



NATIONAL
CORRECTIONAL
INDUSTRIES
ASSOCIATION

NCIA NEWS

Summer
2019

WORKING ON THE INSIDE – SUCCEEDING ON THE OUTSIDE

FINANCIAL INTELLIGENCE and SUSTAINABILITY



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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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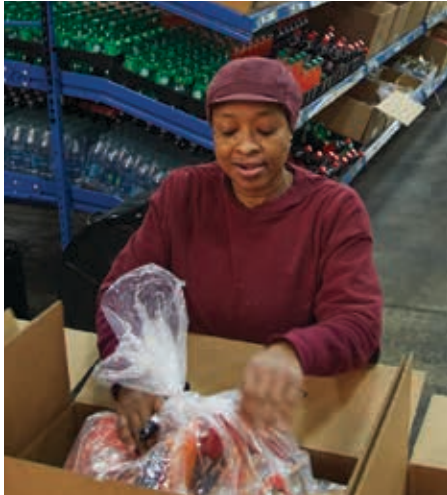
FINANCIAL INTELLIGENCE & SUSTAINABILITY

Financial sustainability is key to good inter-agency relationships, preventing financial losses, and promoting operational expansions. This issue of NCIA News illustrates examples of how CIs across the country can achieve and maintain financial intelligence and sustainability through practices including strategic planning, increasing agency-wide knowledge of best financial practices, succession planning, building and fostering relationships with stakeholders, planning for expansions, managing costs, and diversifying revenue streams.

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PRESIDENT'S MESSAGE

From Brenda Chandler, President, NCIA

I am thrilled to report that the NCIA Minneapolis 2019 conference was a success on so many levels! We had record attendance resulting in workshops, CI staff roundtables, facility tours, and other events being filled to the point that we had to make extra space! 2019 really was a special conference, providing the most memorable experiences we've ever offered. Although we had snow a few days before, the week's great weather allowed us to enjoy many events, including a reception and tour at U.S. Bank Stadium. We had a bona fide celebrity – Chef Jeff Henderson -- give the opening session's keynote address in a powerful and affecting speech on his journey from incarceration and working in prison to reaching culinary and TV stardom. It was our biggest and best conference to date, and that speaks not only to the quality of our CI community, but our resolve to do the hard work of stewarding our operations and collaborating to support one another's programs.

Of course, the conference wouldn't be possible without a host, and I'm very proud to recognize MINNCOR Industries! CEO David Milton and our entire staff went the extra mile investing their time and creative energy in the event's preparation and on-site support. They are the best team a conference host could ask for! Additional thanks goes to our Central Region members and all of the conference sponsors, speakers, moderators, and evaluators who contributed their resources and expertise for our whole community's benefit. Believe it or not, NCIA is already gearing up for the 2020 conference in Austin, TX, so let's keep this momentum going all the way to next spring!

The summer edition of *NCIA News* is about something that's on every CI practitioner's mind: financial intelligence and sustainability. While CI places considerable emphasis on work skills and preparing incarcerated individuals for employment upon reentry, we must not lose sight of the delicate balance of the business aspect of what we do. No matter your agency's size, business model or level of self-sufficiency, preventing losses and expanding operations are top priorities for everyone, and you'll find answers to your financial questions in this magazine. From macro-level leadership responsibilities like planning long-term business strategy and leadership succession to financial specifics like managing costs and diversifying revenue, there are dozens of lessons to be learned here. As always, if an article leaves you wishing you could follow up with the author or a CI director, don't hesitate to reach out. If NCIA's conferences demonstrate anything, it's that our community is always ready to support one another!





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EXECUTIVE DIRECTOR'S UPDATE

From Gina Honeycutt, Executive Director, NCIA

It's a great time to be a member of our Correctional Industries community! NCIA's 2019 National Training Conference was the biggest yet, with record attendance and special events and speakers that reached new heights in program quality. Thank you to all of the presenters, moderators, exhib-

itors and sponsors that made this conference possible, and a big thank you to MINNCOR staff for hosting the conference and volunteering their time to help plan, set up, and put our most successful conference into motion. If you were unable to attend the conference, you missed quite the professional development opportunity, but be sure to check out the conference recap starting on page 20 and visit NCIA's website for workshop presentations and other valuable conference information shared by your CI peers.

The CI community recognized three national award winners at the conference. Michael Moore (LA) received the esteemed Rodli Award in recognition of his stellar career as director of Louisiana Prison Enterprises and for his longtime support of CI and NCIA. Utah Correctional Industries was the recipient of the Performance Excellence Award for aligning their outstanding operations with the CI Best Practice Model, and Ashley Lohr (MD) received the National Staff Award for consistently going above and beyond to support Maryland Correctional Enterprises' success. Congratulations on your achievements! NCIA also recognized the regional staff award recipients as well as all Honor Roll members—see page 28 for the awards recap!

After over a year of planning, NCIA's Board debuted two major projects to conference attendees. First was a professionally produced promotional video in which administrators, shop staff, and incarcerated individuals make the case for the value of CI. It's a powerful statement that you can view and share from our website.

The second major initiative that came to fruition at the conference will dramatically expand our membership's ability to invest in continuing education. If there's one thing CI practitioners need for their professional development, it's more educational opportunities that apply specifically to the unique circumstances of CI programs. That's why NCIA has built an online e-learning platform with courses for all departments and experience levels! Comprehensive, flexible, and competitively priced, NCIA's e-learning program is specialized training for a specialized field. We look forward to launching more new initiatives and upgrading current ones at NCIA 2020 in Austin, Texas!

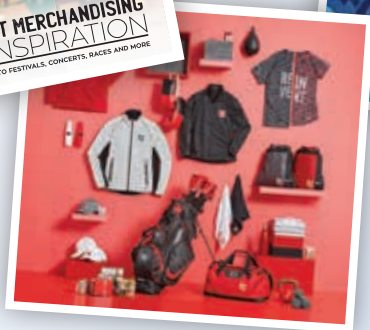
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FINANCIAL INTELLIGENCE



and SUSTAINABILITY at PA CI

BY **TRACEY MCCULLOUGH**, SALES & MARKETING MANAGER, PENNSYLVANIA CORRECTIONAL INDUSTRIES

Pennsylvania Correctional Industries' (PCI) journey to sustainability can be characterized as multi-generational with a history of production dating back to 1915. The past 104 years have been filled with changes in product and development outside the walls of prison; however, over the past century many aspects of business, best practices and procedures within PCI were not as diverse. During the last decade, PCI has relied upon our big three industries for sustainability: commissary, laundry and license plates. These industries are supported by prisons, government agencies and non-profit customers. PCI industries are located in 19 of the 25 prisons and employs more than 1,600 incarcerated individuals.

MISSION

PCI's mission is to maximize incarcerated individual employment while providing valuable vocational training and work experience. By doing so, PCI can reduce idleness, prepare incarcerated individuals for release and reduce recidivism after their return to society.

WELCOME CHANGE

New leadership over the last several years has resulted in a new business model, that includes:


- Strategic Planning
- Public Awareness
- Target Marketing
- Staff Training
- Positive Culture

PUBLIC AWARENESS

Many potential customers had no idea that incarcerated individuals manufactured a variety of products. The PCI team is dedicated to educating the public about PCI. PCI is advocating for 'state use law' and the enactment of 'PIE'.

Individuals may see the absence of 'state use law' and 'Prison Industry Enhancement authority (PIE)' as obsta-

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Continued from page 8

cles to steady business; however, it empowers PCI to think outside the box where our customer base is concerned. PCI's customer base is mostly government agencies, schools, townships/municipalities and non-profits. This encourages us to be competitive in pricing and quality assurance. PCI is experiencing positive movement in sales based on strategic groundwork over the past year and a half.

PCI met with state representatives in February 2019 at SCI Phoenix located in Collegeville, Pennsylvania, which operates one of PCI's regional laundry service industries. The representatives were impressed with the work program. Through this type of exposure, PCI hopes to foster positive relationships, increase sales and provide steady employment to incarcerated individuals.

Managing the sustainability involves four key points:

- Better use of personnel resources
- Analysis of new product opportunities
- Improved our buying and inventory practices
- Yearly review of pricing to maintain competitive positioning

NEW OPPORTUNITIES

PCI's future includes planning for succession, managing costs through multi-state purchases, and developing partnerships with other states, counties and government agencies. PCI markets to Pennsylvania's Cooperative Purchasing Program members. Exposing individuals to PCI's program is the highlight of our service.

PCI suggests these actions to promote financial sustainability:

- Improve services and use data to make smarter decisions
- Raise awareness
- Social media presence
- Fresh collateral
- Featured product
- Partnerships
- Untapped marketing
- Reinvestment
- Modernization
- One-stop shopping experience for the customer
- Learn from customer feedback
- Offer tours of the SCI factories

PA's House of Representatives tours PCI shop



MODERNIZE YOUR ORGANIZATION

PCI recommends these steps to develop business:

- Expansion and diversity through industry opportunity. Use your staff, stakeholders and partners for ideas.
- Update the look of the website and adapt to user-friendliness.

MOVING FORWARD

PCI's future plans include opening our newest snow plow and wheel refurbishing industry with an anticipated operational start date in December 2019. In addition, PCI will begin building concrete highway barriers and open another regional laundry.

In addition, PCI would like to develop a program where part-time incarcerated individual employees train and can be given the opportunity to become full-time workers. Through these diversification efforts, PCI intends to double its incarcerated individual workforce to more than 3,000 in the next 18-24 months.

ADVISORY COMMITTEE

PCI seeks to establish an advisory to review business opportunities mutually beneficial to the incarcerated individual work program and their customers.

ULTIMATE GOAL

Most important to PCI is believing in our mission of "teaching inmates to work in Pennsylvania" and giving customers and staff the opportunity to be a part of changing someone's life.

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PURPOSEFUL PRIVATE-SECTOR PARTNERSHIPS

BY **HERSHEL ADKINS**, ADMINISTRATIVE BRANCH MANAGER, KENTUCKY CORRECTIONAL INDUSTRIES

In 2015, I was promoted to Administrative Branch Manager of Sales and Business Development for Kentucky Correctional Industries. Having already spent many years as KCI's Operations Manager for their custom furniture, upholstery, refinishing and office seating plant, I knew the areas where the agency could grow its private sector sales, a major part of our business model.

Like many other states, preference laws exist in Kentucky stipulating that all products manufactured by incarcerated individuals shall be purchased by state agencies when economically feasible. However, there are exceptions provided under the governing statutes which allow for discretion in this process. Although roughly 39% of KCI's revenue comes from state agencies besides the DOC, traditionally KCI has missed out on potential business generated by many of the other state agencies. As a result, our organization has had to become more creative in our approach to sales and marketing.

KCI developed a strategic plan based on a study that revealed consistently unprofitable areas. KCI decided that broad diversification of its product offerings, along with the creation of several different custom product lines to attract and retain private and public sector business, would be part of a new plan going forward. Over the years, this strategy has proven successful and KCI has expanded it further.

To date, KCI operates 15 different CI operations at eight correctional facilities. Encompassed within these industries is a vast array of unique product lines that allow us to service virtually any segment of the private sector. Within these product lines, we have also purposefully cultivated a practice of creating custom products tailored to our customers' specific needs. KCI developed its own brand of wood furniture lines made from sawmill lumber within its furniture plant, and KCI now offers over 28 different types of wood chair seating products considered a part of our brand.

To help build our brand by customizing products for customers, three pieces of equipment have been particularly

popular in this process: a plasma table at our metal fabrication plant, a laser wood burner at our custom wood plant and embroidery at our upholstery plant. Thanks to this equipment, KCI production is more flexible, adaptable, and most importantly, branded to our clients. KCI creates unique customized products for each customer, incorporating essential branding like university and company logos on furniture, metal and fabric items. We tell our potential customers this allows us to make whatever they can dream up! The creation of custom lines not only reduced costs by eliminating the purchase of many fabricated items, but it also streamlined our process by shortening lead times. Not having to order as many items enabled KCI to provide faster and more efficient service to customers.

KCI and Kentucky at large are exceptionally progressive in our reentry efforts. When engaging with private sector businesses, we take the time to educate our potential customers on KCI's larger benefits and its own financial sustainability. We try to make the message clear that buying from KCI is a direct investment in reducing recidivism rates and providing incarcerated individuals with real opportunities for success upon their release.

KCI has also made a concerted effort to develop relationships with "key" accounts, such as universities and school systems. Not only do these types of accounts represent large and continuing revenue streams that are often difficult to acquire in the private sector, but they often desire and in some cases require centralized purchasing, as they do not generally deal with multiple product suppliers. KCI has routinely found that many universities and school systems prefer customization and the ability to choose products that meet very specific needs. In this case, the particular demands of this market are an asset to KCI, because we are equipped to meet standards of production and customization that our clients would be hard pressed to find elsewhere. Our ability to customize and offer such a wide variety of product lines has enabled KCI to develop a significant amount of continuing business in serving universities and school systems.

As you know, improving and sustaining a CI agency's workforce is a challenge every CI has to face. It is very important to us that we engage in succession planning for our shop and administrative staff. We also work hand-in-hand with DOC institutions as we prepare to hire and train incarcerated individuals to replace more experienced workers. It's also paramount to customer service: a steady succession of incarcerated individuals ready to fill key positions reduces the chance of potential work stoppages and slowdowns. Accomplishing this is simply about having open lines of communication and working effectively with institutional leadership.

KCI's dependence on revenue outside of state agencies makes our sales team critically important to our mission. Having quality sales personnel who are driven and well versed in KCI's many product lines and production methods is key to remaining self-sustaining and profitable. Building and maintaining a great sales team has been a primary area of focus for me personally since I joined KCI, and it's something I continue to work on as Branch Manager of Sales. Sales are the front line of our business development efforts, and much of the weight of building and sustaining relationships with stakeholders falls on our sales staff.

It is also critically important that our agency's staff, in sales and otherwise, are well rounded team members. KCI prioritizes developing a staff full of people who are good communicators, competent, conscientious, and who work alongside each other to provide excellent products and service. KCI is fortunate to have a quality sales team in place. As Branch Manager, I act as the support arm for our employees by providing them with the support and the tools that they need to do their jobs at the highest level.

KCI certainly has areas where growth can occur, as all organizations do, and although we do well in cultivating plenty of business within the private sector, it is our goal to significantly increase the business we do with other state agencies. There is a tremendous amount of potential business with them that I believe we can very effectively provide. To that end, it is my hope as Branch Manager that KCI's organization can grow as we plan and enact a broader, more diverse business model.



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CAPITAL EXPANSION

BY **JEREMY ELDER**, DEPUTY DIRECTOR - INDUSTRIES, CORNHUSKER STATE INDUSTRIES

Expanding employment opportunities is a strategic goal for most CI organizations. When this objective leads to potential capital expansion, many considerations are required to ensure CI programs maintain sustainable operations. This article will introduce a few tools that help to develop data for capital expansion decision making.

Fundamental to CI operations are people. Without the civilian staff to manage the business and the workers participating, no amount of planning can make CI operations sustainable. On the civilian side, being aware of existing recruiting capabilities, facility vacancy rates, availability of workforce in the area and other factors will provide valuable information on staff hiring potential for a new or growing CI operation.

For the incarcerated workforce, establishing data concerning the eligible and available workforce is very important. Determining the eligible workforce will vary by CI program and institution. Generally, the eligible workforce is

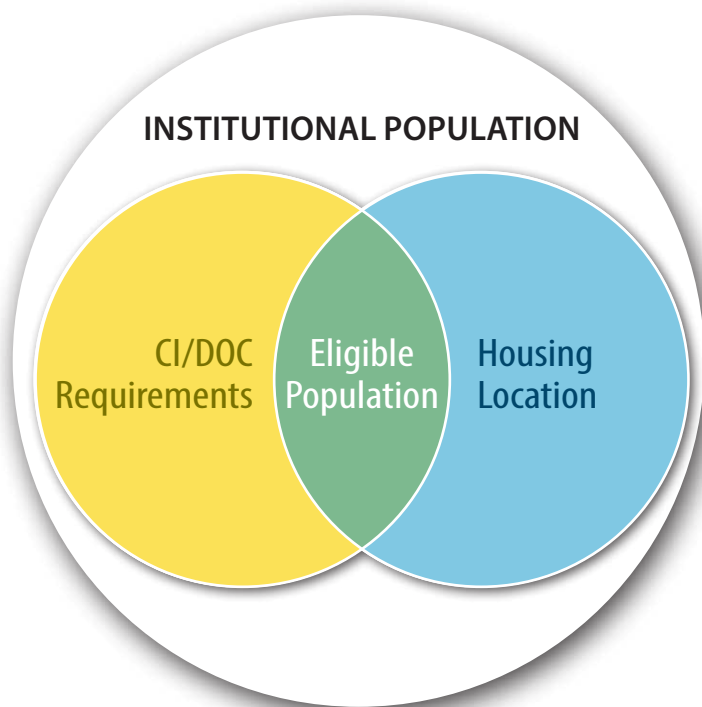


Fig. 1: Eligible Population

the institutional population minus those ineligible due to housing location (restrictive housing, protective management, inpatient treatment, etc.) and those ineligible due to CI or DOC requirements (security, misconduct, education requirements, etc.). The eligible population provides a useful measurement for workforce potential. It is also the most relevant group of people to consider when evaluating strategic CI goals. Comparing demographic information, time to release, employment percentage and other measurements of the eligible population may often be more meaningful than against the facility's general population.

Once you determine who is eligible to work in your CI program, the availability of that workforce is also important to understand. Available workforce is the eligible population minus those required for other work, educational or programming assignments. Facility staff are an important

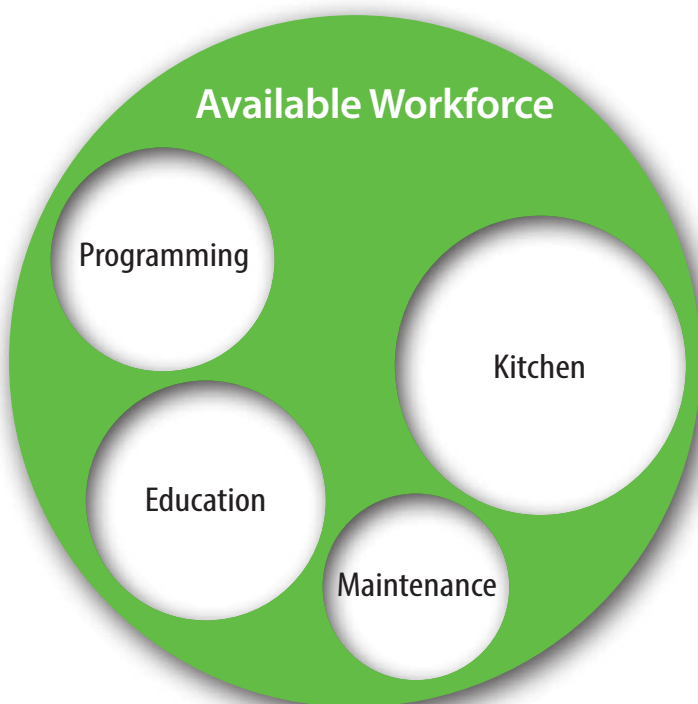


Fig. 2: Available Workforce

Continued on page 16

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 - 100% Polyester
 - Micro-Fleece
- Unisex sizes: XS-5XL
- Colors: Dark Navy and Black

Continued from page 14

resource in determining the available workforce as they will have a good understanding of the minimum work assignments required to maintain institutional functions. Ongoing communication with facility staff is crucial in staying informed of programming or policy changes that may affect the availability of workers.

A physical plant survey is another valuable tool that can provide insight into existing operations and the potential for expansion. To complete a survey for your CI, gather data on the gross square feet occupied by each business unit along with basic employment information. An example physical plant survey is included in figure 3. A physical plant survey provides information on the space utilization of existing operations. In the example data, a current telemarketing business unit utilizes 150 square feet per worker at a maximum employment of 40 people whereas the least space-efficient wood shop requires

550 square feet per worker. When coupled with current construction costs, the survey also provides an indication of the investment that would be required for capital expansion. The Braille Shop for example: 200 square feet/worker x \$250/sf = \$50,000/new job position. When compared with the large investment of new construction, projects to renovate existing spaces may be evaluated with new perspective. The physical plant survey can also be used to consider the impact of implementing job sharing or utilizing multiple shifts in existing operations to increase employment.

Capital expansion will always be a complicated project to undertake. It is highly dependent on the current state of CI and DOC operations and the unique characteristics of each DOC institution. By using tools such as those presented above, CI leaders can make data-informed decisions that will guide the long-term sustainability of their program for years to come.

Fig. 3: Physical Plant Survey

Shop	Square Feet	Current Workers	Max Workers	SF/ Worker	Add 1 Worker at \$250/sq. ft.
Telemarketing	6,000	40	40	150	\$37,000
Laundry	14,000	60	70	200	\$50,000
Braille	8,000	28	40	200	\$50,000
Sewing	6,250	20	25	250	\$62,500
Wood	18,000	36	40	450	\$112,500
Wood	11,000	12	20	550	\$137,500

SUCCESSION PLANNING:

INVESTING IN YOUR WORKFORCE TODAY TO MEET YOUR NEEDS TOMORROW

BY **TINA SAMPSON**, DIRECTOR OF MARKETING & COMMUNICATIONS, TRICOR

Succession planning is critical to an organization's financial success, especially when 55% of its workforce is eligible for retirement within the next five years. That is where TRICOR found itself in 2016, prompting leadership to begin preparing for the impending staffing changes to ensure appropriate resources would be in place to carry out its mission – To Prepare Offenders for Success after Release.

To initiate the succession planning process, TRICOR developed a workforce plan that is updated throughout the year, and reviewed and discussed during the annual strategic planning process, to determine if the organization's needs and priorities align with its existing workforce, and, if not, what steps need to be taken to prepare for current and future vacancies. This information provided strate-

gic direction for developing the succession plan, starting with identifying internal candidates that could potentially step into new roles – some offering advancement opportunities – with their current skill set, or if professional development is needed to prepare them for the specific positions. The alternative was hiring external candidates.

From a financial standpoint, it is more cost-efficient to invest in developing internal candidates. Studies show that one-third of new hires quit their jobs after six months. Finding a good replacement from outside the organization requires quality time and resources, considering the costs for recruitment, hiring, onboarding and training – and often interrupts productivity, as the new employee adapts to his or her new position.

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DID YOU KNOW?

CI Statistics

In 2018...

11 states launched new industries: CA, CO, CT, IN, KS, LA, NV, NH, NY, OR, SD, TN

54% of CIs used social media,
89% of which use Facebook

4 = Average number of sales representatives working for each state and Federal Prison Industries

CI agencies spent over **\$1.2 BILLION** on raw materials, supplies and services!

Continued from page 17

"TRICOR is a learning organization, and providing professional development opportunities for our employees is an important part of our culture," said Julie Perrey, TRICOR Chief People Officer. "As we began the succession planning process, it was understood that our goal was to identify internal candidates as potential successors to mission critical positions, wherever possible, and provide them with a development plan to grow their skill sets and prepare them for new roles within TRICOR."

"There is a direct connection to succession planning and the bottom line of an organization," said TRICOR CEO David Hart. "Investing in employees' professional development not only saves the organization the costs of hiring new candidates, it also boosts morale and contributes to retention. If employees know they are valued and given growth opportunities, they are more likely to stay – and there is nothing more valuable than retaining institutional knowledge."

As part of its professional development initiative, TRICOR has a full-time director of talent management (DTM), as part of the human resources team. The DTM organizes required training classes and tracks employee training hours; seeks out training opportunities, including in-person classes, webinars and workshops focusing on specific skills and broader subjects, such as computer programs or leadership development, respectively; and assists with annual individual development plans that outline employees' training goals.

In addition, the talent management team with input from TRICOR leadership has developed learning pyramids that provide structured learning for employees to develop in their current roles, as well as potential job opportunities. All employees are offered the opportunity – and encouraged – to participate in the pyramids to increase their knowledge and grow personally, as well as professionally. TRICOR believes a strong professional development program is a smart investment for all organizations, not only for succession planning but also because of the positive financial impact, increased employee engagement, and improved customer satisfaction.

As Teala Wilson, talent management expert stated, "Succession planning helps build the bench strength of an organization to ensure the long-term health, growth and stability." That is what TRICOR is doing every day by building our team today to meet our business objectives tomorrow.

CI in the *NEWS*: Correctional Industries in the Media

RHODE ISLAND CI RECEIVES JUSTICE ASSISTANCE AWARD

Rhode Island-based justice improvement and advocacy organization Justice Assistance awarded Rhode Island Correctional Industries the Neil J. Houston, Jr. Memorial Award for dedication, service, and citizen contributions to the justice profession and the public interest. **Congratulations to RIC Director Joe Flaherty and Rhode Island CI!**

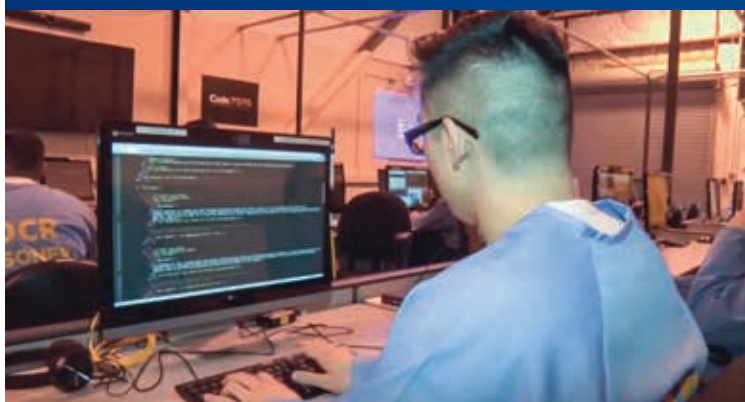


IOWA SENATOR PRAISES PIE PARTNERSHIP

While touring Iowa's Mt. Pleasant Correctional Facility, Iowa Senator Joni Ernst praised the partnership between Iowa Correctional Industries and Lomont Molding, LLC made possible by the PIECP program.

LEARNING SKILLS WHILE SERVING TIME

Nevada News explores Silver State Industries' furniture plant in a video and article that cover the scope of the shop's clients and the high quality that makes the shop succeed through word-of-mouth recommendations.



CALPIA FEATURED IN CALIFORNIA NEWS COVERAGE

Local California news recently featured news stories about incarcerated individuals learning to become dairy farmers in Tracy, California and Pelican Bay State Prison's graduating class of computer coders.

GCI FEATURED IN DOC MAGAZINE

Georgia DOC's Impact Georgia Magazine recently featured Georgia Correctional Industries' Autry SP GCI Plant!



NCIA 2019 NATIONAL



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ANOTHER RECORD-BREAKING EVENT

NCIA members from all over the country met in Minneapolis this spring to learn from the best on how to improve their CI operations, network with colleagues, and discover the newest products and services offered by vendors. The conference smashed last year's attendance record and earned rave reviews from attendees and exhibitors alike for its diverse educational opportunities and one-of-a-kind special events.

The conference had many highlights, the first of which was Chef Jeff Henderson's keynote address. Chef Jeff, formerly incarcerated but now a gourmet chef and TV personality, delivered a powerful message on how work can transform the lives of people in prison well after their sentence ends. NCIA also premiered a new promotional video produced by CALPIA and featuring footage and testimonials from several state CI organizations, and announced the launch of a brand-new e-learning platform that CI professionals can use to extend their professional education beyond the conference.

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BOARD & BUSINESS MEETINGS



NCIA'S Board of Directors met on Monday, April 15 to discuss how the association can best meet the needs of its members and the greater field of CI. After swearing in new members including new President Brenda Chandler, the Board's executive officers presented reports on their respective NCIA committees and Board members continued planning initiatives to develop and launch during the coming year.



CI Directors from across the country also met at the CI Director Roundtable to talk about trends and challenges in the field and Best Practices.

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CI STAFF ROUNDTABLES

One of the most popular events at the conference, the CI Staff Roundtables returned to give CI practitioners a forum to share their ideas and experiences related to specific shops and programs. Over 100 CI professionals met this year to discuss how their CI handles reentry, apprenticeships and certifications, MRP/ERP software, security, garments/textiles and customer service.



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EXHIBITOR EVENTS

EXHIBIT HALL

The NCIA National Training Conference sets itself apart as the best opportunity in the country to find the newest and best technologies, products, and services in Correctional Industries. Over 80 vendors attended this year to meet attendees in the exhibit hall throughout the conference.

STATE DATE

Attendees had a perfect opportunity for invaluable one-on-one sales and networking at NCIA 2019's State Date. Modeled after speed dating, exhibitors visited a new state's table every few minutes, which created chances for personal engagement for both CI practitioners and vendors.

VENDOR SPOTLIGHT

Exhibitors also spread the word to a wider CI audience at the Vendor Spotlight. At this event, exhibitors highlighted their companies and products to a room filled with CI professionals.



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WORKSHOPS



Twenty-five workshops held over two days gave CI practitioners access to the latest ideas from subject matter experts. Praised by attendees as educational, relevant, and engaging, our workshops covering sales, certifications, integrating reentry into programming, LEAN, conflict resolution and communication were standouts in attendance and positive feedback. Some conference-goers even asked for certain speakers to present every year!



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ANNUAL AWARDS BANQUET

The Correctional Industries community is filled with dedicated, talented people who use their skills to not only advance their programs, but enrich the field of CI. The last night of the conference was dedicated to honoring these leaders at a banquet where Awards Chair Michael Herron (IN) presented awards for regional and national recognition to longtime supporters and rising stars of CI. **NCIA congratulates our award winners on their achievements!**



Michael Moore (LA) accepts the 2019 Rodli Award

Awards Banquet Sponsored By





Scott Crowther receives the 2019 CI Performance Excellence Award on behalf of Utah Correctional Industries



Ashley Lohr (MD) is given the 2019 National Staff Award



Stephen Palmese (VA) receives the Southeast Region Staff Award



Rusty Bechtold (CA) is presented the Western Region Staff Award



Jeff Lonsky accepts the Central Region Staff Award on behalf of Dennis Kudtson (MN)



Rick Cooper receives the South Central Region Staff Award on behalf of Lela Pennington (AR)

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David Milton and Brenda Chandler receive mementos from NCIA for hosting NCIA 2019



Amanda Evenski is recognized for her work on the NCIA 2019 host committee

THANK YOU, MINNCOR!

Each conference takes over a year of planning and preparation in collaboration with the host committee, as well as constant on-site support during the event. This conference would not have been possible without MINNCOR Industries' contributions!

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SPECIAL EVENTS



PRIZE GIVEAWAYS

An exhibit hall staple, NCIA's exhibit hall scavenger hunt culminated in an award drawing for attendees who visited every vendor's booth. **Congratulations to our prize giveaway winners!**

- Bill Huber (WI)
- Lisa Hunter (MT)
- Mary Hall (TN)
- Anthony Vann (NC)



U.S. BANK STADIUM RECEPTION & TOUR

Thanks to conference sponsor 3M's partnership with U.S. Bank Stadium, conference-goers were welcomed to the sports arena for a reception and free tours! Nearly 150 attendees took this rare opportunity to get a behind-the-scenes look at a state-of-the-art football stadium.



SUPPORTING CI ABROAD

On the second day of the conference, NCIA Board Officers met with a delegation of prison officials from Saudi Arabia and counseled them on the implementation and benefits of Correctional Industries programs.

FACILITY TOURS



On the last day of the conference, attendees got an inside look at MINNCOR's Faribault facility and Federal Prison Industries' (FPI) operation at Waseca. Both agencies guided groups of CI practitioners through their successful programs in sewing, wood furniture manufacturing, laundry, cleaning products, and various apprenticeships.



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NCIA WELCOMES NEW DIRECTORS!



WILLIAM QUENGA, DEPUTY DIRECTOR – INDUSTRIAL PROGRAMS, SILVER STATE INDUSTRIES (NV)

William Quenga was appointed Deputy Director – Industrial Programs on March 11, 2019. Quenga began his career at Pacific Bell and Contra Cost County Sheriff's Office in 1985. In June of 1995, he became a NDOC correctional officer, kicking off a 23-year career at the Nevada Department of Corrections. After five years as a correctional officer, Quenga applied for a prison industries supervisor role and became Silver State Industries' Marketing Coordinator in 2008. In his positions at Silver State Industries, Quenga was responsible for new NDOC partnerships leading to more rehabilitation opportunities and a boost in local businesses willing to hire formerly incarcerated individuals.

Quenga's particular interests in CI are providing incarcerated individuals with marketable skills while producing quality products and educating both DOC and civilians on the value CI brings on the state and local levels. Quenga is looking forward to helping recently-released CI workers find employment, working with his team to navigate shifting federal and state laws, and demonstrating the value of CI to local businesses and citizens. He brings a combination of law enforcement and corporate experience to the position, and is a natural team builder with the motivation to lead. Quenga is a graduate of the National Institute of Corrections' CI Executive Leadership Program, a Marine Corps veteran and resides in Douglas County, Nevada with his wife of over 20 years. He has five children and is proud to be a parent to his 25-year-old with autism.



SCOTT WALKER, GENERAL MANAGER, CALIFORNIA PRISON INDUSTRY AUTHORITY

On April 9, 2019, The California Prison Industry Board appointed Scott Walker General Manager (GM) of the California Prison Industry Authority (CALPIA) and Executive Officer of the Board. Mr. Walker brings a wealth of knowledge to CALPIA with over 33 years' experience working for the organization. He started his career at Folsom State Prison, as the Industrial Supervisor of their license plate factory. He soon climbed the ranks to Superintendent at California State Prison, Solano, and Folsom State Prison. Walker also worked as a Prison Industries Manager, Prison Industries Administrator, and Branch Manager, and served as CALPIA's Assistant General Manager for more than 13 years before being appointed as the new GM.

Walker wants to use his time leading CALPIA to create environments where incarcerated individuals can gain the skills and knowledge they need to become productive members of society and never return to prison. He knows what his staff is capable of and how each person at CALPIA can have an impact on changing lives. Walker was instrumental in stewarding CALPIA's 100-plus manufacturing, service and consumable enterprises which provide job skills and training opportunities to more than 8,000 offenders at all 35 California Department of Corrections and Rehabilitation (CDCR) institutions. In 2014, NCIA selected Walker as the winner of their National Staff Award. He is married, with two grown children and two grandchildren.

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ALABAMA CORRECTIONAL INDUSTRIES' OPEN HOUSE

BY **DAVID SMITH**, MARKETING MANAGER, ALABAMA CORRECTIONAL INDUSTRIES

This March, Alabama Correctional Industries (ACI) held a two-day open house to show customers and prospects its recently remodeled showroom and new products. ACI saw an overwhelmingly positive response, with over 150 customers from over 30 different state government entities arriving to support and learn more about ACI. Among the attendees were ACI's regular and prospective customers, ACI plant staff and administrators, and even representatives from NCIA members Georgia Correctional Industries, Ohio Penal Industries, Bay Product, OEI, Mayer Fabrics, Douglass, CorrectPac, and Global Shop Solutions!

Alabama Correctional Industries had two goals for the open house: to generate more exposure by demonstrating its range of capabilities, and to provide an educational, interactive, and fun customer experience during the open house. To make sure customers could have all their questions answered, ACI's entire sales staff was on hand, as were all of ACI's plant managers and many of their vendors. This meant customers couldn't help but speak with and learn from the individuals with the most insight into ACI's products.

ACI staff found plenty of opportunities to discuss the agency's mission and benefits of purchasing from them. Staff also demonstrated online ordering on ACI's new website and dispelled customers' misconceptions about what and how customers could purchase from ACI. Throughout the open house, many customers commented that they did not know ACI was capable of manufacturing or assembling many of the products in the showroom, and some were also surprised to learn that they didn't have to bid to purchase from us!

The event was designed as an interactive environment where customers could test, touch, and experience first-hand every product in the showroom. Vendors helped maintain a sense of fun and energy with hourly give-



aways, drawings, and door prizes, many of which were donated by vendors.

The open house was a very rewarding experience for all levels of ACI staff. Agency leadership and plant managers had a chance to engage directly with the stakeholders who buy and use their products, while the sales team was very happy to use the event as an opportunity to show off new product lines. Vendors received rave reviews from the attendees and were so very happy with the turnout, many expressed interest in returning for another open house. The response from everyone involved was so positive that ACI will likely use more open house events to promote its products in the future.

The open house was a wonderful opportunity for ACI's customers to discover what this CI is truly capable of doing. It would not have been possible without ACI's plant managers, sales representatives, program directors, accounting staff, warehouse staff, director, and vendor contributions!



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IDOC'S "TRIANGLE OFFENSE"

A COLLABORATION FOR SUCCESSFUL REENTRY

BY **MICHAEL PARKER**, JOINT VENTURES/PIECP MANAGER, INDIANA CORRECTIONAL INDUSTRIES

When it comes to the game of basketball, Indiana is known coast to coast for its rich hoops history. Not so well known are the facts that the average cost to incarcerate one individual for one year is approximately \$20,000; more than 11,000 felons are released from Indiana facilities and judicial systems annually; almost 35% of those released will return to prison within three years.

Reducing recidivism is a goal for correctional departments across the nation. Finding the right avenues to meet that goal can be challenging at best. The Indiana Department of Correction (IDOC) recently launched a collaborative approach to increasing post-release employment for incarcerated individuals, improving public safety and reducing recidivism.

While IDOC has not officially named the new approach, it seems reminiscent of basketball's "Triangle Offense". The Triangle is a motion basketball offense that combines perfect spacing with a series of actions based on player decisions resulting in an efficient and high scoring offensive system". It is also the type of offense that the Chicago Bulls and Los Angeles Lakers used to capture 11 NBA championships.

Observationally, one could define IDOC's Triangle as "a continuous effort that combines perfect collaboration with incarcerated individuals, employers and IDOC with a series of training, work and pre-release actions that result in post-release employment".

Utilizing resources from Indiana Correctional Industries (ICI), IDOC Facility Operations and the newly acquired Hoosier Initiative for Re-Entry (HIRE) program, IDOC provides incarcerated individuals with a comprehensive approach to successful reentry. As 85% of formerly incarcerated individuals are unemployed when re-arrested, ICI is one post of the triangle and provides opportunities for incarcerated individuals to gain valuable work experience and skills training.

Prior to changing its name from PEN Industries to Indiana Correctional Industries in December, 2018, IDOC, ICI and HIRE had started pouring the "triangle's" foundation and creating the first "post" of the triangle. IDOC/ICI held the initial Employer Day event at the Correctional Industrial Facility on May 16, 2018. Representatives from 25 companies toured ICI's brake remanufacturing joint venture operation, interacted with workers and gained a better understanding of the work opportunities and training available to incarcerated individuals. The joint venture partner also touted the positive impact of hiring ex-incarcerated individuals. To date, IDOC and ICI has hosted three Employer Days resulting in presentations to more than 50 companies and organizations. There was even an incarcerated individual five days from

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release who was offered an interview for a full-time position at one of the events.

Recommendations made by the Indiana Governor's Workforce Cabinet resulted in the realignment of the HIRE program from the Indiana Department of Workforce Development to IDOC's umbrella. HIRE became the second post of the triangle on January 14, 2019.

HIRE focuses on helping formerly incarcerated individuals obtain full-time, benefitted positions, earning livable wages. In addition, HIRE creates a pipeline of skilled workers to help Indiana businesses fill their employment needs. HIRE works with employers to understand their business needs and to determine the knowledge, skills, abilities, and aptitude that will make an employee successful in their organization. HIRE participants are placed in several different types of industries based on their skills and interests. The top industries for placement are production, restaurant, warehouse and construction. Employers that participate in the HIRE program may be eligible for Federal Bonding, which is basically a theft insurance program. Additionally, employers can receive a Work Opportunity Tax Credit (WOTC) of up to \$9,600 per eligible employee.

Based on a three year study completed by IDOC using a 2015 cohort of HIRE participants, there has been an 85% success rate of HIRE program participants from program years 2015-2017. As an integral player in IDOC's triangle, the successes will increase, recidivism rates will decrease and public safety will improve.

Although ICI and HIRE are productive players, no "offense" can be successful without support personnel and superior "front office" leadership. IDOC Facility Operations is the third and most critical post of the triangle. The leadership and dedication at every level is force and motivation driving the triangle's success.

While IDOC didn't name their efforts and approaches after a basketball offensive scheme, one must admit that the work being done by IDOC, ICI and HIRE is improving the quality of life in our communities and providing clients opportunities to become tax-paying citizens who contribute to the community, change their family's futures, and give them a chance to share in the American dream.



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KEEFE GROUP

Partnering with ACI, Keefe Group opened a new 60,000 square foot Tucson warehouse to employ Arizona DOC incarcerated individuals. Incarcerated individuals fulfill commissary and care package orders, performing such tasks as item picking, inventory replenishment, staging and shipping/receiving. The incarcerated individual workforce processes nearly 120,000 orders a month.



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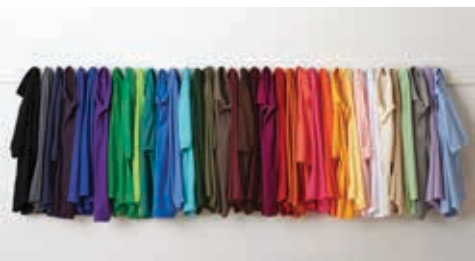
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SUCCESS STORIES



Jason Jones

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



Vera Salcedo

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



Clarissa Allen

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



Billy Pham

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



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