

NCIA NEWS

SPRING
2021

WORKING ON THE INSIDE – SUCCEEDING ON THE OUTSIDE

Leading through **CHANGE** and Crisis Management




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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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LEADING THROUGH CHANGE AND CRISIS MANAGEMENT

Change management has never been more critical in Correctional Industries than this past year. CIs had to adapt quickly and efficiently when the COVID pandemic hit—from managing workforce shortages to rapid product development and overall operational shifts and priorities.

This issue will focus on leading through change as well as crisis management. While we will have a special section specific to COVID, this issue will also explore other areas for change and crisis management—perhaps your CI had an emergency preparedness crisis, an implementation of a new ERP system requiring staff to adapt to new procedures or technologies, or a change in leadership or organizational culture.

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PRESIDENT'S MESSAGE

From Danielle Armbruster, President, NCIA

Leading Through Change and Crisis Management ... it's not only the theme of this first issue of NCIA News for 2021, but what we in Correctional Industries did on a daily basis throughout 2020, and will continue to do for the foreseeable future. And while I'm afraid that the COVID-19 pandemic will continue to consume most of our time and efforts, other changes and emergencies will come up and require strong leadership and crisis management skills from all of us in CI.

I really see this issue of NCIA News not only as a way to look back on how CIs adapted in order to survive the COVID-19 pandemic, but also how we can collectively use our experiences in order to look forward and emerge from this crisis, building toward a more successful future. So, while most of the articles do focus on how a CI dealt with the pandemic, there were other points of crisis and changes that occurred in 2020. Just look at the first article from Virginia Correctional Enterprises (VCE) ... even before the pandemic, VCE was dealing with an ERP system upgrade, preparing for ACA accreditation, and other issues. These are issues many of us have managed, or more than likely will need to manage sometime in the future.

The most important lesson we can get from this issue is how to carry forward what we've learned in adapting our operations to survive the pandemic, and use this knowledge to confront the inevitable change and crisis that await us in 2021 and beyond. For example, you'll see that many CIs created relationships with new customers by providing PPE and other pandemic-related products. Going forward, how can we continue to build on these relationships and come out stronger than we were before COVID-19? Can CI as a whole do this? I most certainly think we can.

Our NCIA Board of Directors has been working tirelessly over the past year with the NCIA staff to lead our association through this pandemic, as well as prepare for changes that are on the horizon. And one change that I'm happy to announce is that NCIA will have a new Executive Director, Kelli Baxter, starting May 1st. She brings a wealth of non-profit and association management experience to NCIA, and will continue to lead our association through these times of crisis, as well as prepare for continued growth of our association in the years to come. Find out more about our new Executive Director, Kelli Baxter, on page 22.

And while we look forward to meeting and working with Kelli Baxter, it also means that we will say our farewells to our beloved Executive Director for the past 15 years, Gina Honeycutt, as she retires on April 30, 2021. She has been a dedicated employee of NCIA since 2000, and I encourage everyone to read about her accomplishments in a special section starting on page 20. Her leadership and guidance put NCIA and Correctional Industries on the map as a national leader in the area of reentry, workforce development, and now over the past year due to her outstanding leadership ... change and crisis management. On behalf of the NCIA Board of Directors and the entire membership, I thank Gina for her unwavering dedication, service, and duty to Correctional Industries over the last 20 years and wish her nothing but the best for the next chapter of her life!





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EXECUTIVE DIRECTOR'S UPDATE

From Gina Honeycutt, Executive Director, NCIA

Dear Dedicated Members,

It is hard to believe that this is my last official publication as your executive director. Serving as NCIA's Executive Director has been my greatest privilege and the highlight of my professional career. When I came to NCIA 20 years ago, I could never have imagined the tremendous journey I was embarking upon, nor could I ever have anticipated that it would be so rewarding. From the hundreds of meetings, conference calls, committees, and task forces to the dozens of board meetings and conferences over the years, I have always been amazed at the passion and dedication of our members. NCIA has truly blessed me with lifelong friendships. As I reflect on the last two decades, I am reminded of all of the accomplishments and progress we have made as an organization, but more than anything, the resonance of the people and the power of collaboration in achieving that success. To quote Steve Jobs, "Great things in business are never done by one person; they're done by a team of people." Nothing could be truer of my tenure as executive director—our talented and committed executive officers, the board of directors, committees and members have worked tirelessly in serving our reentry mission to provide opportunities to the incarcerated population as well as elevating NCIA's image as a professional organization dedicated to that mission. I cannot express how fortunate and privileged I feel to have worked with each and every one of you these past 20 years.

I would be greatly remiss if I also didn't recognize the NCIA National Office staff. They are consummate professionals, working to serve our members on a daily basis and fulfilling NCIA's mission to the Correctional Industries field. I am reminded every day of their hard work and dedication but also of the unity of our team and the fun experiences we have shared over the years. They are a wonderful group of individuals that I am lucky to also call friends! I know that they will give Kelli the same support in her new leadership role they have graciously given me these past years.

Thank you for sharing your talents, your skills, your experiences, and mostly your time as volunteers with this great association. The strength of this association truly lies in the combined efforts and passion of its members. I encourage you to stay true to NCIA's mission and the mission of your individual organizations. Remember that each day's challenges, and someday there are many, are opportunities for growth. I have every confidence that NCIA will embrace these challenges, and I send my very best wishes to all of you as you carry on the great work that you do.

Fondly,

A handwritten signature in black ink that reads "Gina Honeycutt". The signature is written in a cursive, flowing style.



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VIRGINIA CORRECTIONAL ENTERPRISES—WHAT DIDN'T CHANGE IN 2020?!

BY **MARIE VARGO**, CHIEF EXECUTIVE OFFICER,
VIRGINIA CORRECTIONAL ENTERPRISES



Above: The front of the VCE headquarters and warehouse

The adage, “if life hands you lemons – make lemonade,” has never been truer for Virginia Correctional Enterprises (VCE) ... especially in 2020. Like every other Correctional Industry (CI), the pandemic was for VCE the great unknown that impacted both our shops and revenue, but we had other non-pandemic-related challenges this year that caused us to change who we are and how we do business. A mantra evolved that one day we would look back at the end of 2020 and actually be amazed at how much we accomplished.

To start off 2020, VCE's backbone technology crashed and had to be upgraded. VCE was using a version of Syteline 8.1 that could no longer receive security updates, which were required by the Virginia Information Technologies Agency (VITA). Coincidentally, in the final months of 2019, VCE's small IT staff was integrated into the Virginia Department of Corrections Information Technology Unit (VADOC ITU). This move immediately paid dividends as they had the staff and experience with systems updates,

navigating processes with VITA, and working with vendors. This staffing move helped as our IT staff at VCE, while experienced, did not have the manpower to simultaneously, nor skillfully, maintain the current Syteline 8.1 while standing up Syteline 10.

VCE had originally intended to look for a new enterprise resource planning (ERP) product through a request for proposals process. In the early months of 2020, before an RFP was issued, we pivoted toward the more fiscally prudent option of

upgrading to Syteline 10, which would resolve our security patching issues and allow us to move to the cloud. This would enable us down the road to hopefully have incarcerated individuals entering data into the upgraded system. Collaborating with VADOC ITU, VCE moved forward with this significant upgrade, with an expected completion by December 31, 2020.

Already working with the daily unknowns of the pandemic, VCE staff worked with IT staff to set business rules ensuring that the data being upgraded conformed to rules, as well as beta testing the new Syteline 10, and attending many virtual meetings and trainings. We shared information with VCE staff about the requirement of the change, constantly talked up the benefits of the change, and sustained excitement to curb any apprehension by VCE staff. A testament to the determination of all involved, Syteline 10 went live three months ahead of schedule on October 1, 2020. We are now working toward identifying additional modules that will further improve VCE operations.

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NCIA's **E-Learning Program** is an online professional development platform tailored to the needs of Correctional Industries professionals like you. Developed by subject matter experts in the field of CI, our online courses aim to help you strengthen your skills, learn new ones, and discover new ways of thinking about CI in disciplines including:

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The VCE technology upgrade mandate extended to our website as well, due to similar security issues that we experienced with our ERP. The website needed to be moved to a VITA-approved hosting site on new software as the existing, older version and software was unable to download security patches. VADOC ITU led the process to move our website to a new platform and new site, running concurrently with the ERP upgrade. It is expected that by February 2021 VCE will have a terrific new website. With the new and improved ERP and website, VCE will have systems that better communicate with our customers and across our agency, as well as technology that works for us, rather than us working for the technology!

Another big change for VCE this year was the American Correctional Association (ACA) Correctional Industries' initial accreditation process. While it was already on our to-do list for the future, it moved up in priority in order to help VADOC achieve Global Eagle Award status for full accreditation of the entire agency. We had a lot to do—from finalizing our new four-year strategic plan that had been under construction since late 2019, addressing policy gaps, and better integrating CI standard requirements in existing VADOC policy and procedures. By building and

filling all the documentation files this process will have a paper trail we can then follow, share, and reflect on. Through collaboration with VADOC's Policy and Initiatives Unit, as well as the Compliance and Accreditation Unit, VCE staff, almost all new to ACA accreditation, pulled off an incredibly successful initial audit in December 2020. While it was hard work for everyone involved, our staff realized the value of being aligned with Correctional Industries Best Practices and the external validation that ACA accreditation brings. The 'whys' of ACA were communicated in conversations, virtual meetings, and emails to staff that ignited solidarity of purpose among the team to accomplish this goal. VCE now eagerly awaits our meeting in early 2021 with the ACA Accreditation Committee!

2020 is also the year we changed our mission and vision to put the training of incarcerated individuals first in everything we say and do here at VCE. While we have always prided ourselves on the importance of teaching, modeling, and imparting skills and a great work ethic to the incarcerated individuals working for VCE, 2020 was the year we took that commitment to the next level. VCE implemented registered apprenticeship programs by coordinating with the Virginia Department of Labor and



Above: Part of the VCE Showroom at HQ—this was used to accommodate the ACA auditors with plenty of distancing!



Above: (L to R), Jerry Ryles, VCE Workforce Development Manager, Amanda Thomas and Doug Todd, Warehouse Supervisor. Amanda received her certificate from the VA Department of Labor and Industry for successful completion of the Warehouse Logistics and Material Handler registered apprenticeship.

Industry. VCE plant staff worked with their vendors and the VCE Workforce Development Manager to develop and implement vendor certification programs.

The next big step in this transformation was the Inmate Pathway to Success Taskforce, a collaboration that took place in the fall of 2020 with VCE staff and those working in VADOC Reentry Programs, including our VADOC education staff. The goal of this taskforce was to strengthen reentry for VCE's incarcerated workers through vocational education, intensive reentry programming, and workforce development programs. This collaboration also involved working with the VADOC Research Unit to develop a method and database to survey formerly incarcerated workers, obtain statistics on VCE's incarcerated workers' employment status after release, as well as report on VCE-specific recidivism rates. To bring this to fruition, specific objectives were identified to the task force members scheduled weekly meetings that provided deliverables until task force recommendations were completed.

We had terrific buy-in from all VADOC and VCE staff and a sense of excitement about the project was consistently maintained. After presenting the results to VADOC leadership, the next step, already in progress, is developing an implementation plan and a deliverable schedule.

AND THERE WAS THIS PANDEMIC

As a result of the COVID-19 pandemic, VCE pivoted in March 2020 and started to make several new products, including almost a million utility cloth face masks which we sold to over 110 government customers in 2020 ... many of them new customers! We also created and sold ventilated headboards for COVID patients in open settings, as well as an incredible number of face shields, desktop and rolling safety barriers, special safety masks for those on suicide precautions, cleaning and sanitizing products, washable isolation gowns, floor stickers for social distancing, signs, and banners.

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There was an unexpected secondary benefit to helping state and local agencies to safely reopen and serve the Commonwealth. It was an opportunity to reach new customers with quality products delivered quickly. Since March 2020, VCE has worked closely with our facility and operations staff to keep operations going, sometimes shifting production to other plants. For example, once we had to keep our commercial laundry and warehouse operating for multiple weeks manned only with VCE staff deployed from headquarters and several other plants.

Before the pandemic, we reviewed and updated our Continuity of Operations Plan. VCE identified both the commercial laundry and janitorial supplies operations as critical and crafted contingency plans to ensure those operations continued during the pandemic.

We are truly grateful to have dedicated employees who are willing to step up, pivot, and do what needs to be done. 2020 was quite a year for VCE, but we are most grateful for all we have been able to accomplish.

Below: Leading from the front ... everyone pitched in at the VCE Sussex Laundry when incarcerated workers were unavailable due to COVID-19 in April

Bottom: An incarcerated individual at the Halifax Correctional Unit Apparel Shop making utility masks

Far Left: Example of a utility mask, sold just under 1 million of these as part of our pandemic offerings



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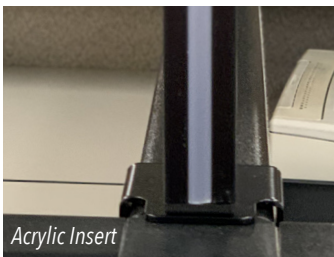


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NAVIGATING THROUGH UNCERTAIN TIMES

BY **DR. ANTHONY O. VANN**, DEPUTY DIRECTOR, CORRECTION ENTERPRISES
DIVISION OF ADULT CORRECTION AND JUVENILE JUSTICE
NORTH CAROLINA DEPARTMENT OF PUBLIC SAFETY

Prior to 2020, Coronavirus was a disease that some of us may have stumbled across on a kill guarantee label from a cleaning product. And as we started 2020, who would have known that a subset of this disease by the name of COVID-19 would change our lives completely? COVID-19, a fast-spreading disease that knows no boundaries, impacted all aspects of our lives, paralyzing schools, workplaces, and public gathering spaces. Suddenly, North Carolina Correction Enterprises (NCCE) found itself in uncharted territory in the middle of a fluid situation that unfolded differently each day.

Like many CIs across the country, NCCE felt confident we had a solid business plan going into 2020 created with careful consideration and even a little wiggle room for the unexpected. After all, Benjamin Franklin, also known as the father of time management, told us, "He who fails to plan, plans to fail." This quote may sound familiar or even catchy, but what do you do when, without warning, that plan is blown into so many pieces that it's irreparable?

The pandemic caught everyone off guard and I think it is fair to say that fear froze all of us at that moment. An unknown author once said, "The difference between stumbling blocks and stepping stones is how you use them." This is a fitting quote for the challenges that all CIs have faced over the last year, and still face today.

While many of us at NCCE felt helpless as we watched our loved ones, friends, and co-workers stricken by the disease, we were at a seminal moment of deciding whether to choose the path of depression or progression? While uncertainties loomed all around us, one thing of which I was certain, 'doing nothing' was not an option. We knew that the current business plan was now gone and out the window ... we were back at ground zero. And finding ourselves at ground zero, we needed to immediately start building and defining the narrative on a clean slate.

Everyone on the NCCE team put their heads together and started researching and asking ourselves, "what is the current need?" We immediately started tracking day-to-day changes and recommendations from the Center for Disease Control (CDC), the World Health Organization

(WHO), our governor, and the North Carolina Department of Health and Human Services. At the same time, we quickly assessed our current operations and identified what products we had the capability and capacity to engineer and produce that our customers would need for killing or preventing the spread of the virus.

Guiding our initial due diligence was the CDC's number one recommendation for controlling the spread of the virus: proper hand washing and sanitizing.¹ Fears about the COVID-19 quickly created shortages of hand sanitizer in retail, as well as with the chemicals required to manufacture hand sanitizer. As a result, NCCE's janitorial plant team quickly stepped up and responded to the needs of our 54 state prisons by formulating a non-alcohol based sanitizer. This sanitizer used an active ingredient called Alkyl Dimethyl Benzyl Ammonium Chloride (also known as Benzalkonium Chloride), an FDA-approved germ-killing topical biocide that's widely used for clinical, food line, and domestic household applications.²

The non-alcohol based sanitizer was simply made to supplement the liquid and antibacterial bar soaps we were already producing. The plant increased production by extending the work week from 40 to 56 hours. Throughput increased from 400 cases of antibacterial bar soap a week to 750 cases (a total of 150,000 three-ounce bars). Production of liquid antibacterial hand soap increased from 600 cases a week to 1,200 cases a week (a total of 7,200 gallons).

Another heavily in-demand, virus-prevention product NCCE already produced was the one-quart ready-to-use spray disinfectant. Production was raised to 1,100 cases a day, or the equivalency of 13,200 bottles daily. The increased



Above: Foaming Hand Soap-Sanitizer

production supplied prisons, assisted Emergency Management, The National Guard, Highway Patrol, Department of Motor Vehicles, Department of Agriculture, Department of Treasury, schools, jails, sheriff offices, and license plate agencies across the state. This product was also made available to state employees and non-profits for purchase in the absence of these products on store shelves. Products such as our health services disinfectant have also assisted several agencies. As the CDC added more recommendations to control the spread of the virus, NCCE in tandem further altered multiple plant processes to meet the new challenges and produce new products. On Monday, March 23, 2020, re-usable poly-cotton face masks went into production at three of our five sewing plants with 3,000 masks delivered to prisons in the very first week ... NCCE then quickly ramped up production to 6,000 masks per week. As our customer demand continued to increase, we soon dedicated most of our sewing



Above: Reupholstery Plant - Navy Blue Masks

machines, including those at upholstery plants, to mask production, which in turn aided in the production of more than 25,000 units per week.

When the CDC's research and epidemiological data supported the use of non-valved, multi-layer cloth masks, NCCE responded quickly in the wake of a worldwide shortage of N95 masks for frontline medical professionals. At the same time, we stepped up production of re-usable hospital gowns for prisons and other customers in North Carolina as well as other states.

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Continued from page 15

Below: NCCE Tabor Sewing Staff

Middle: Sewing Plant - Face Mask

Bottom Right: Face Mask and Face Shield



Our operations teams demonstrated their innovation by creating a face shield at our sign plant out of acetate film, which is often used for highway sign sheeting. They also created an adjustable headband made from signage sheeting. Acetate film is approved worldwide for indirect and direct food and medical applications.³ The lightweight shield provided users with glass-like visual clarity while protecting the eyes and face. NCCE produced 60 shields per hour using existing equipment and raw materials.



NCCE also procured 5,000 gallons of 99% Isopropyl alcohol to produce alcohol-based sanitizer under the Environmental Protection Agency (EPA) Emergency Act. The chemist at our janitorial product plant formulated a Food and Drug Administration (FDA)-validated product that would meet federal guidelines while protecting hands from repeated use. The plant team purchased extra filling heads to add to existing machinery, which increased production by 40%.

Health partitions have been widely in use in healthcare and food service settings for decades, but the COVID-19 pandemic dramatically increased demand for them in the 'new normal' marketplace. Partitions provide protection from respiratory droplets that are thought to transmit the virus while re-enforcing social distancing requirements. NCCE transformed the woodworking and metal plants to produce plexiglass partitions of various sizes. Plexiglass (acrylic sheet) is a common name for Poly Methyl Methacrylate (or PMMA) and is a transparent thermoplastic often used as an alternative to glass.^[4] NCCE continues to produce plexiglass partitions for several agencies to protect essential employees throughout North Carolina.





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Above: Jet press machine making envelopes for unemployment checks

Right: NCCE Metal Plant - Health Partitions



Above: Face Shield Prototype



Above: Print Plant

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As NCCE looks back at all of the unexpected challenges faced over the past year, we are reminded of this lesson: In life, at some point, we will be faced with adversity; however, it is not what happens to you that shapes an outcome, it's how you respond to it. Perhaps William Samuel Johnson said it best: "He knows not his strength who hath not met adversity." Overnight NCCE found itself, along with the rest of the world, thrust into a historic situation filled with uncertainties and imminent danger.

NCCE had the flexibility and innovation to become one of North Carolina's mission-critical players in its response to the COVID-19 pandemic. This also forged a way for NCCE to stay true to our slogan, "Not Just Making it Right. Making it Better!"

Teamwork was taken to another level, realizing that working in unity increased the value of our response. It also carried over to the national level when the National Correctional Industries Association (NCIA) called for Correctional Industries across the country to come together, collaborate and share ideas to help fight this virus ... this validated and made NCCE hold to our "One Team, One Mission" mantra.

Now in 2021, as we continue to navigate through these times, we must remember that life will continue to present challenges that we may not always believe we can overcome. However, we must use these challenges as fuel for our fire. Will we look at our glasses as half empty or half full? Challenges are simply opportunities for outcomes never thought possible, so begin re-writing your agency's story! In today's ever-changing world, you won't have long to wait.

Endnotes

¹ Center For Disease Control, How To Protect Yourself, Accessed on March 26, 2020, <https://www.cdc.gov/coronavirus/2019-ncov/prepare/prevention.html>

² FDA, FDA Issues Final Rule on Safety and Effectiveness of Consumer Hand Sanitizers, Accessed on March 26, 2020, <https://www.fda.gov/news-events/press-announcements/fda-issues-final-rule-safety-and-effectiveness-consumer-hand-sanitizers>

³ Graphic Plastics, Attributes of Acetate Film, Accessed March 26, 2020, https://www.grafixplastics.com/grafix-plastics/plastic-film-plastic-sheet-faq/acetate_what/

⁴ Environmental Health and Safety, UNIVERSITY OF WASHINGTON GUIDANCE FOR PLEXIGLASS BARRIERS IN SUPPORT OF COVID-19 PREVENTION EFFORTS, Accessed January 19, 2021, <https://www.ehs.washington.edu/system/files/resources/COVID-19-plexiglass-barriers-workplace.pdf>

SCHOOL FOR THE DEAF

BY **LELA PENNINGTON**, ADMINISTRATIVE ANALYST, ARKANSAS CORRECTIONAL INDUSTRIES



Children from the Arkansas School for the Deaf showing off the masks at a press conference

The world changed so much in 2020, and it has been difficult for many groups of people to adjust to these changes. Arkansas Correctional Industries has made many masks over the past year for corrections officers, incarcerated individuals, as well as for students and teachers in local schools. However, the masks that we made were not able to be utilized by individuals within our hearing-impaired communities who read lips.

Arkansas Correctional Industries was approached by the Arkansas Department of Education and the Arkansas School for the Deaf to make a mask that would be helpful with their communication needs. It was time to go to the drawing board. Communication for people with hearing disabilities was already challenging before COVID-19, and was made even more difficult during 2020. A lot of students at the Arkansas School for the Deaf communicate in many ways, but it is crucial that they are able to read lips. They needed masks that would allow them to communicate better while maintaining the necessary precautions to protect them against COVID-19.

Our garment factory went to work and began collaborating with different people to create a mask that had see-through vinyl on the front of the masks. This allows the individuals utilizing these masks to be able to communicate and learn in school. Arkansas Correctional Industries

hoped that these masks would allow individuals who are not deaf to better communicate with their family or friends while still maintaining Arkansas's statewide mask mandate.

Arkansas Correctional Industries was honored to be recognized by Governor Asa Hutchinson for our hard work on this project and appreciative of the opportunity to support and give back to our communities during this difficult time. The pandemic caused everyday life to change so drastically, and we have had to learn to adapt instantaneously to too many different things. We at Arkansas Correctional Industries want to do our part and help combat this pandemic in any way we can.



Governor Asa Hutchinson and Secretary Solomon Graves with children from the Arkansas School for the Deaf wearing the masks made by ACI



"Brilliant, intuitive and genuine only partially describes Gina. I'll always be there for her. A trusted counselor and true friend ... Gina is the BEST!"

Don Guillory, Former NCIA President (2007-2010)



"Through her leadership and dedication, Gina has put NCIA and Correctional Industries on the map as a national leader in reentry and workforce development. I will miss her as a friend and colleague, and wish her the best in her retirement."

Danielle Armbruster, NCIA President



Congratulations and Farewell – Gina Honeycutt!

It's official! Gina Honeycutt, NCIA's beloved Executive Director, will retire on April 30, 2021. Since taking over as NCIA's Executive Director in 2006, she has been a driving force providing world-class leadership to our association through a period of unprecedented growth as well as for the past year . . . navigating us through crisis and change.

When Gina became Executive Director, NCIA was in a financial crisis. Working with the elected leadership, she set out to increase revenue streams from the National Training Conference and control expenses . . . within a relatively short period of time, NCIA was back on a solid financial footing. Gina also oversaw the creation of new, innovative programming such as e-learning, webinars, as well as multiple networking opportunities for all NCIA members.

While CI has always been about reentry, Gina established a strong, long-term relationship with the National Institute of Corrections (NIC) resulting in the development of multiple programs all with the goal of making CI the national leader in reentry. From workforce development training, NIC/NCIA satellite broadcasts, CI Leadership Training . . . these initiatives were groundbreaking and ahead of the curve compared to other reentry programming from the broader corrections arena.

One of her greatest accomplishments working with NIC and the NCIA membership was the creation of the CI Best Practice Guide. Developed with evidence-based practices, this guide provides CI programs with the direction and tools necessary for all CI practitioners to become significant contributors to the nationwide reentry initiative. The CI Best Practice Guide serves as a capstone for the years of effort, tireless work, and dedication from both Gina and the NCIA membership, and paired with all the other initiatives and programs helmed by Gina, proves that NCIA lives and breathes by its vision . . . Working on the Inside – Succeeding on the Outside.

Throughout the years of her outstanding service to CI and NCIA, Gina has been a trusted leader, valued resource, and a true friend to all NCIA members. She will be remembered by her staff as a caring mentor and strong leader who always provided opportunities for NCIA staff to shine. Gina will be dearly missed by all.

NCIA wishes Gina a happy retirement and all the best for the next chapter in her life!

Welcome to NCIA, Kelli!



The NCIA Board of Directors and staff are excited to welcome aboard our new Executive Director, Kelli Baxter, to the NCIA National Office team! Kelli brings a wealth of knowledge from her 16 years of executive-level nonprofit and association management experience to NCIA. She has a passion for cultivating and maintaining relationships with key stakeholders while engaging teams of leadership to forge the development of new corporate programs and initiatives to further advance organizational goals.

Throughout her 25+ year career, Kelli has established a reputation as a transformational leader who is driven by challenge, undeterred by obstacles, and committed to furthering standards of excellence. Her expertise encompasses all aspects of fundraising, program management, membership growth and retention, and community and business development, as well as administration. By controlling costs and maximizing revenues, Kelli aims to harness team strengths that can improve the organization's performance. Moreover, her ability to deliver corporate objectives, adapt to diverse environments, and influence positive change is authenticated not only through her professional merit, but community involvement as well. Kelli volunteers inside and outside of corrections institutions with Kairos International Prison Ministry and Grace Inside.

Kelli will be under the tutelage of Gina Honeycutt and will take the reins when Gina retires on April 30th. Kelli currently resides in Washington D.C. with her husband of 23 years, raising her niece, and their two beagles. We know that Kelli will continue to lead our association through these challenging times, as well as position NCIA for the continued growth of our association in the years to come!



We are so happy to have Kelli on the team and look forward to a bright future for NCIA with her leadership!

NCIA ANNOUNCES NEW ACA REP ON THE NCIA BOARD

Stuart Hudson has dedicated his career to corrections since 1994. He has served in multiple line staff and leadership positions for the ODRC. During his 26-year career, he served as a parole officer before transitioning to prisons, working at four separate prisons in various capacities, and warden at two separate facilities. At the statewide level he served as Bureau Chief and the managing director of Healthcare and Fiscal Operations. Hudson currently serves as the assistant director for ODRC. Hudson serves on numerous ACA committees, including the Board of Governors, and was a former member of the Coalition of Correctional Health Authorities (CCHA). Hudson received his Bachelor of Arts degree in sociology from Bowling Green State University.



Stuart Hudson (OH)

Assistant Director
Ohio Department of Rehabilitation
and Correction (ODRC)

*NCIA welcomes Stu to the Board and looks forward to
our continued partnership with ACA!*

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ANN KING, CHIEF OHIO PRISON INDUSTRIES (OPI)

Ann King, the Acting Chief of Ohio Prison Industries (OPI), was appointed to Chief on November 8, 2020. King has worked within Ohio Penal Industries since July 2017. King began her career in 1996 with the Ohio Department of Rehabilitation and Correction (ODRC) as a Correction Officer at the Ohio Reformatory for Women. Throughout her correctional career, King has worked in a variety of positions in facilities including Storekeeper, Record Management Officer, Unit Manager, Unit Management Chief, and Deputy Superintendent. These experiences have instilled in her a well-rounded knowledge of security, accountability, and providing opportunities to those who are incarcerated. King believes it is important to lead with integrity, transparency as well as possessing strong ethical values.

King's interest in Correctional Industries in preparing OPI's incarcerated workforce with the skills, credentials, and job placement to ensure they are ready to succeed once released. She attended the University of Rio Grande graduating in May of 2010 with a Bachelors in Public Administration. King understands how Correctional Industry shops provide an environment for training that is transferable to many jobs in the community.

King is most excited to continue growing OPI's training, education, and reentry service areas, especially the promising potential of OPI's partnership with the school system to provide credentials for training and college courses during shop hours for OPI's incarcerated workforce. King and her husband, Robert, reside in Milford Center, OH. They have five grown children and an amazing granddaughter, Hazel.



STEVEN MARTIN, ADMINISTRATOR MISSOURI VOCATIONAL ENTERPRISES (MVE)

Steven Martin was appointed Administrator of Missouri Vocational Enterprises (MVE) on November 1, 2020. Martin has worked his entire 38-year career thus far in manufacturing and production, starting as a front line production worker and working his way up through various supervisory and management positions. His initial first step toward management was in August 1997 when he was working at Caterpillar Inc. and was promoted from a front line production worker to a front line supervisor. Martin has been working at MVE since February 2004, starting as a Factory Manager I (assistant manager) and then worked his way up to Factory Manager II in May 2013, Factory Coordinator in December 2017, and Assistant Administrator in December 2019.

Martin is most excited about being a leader in an organization that aims to decrease recidivism and help incarcerated individuals improve themselves and give them the skills and confidence to successfully transition back into society. He finds it gratifying to hear success stories from previously incarcerated workers that have been through one or more of MVE's programs. Martin currently resides outside of Jefferson City, MO. He has two adult sons, both are married, and he also has two grandsons.



DAVID OWEN, DIRECTOR DELAWARE CORRECTIONAL INDUSTRIES

David Owen was appointed the Director of Delaware Correctional Industries (DCI) on October 25, 2020. Owen began his career in Correctional Industries in 2010 as a Correctional Trades Instructor for DCI, and prior to that was self-employed for 20 years. He is a subject matter expert in the printing industry. Owen's passion and enjoyment stem from the operational management of all of DCI's industries. Solving the day-to-day challenges and logistics of doing business inside a correctional center is his forte.

Owen is eager to step into this role and develop a sales and marketing plan to increase DCI's sales, which in turn would provide additional jobs and training for incarcerated individuals. He brings with him expertise in business management, as well as the experience of working his way up in the ranks as a correctional trades instructor ... both contributing to a solid base for the business and security side of the work conducted by DCI.

Owen and his wife, Cheryl, live in Hockessin, Delaware.

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Jamie White
Business Development Manager
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CHANGES MADE AND CHALLENGES FACED AT PHEASANTLAND INDUSTRIES

BY **ELENI BELBAS**, PHEASANTLAND INDUSTRIES
MERCY OYADARE, PHEASANTLAND INDUSTRIES

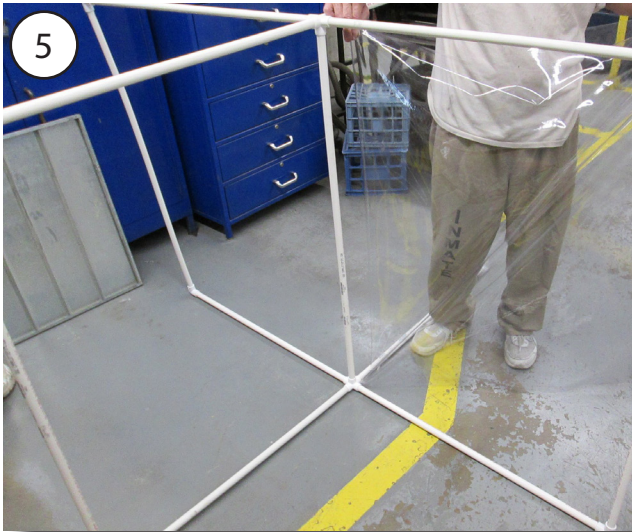


The world has been unprecedentedly impacted by COVID-19. Although the pandemic has affected Pheasantland Industries at the South Dakota State Penitentiary in unforeseen ways, the shop staff and incarcerated individuals working for Pheasantland Industries have adapted to keep everyone healthy, all the while supplying institutions and the community with the needed gear to combat the virus.

In the face of nationwide shortages, Pheasantland Industries worked to replenish the stock of personal protective equipment (PPE). The incarcerated workers switched gears from making furniture, clothes, and metalwork, to making face masks, disposable gowns, and face shields. A mask design was developed in the garment shop that reduced the rate of particles from the nose and mouth from reaching the air. Over 80,000 masks were made in the upholstery and garment shops, and worn by incarcerated individuals, correctional officers, and administrative staff across the state. Pheasantland supplied masks to community organizations like local universities and nonprofits. In a combined effort, the metal, print, and upholstery shops made over 4,000 face shields to protect staff, nurses, and correctional officers. The gowns made in the garment shop were also made for nurses and other organizations that may need them.

Photo Captions

- 1: Stitching Masks
- 2: Mask Designs
- 3: Making Masks
- 4: Face Shield Production
- 5: Creating Partitions



The metal shop changed course to provide floor partitions, desk partitions and hand sanitizer stands for institutional, government, and non-profit use. Over 600 partitions were made, including 567 desk partitions of varying designs for the Sioux Falls School District to help keep kids safe while learning in the classroom. A few floor partitions were also installed in the cafeteria of the Jameson Annex of the penitentiary to slow the spread within the walls of the institution. The print and sign shops developed signage designed to inform people of new safety precautions regarding the COVID-19 pandemic. Signs that reminded people to wash their hands, keep 6 feet apart, and to cover their nose and mouth were displayed within the institution, as well as produced for local government and non-profit use. Pheasantland Industries supplied over twenty organizations with essential products during rapidly changing circumstances throughout the pandemic.

Due to Pheasantland Industries' focus on the health of our staff, incarcerated workers, and institutions, changes

[Continued on page 28](#)



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Above: Three photos of classroom partitions

were made within the shops to help slow the spread and ensure a safer work environment. All incarcerated workers and staff are required to wear masks. Workers and staff are asked to wash and sanitize their hands frequently. Hand sanitizer has been placed in easy to access locations so everyone can clean their hands quickly and efficiently. Commonly touched areas and equipment are sanitized regularly ensuring that the area is decontaminated between worker changes and shifts. Everyone is screened every morning with temperature checks for CI staff upon entry into the institution and for incarcerated individuals before they start their work shift. This ensures that anyone experiencing symptoms is sent home to prevent further spread.

Considering all of the requirements and regulations being new to everyone, Pheasantland Industries' leadership trained incarcerated workers on how to adapt to the new changes. They taught the proper way to wear a mask, social distancing, hand washing, and facility sanitation. The front office worked to create a safe environment for employees and customers by sanitizing highly used areas and arranging pick-up times. We even had some leaders volunteer their assistance wherever help

was needed in the facility. If a COVID-19 breakout occurred, they volunteered to help with rounds or serve meals.

In a year of unprecedented events, Pheasantland Industries aspired to find groundbreaking solutions in the fight against COVID-19. Our leadership collaborated with CI staff and incarcerated individuals working in CI institutions, and the community as a whole to supply needed materials and establish safety precautions to slow the spread of the virus. As we strive for health and stability in 2021, we must remind ourselves that the best way to combat this virus is together.



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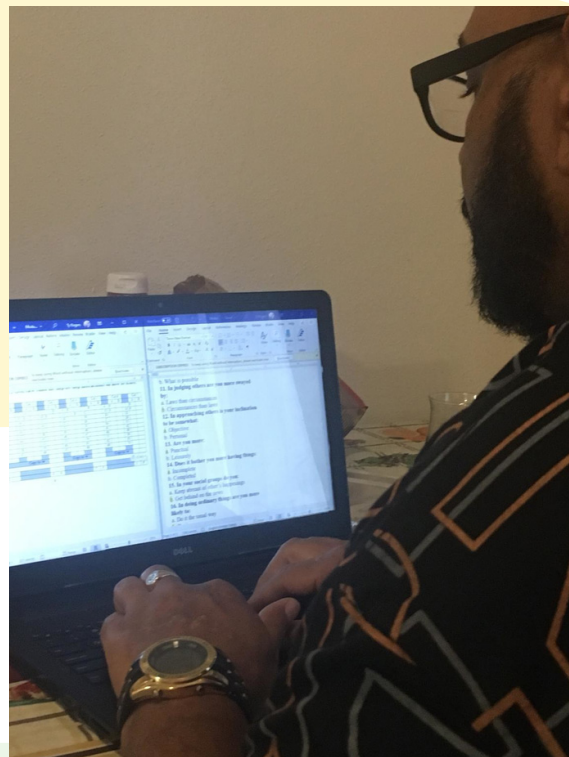
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Former Incarcerated Individual Aspires to Become An Entrepreneur Through Courses Learned By Lantern

This profile focuses on Tyrone Rogers who was released from the Northern Regional Correctional Facility in West Virginia in April of 2018. He is pursuing his bachelor's degree in communications with specific career goals. "I would like to be a site director for a college reentry program or a counselor to help men and women who want to better themselves," said Rogers. "I would like to help people do something positive with their lives."

Securus' Lantern learning management and education platform in partnership with Ashland University provides nearly 70 courses for incarcerated individuals to be able to achieve either a bachelor's or associate's degree. Since its inception, this change making technology has given over 170,000 incarcerated residents, the opportunity to get a university education to help prepare them for a successful reentry.



PRIDE Enterprises Helps to Lower Florida State Correctional Costs and Recidivism Rate

What if every time you fired up your new VarioPrint i300+ high-speed sheetfed inkjet press or ran a piece through your CP Bourg Digital Finishing Line, you were changing someone's life forever? This is the excitement of working for PRIDE Enterprises, a Florida-based business that runs 35 vocational training programs ranging from commercial printing to furniture and metal work for inmates in the Florida Department of Corrections.

Building People: Missouri Vocational Enterprises Transforms Lives

Throughout the state of Missouri, Missouri Vocational Enterprises Correctional Industries operates in 12 correctional institutions in 22 industries and services, including woodworking, consumable products, and clothing and textiles. Incarcerated individuals in training programs can earn a 2,000-hour to 8,000-hour certificate with the Department of Labor. Across the state, there are 1,255 men and women employed through the program and Willie Henderson, in photo on the left, is one of these men. "I get a joy out of the things that I have learned and helping other people learn and grow," Henderson says.



Send your recent CI news stories to Rebecca Burr via email (rburr@nationalcia.org) to get them posted.

CI PRODUCT SPOTLIGHT

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CI PRODUCT SPOTLIGHT cont'd.



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Partnering with ACI, Keefe Group operates a 60,000 square foot Tucson warehouse that employs Arizona DOC inmates. Inmates fulfill commissary and care package orders, performing such tasks as item picking, inventory replenishment, staging and shipping/receiving. The inmate workforce processes nearly 120,000 orders a month.



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TEXAS CORRECTIONAL INDUSTRIES

Texas Correctional industries produces a variety of splatter guards for many uses. An assortment of sizes can be produced with either wood or acrylic bases. Modular personal dividers are also available to allow protected visibility.



UNION SUPPLY GROUP

Hispanic food items have always been popular in prison commissaries, and Union Supply Group recently introduced three new Hispanic Comal meals: Asado de Cerdo, Chilitos de Cerdo and Carne de Cerdo al Pastor. In addition, we have added the all-time favorite Menudo Hispanic soup to round out the product line. For those wanting some all American comfort food, try our new Lyndel Dean's Original Recipe Fried Chicken which is sure to be a crowd pleaser! Call your Union Supply Group Account Manager for your free samples today! For more information please contact: Debby Drewry at ddrewry@unionsupplygroup.com or visit www.unionsupplygroup.com.

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SUCCESS STORIES



MAYNARD WALKER

“CALPIA gave me the foundation of hard work and perseverance. I got the skills and technical training I needed to make it on the outside.”

Maynard Walker graduated from CALPIA's Commercial Diving program at the California Institution for Men in Chino. He was released in 2015 and has been working for Caltrans as an Equipment Operator II in Southern California. Maynard is also working on his college degree in Civil Engineering. Besides a full-time career and going to school, Maynard is happily married and has two children.



RUBEN MINJAREZ

“I am so grateful to CALPIA and the Dive program. The skills I learned helped me with the amazing career I have today!”

Ruben Minjarez graduated from CALPIA's Commercial Dive program at California Institution for Men in Chino. Ruben has been out since 2009 and has been commercial diving ever since. He works for the American Marine Corporation (AMC) and is part of the South Bay Union Divers. Ruben started off as a Dive Tender for AMC and then advanced to Lead Tender, Commercial Diver, Supervisor and is now Superintendent/Project Manager.

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