Conferences ... the first in 2015 (which saw the launch of the CI Best Practices), as well as the first, in-person conference held during the pandemic in September 2021. Herron will also be remembered for his leadership as the Chairman of the NCIA Research Committee where he laid the foundation for the nationalized effort to collect standardized recidivism and post-release employment statistics.

In 2016, Herron was awarded NCIA's highest honor, the Rodli Award. *NCIA wishes all the best to Mike Herron in his well-deserved retirement!* •



Mike Herron received NCIA's highest honor, the Rodli Award, in 2016. NCIA Past Presidents, Gayle Butler (left) and Karen Brown (right) presented the award to Herron

Meet the 2022 Robert Grieser Memorial Scholarship Recipient —Hope Flaherty



Please join NCIA in congratulating **Hope Flaherty** as the 2022 Robert Grieser Memorial Scholarship Recipient. Flaherty is the daughter of **Joe Flaherty**, Rhode Island Correctional Industries.

Flaherty is a Sophomore studying Political Science at the University of California, Los Angeles (UCLA). She is an active student at UCLA and current member of the UCLA Field Hockey Club Team, Pre-Law Society, and Bruin Blood Initiative which emphasizes the importance of students at UCLA donating blood.

After she graduates, Flaherty hopes to attend law school and become an attorney, with an eye toward moving into politics and serving as a public official. Her desire to serve the public comes from her numerous experiences as a volunteer with organizations such as the **Gianna Cirella Memorial Fund**, the **Kenvo Foundation**, and the **Kayla Jean Ricci Memorial Foundation**.

Invest in the education of our future leaders like Hope ... donate to the scholarship fund today at: nationalcia.org/robert-grieser-memorial-scholarship

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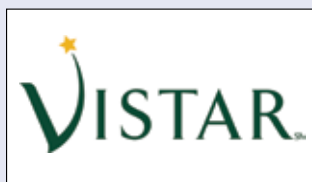
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– MICHELE PAYNE

MICHELE PAYNE worked in CALPIA enterprises and says the real-world job skills she learned helped her with her career. She is now a Staff Auditor for a large Certified Public Accountant (CPA) firm in Southern California. Michele is currently working on becoming a CPA and has since graduated with her master’s degree. When she first returned to her community, Michele was hired as a Reentry Specialist at the Inland Empire United Way. She worked there for many years and says learning those valuable job skills in prison gave her purpose.



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