

WORKING ON THE INSIDE — SUCCEEDING ON THE OUTSIDE

How CI Benefits EVERYONE



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National Correctional Industries Association

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About The National Correctional Industries Association

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

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

NCIA's Mission Statement

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

NCIA Members

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

**VISIT WWW.NATIONALCIA.ORG
TO LEARN MORE ABOUT NCIA**



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HOW CI BENEFITS EVERYONE

It is clear that CI benefits incarcerated individuals who work in the program through greater opportunities for reentry success. What is often not clear or widely known is how CI benefits a much wider audience such as the DOC, private industry, as well as the communities outside the prison. This issue will highlight how CI benefits everyone, with a special feature on how to promote these benefits through the media.

NOTE: Statements contained in *NCIA News* are the personal views of the authors and do not constitute NCIA policy unless so indicated. NCIA does not assume responsibility for the content of *NCIA News* as submitted by contributors.

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PRESIDENT'S MESSAGE



Danielle Armbruster
President, NCIA

We all know that Correctional Industries benefits the incarcerated individuals working in our programs by providing them valuable technical and soft skills to give them greater opportunities for post-release success. We often overlook how CI benefits other stakeholders like the DOC, the general public, private industry, and state agencies throughout the state that we serve ... as well as nationally for FPI/UNICOR. That is why I'm excited about this issue of *NCIA News*.

You'll see that the articles in this issue discuss how various stakeholder groups benefit from the work and efforts that each of us in CI is engaged in on a daily basis ... you'll also learn the playbook for promoting these benefits through the media (thank you Utah Correctional Industries). My hope is that everyone reading this issue will see the greater impact we have nationwide, not only with creating reentry opportunities but making our communities a safer, better place to live.

Aside from these informative stories in this issue, NCIA is writing a new chapter in our over 25-year history. **Michael E. Wilson** was appointed as NCIA's Executive Director early in January, and on behalf of the NCIA Board of Directors, we are excited to welcome him. Please take a moment to read his first Executive Director's Update on page 6, as well as his welcome article on page 14. You'll also see new faces in the Sales & Marketing role and hear a new voice when you call into the National Office ... **Liz Myers** and **Amy McFarland** are also recent hires, and you can learn more about each on page 16. As you can see, your Board of Directors and National Office staff are busy re-building this association and preparing for greater opportunities as we hopefully exit this pandemic.

One of those opportunities is right before you ... the 2022 National Training Conference in Louisville, KY (April 11–14). If you were unable to attend the outstanding conference we held in Indianapolis last Fall, this is an excellent opportunity to re-connect with your CI colleagues, learn from experts in the workshops, and visit our corporate members to learn about their new products and services. For those who went to Indianapolis last year, I urge you to keep the networking and learning momentum going by attending the Louisville conference. Please visit the NCIA website at www.nationalcia.org for more information, and to register ... you may also view the conference preview in this issue starting on page 21. *I look forward to seeing you all in Louisville!*

As I enter my final year as NCIA President, I'm excited and hopeful for our association and our industry as a whole. Through our in-person conference, e-learning, webinars, the launch of new virtual networking opportunities, as well as new leadership and staff, you'll see that NCIA has a lot to offer you to help with your professional development and lifelong learning. As an association, we will make Correctional Industries stronger and better than ever ... I genuinely believe that, and I'm sure you share in that belief. ●



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EXECUTIVE DIRECTOR'S UPDATE



Michael E. Wilson
Executive Director, NCIA

It is with tremendous gratitude that I begin my service as the new Executive Director of the National Correctional Industries Association (NCIA). Throughout the selection process, my in-depth inquiry of Correctional Industries (CI) and research significantly expanded my knowledge and understanding of this unique professional sector. I quickly uncovered compelling stories of people that work in CI and the incredible stories of promoting reentry and reducing recidivism by providing incarcerated individuals with real-world experience that teaches transferable job skills, life skills, and worth ethic to prepare them for a successful release. Without question, NCIA's vision statement, *"Working on the Inside – Succeeding on the Outside"* is definitely more the mission than a slogan.

As a little self-introduction, I grew up in Kentucky before heading off to college on a track scholarship at the University of Georgia. From there, my collegiate path led me to Colorado State University to finish my long-distance running career in the high altitude of the Rocky Mountain region. It was there while pursuing dual degrees in Political Science and History that I learned about trade associations. I still remember the very moment in my college apartment that it clicked that being an association professional would be my career path.

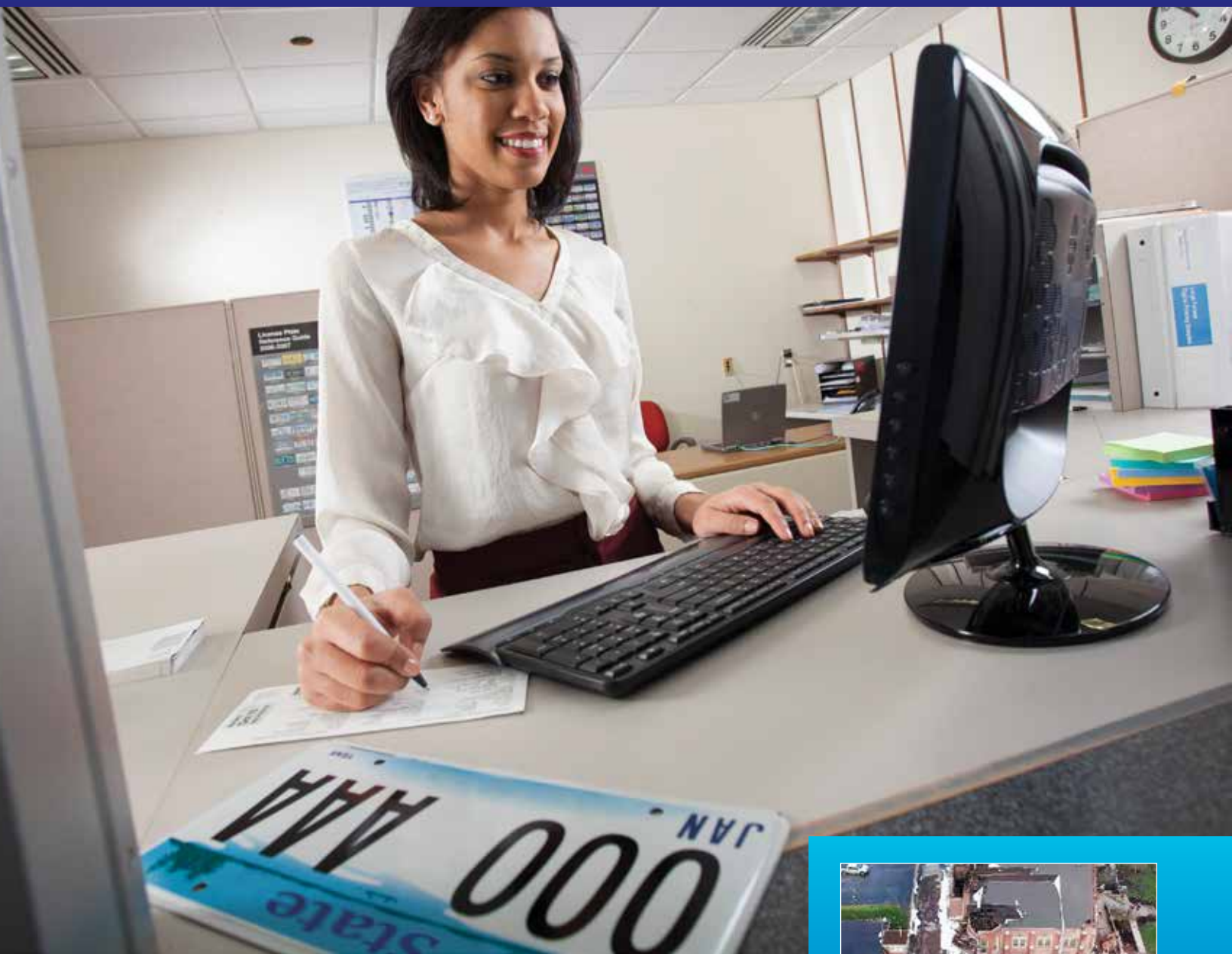
My goal-oriented personality and energetic work ethic has been fostered from decades of competitive sport. It has also taught me the importance of being resilient while working toward goals and the value of exceeding expectations.

Over my 25-year professional career, I have compiled a solid record as a trade association executive. In my recent CEO role with the Automotive Recyclers Association, I demonstrated a record of organizing and empowering the association leadership to set and accomplish challenging targeted goals. I cultivated the transformation of the association from a struggling not-for-profit membership organization into an advocacy force in Washington, D.C. with expanded influence across the United States and around the world.

It is critical that the Executive Director and Board of Directors communicate with each other. With a strong relationship, the organization will benefit from a synergy that cannot be achieved without that strong bond. It is also essential that ongoing discussions of the strategic plan will be an important focus. A well-executed strategic plan helps leadership and staff to better understand their roles and responsibilities necessary for success.

I would be remiss if not recognizing **Gina Honeycutt's** distinguished 20-year executive career at NCIA. Gina's willingness to spend countless hours with me over my initial onboarding process has and will result in huge dividends for me in the years to come. In Gina's last column in NCIA News (Spring 2021), she stated "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." While I'm excited to take the helm as NCIA's Executive Director, there are very big shoes to fill even for this marathon runner.

In closing, one of my overall goals for NCIA is to get as many new and old members to actively participate in the association. I look forward to challenging our membership to heed these paraphrased words of the Irish statesman Edmund Burke's, "Nobody made a greater mistake than one who did nothing because one could do only a little." Building on the NCIA's strong 25-year foundation, I look forward to working with our members, the board and the staff to take NCIA to even greater heights. ●



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CI WORKERS

— Their Positive Impact to all those Incarcerated in Nebraska

By: **Jeremy Elder**, Deputy Director, Nebraska Department of Correctional Services/Cornhusker State Industries



Recent Intentional Peer Support Graduates

Often in correctional industries, we measure success in terms of individuals who successfully reenter the community and achieve gainful employment. Perhaps as important as recognizing individual success is the impact individuals have on their peers. At Cornhusker State Industries (CSI), we see incarcerated individuals providing training and mentoring to their peers daily. We also see their positive influence throughout the **Nebraska Department of Correctional Services (NDCS)**. NDCS benefits greatly from the leadership these individuals provide to others within NDCS' general population.

Within their work areas, many CI workers have dedicated themselves to completing certifications and training that improves their job capabilities and positions them well for employment upon reentry. Approximately 28 percent of the current workforce has already completed one or more

third party certifications that take at least six months to one year to complete. Some of these credentials include the **Federal Department of Labor Apprenticeship**, **Braille Transcription** and the **Association for Linen Management's Certified Laundry** and **Linen Manager**.

CI workers use the skills they have developed to benefit CI and other areas of NDCS. Databases have been developed to provide tools for rostering, tracking skills and certifications, facilitating purchasing and quality assurance duties. Databases and inventory management processes have also been shared with food service and supply areas to help them operate more efficiently. CI workers have also strongly supported the **State of Nebraska's Lean Six Sigma** process improvement efforts. Several shops are currently using visual management tools and daily huddles to drive operational improvements.

CI workers continue to achieve outside of work as well. Seventeen percent have completed **RISE**, an intense program promoting character development, employment readiness and an entrepreneurial mindset. CI workers have engaged in completing and facilitating **Franklin Covey's 7 Habits on the Inside**. During 2021, several incarcerated individuals completed training to become co-facilitators for **Thinking for a Change (T4C)**—a cognitive behavioral program used by NDCS to improve positive decision making. While CSI employs approximately nine percent of the NDCS population, nearly one-third of T4C co-facilitators are current or previous CI workers. CI workers comprise a significant number of individuals trained to be **Intentional Peer Support (IPS)** facilitators. IPS helps individuals address issues stemming from mental illness, addiction, or trauma with the assistance of someone who has had similar life experiences. Several CI workers have also gone on to become NDCS health porters. These individuals provide personalized care for other incarcerated individuals with significant health needs.

CI workers continue to be positive role models for their peers. A recent analysis found that CI workers were five times less likely to engage in any form of institutional

misconduct and over 15 times less likely to commit serious misconduct. Many CI workers serving longer sentences have recognized the role they can play in the success of others. Recently, several individuals with longer-term sentences volunteered for transfer to the **Nebraska Correctional Youth Facility (NCYF)** to serve as role models and peer support for youthful offenders. Over half of the volunteers were or had been CI workers. Several CI workers have been leaders among the Circle of Concerned Lifers, a group of individuals focused on mentoring others, lowering recidivism, and promoting a healthy culture within the facility.

To be clear, CI cannot directly claim credit for the growth of the individuals in our workforce. Personal development takes the conscious initiative by a person to invest in themselves and the people around them. CI provides a positive, strengths-based environment and opportunities for that growth to occur. It is what most would hope to achieve from a period of incarceration—the ability to develop skills and confidence, the opportunity to demonstrate those skills to others and to envision a future with new possibilities. CI certainly benefits many within NDCS and helps develop peer leadership that can transform lives! ●

Mark Your Calendars for These Upcoming 2022 NCIA Webinars!



MARCH:

Integrating Education with CI

MAY:

All Things Food

AUGUST:

Workforce Shortages
—Opportunities and Strategies

Visit www.nationalcia.org/webinars to learn more and register!

Opening the Doors to Correctional Industries: 5 Tips for Planning a Successful Media Day

By: **Maria Peterson**, Director, Utah Correctional Industries



Correctional Industries programs are rife with great human-centered stories and interesting visuals that make for compelling news stories.

The landscape of traditional news media as we know it has rapidly changed over the past decade. Fewer journalists have “beats” to cover corrections, especially in smaller media markets, and the demands of 24-hour news cycles and social media have our media partners stretched thin and often unable to dedicate the time to cover stories that require background checks and lengthy drives to remote facilities.

At the same time, Correctional Industries programs are rife with great human-centered stories and interesting visuals that make for compelling news stories. People have an inherent interest in what happens at correctional facilities, and the news is often hungry for stories that delve into prisons and jails.

One way Correctional Industries can help media understand our mission and gain interest in our operations is to **host a Media Day**. This event provides an opportunity for media partners to visit the facility, collect video b-roll and interviews they can use for future stories. It is also a great

way for the media to understand Correctional Industries’ role in the rehabilitation of individuals and, most importantly, build a relationship with you and your team.

PROS:

- Hosting one “Media Day” limits interruptions to daily facility operations by limiting the time needed to escort media representatives on individual visits.
- Reporters and Multimedia Journalists can generate story ideas from their visit for future use.
- Media can speak to work program participants and see firsthand the real-world work experience they gain in Correctional Industries.
- Security teams can adequately prepare for staffing a large tour and put security plans in place well in advance of the event.
- Allowing media to shoot video b-roll helps them cover corrections and Correctional Industries’ stories more often when you send your own press releases.

Continued on page 12



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5 Tips for Planning a Successful Media Day

Here are five tips for making your Media Day safe and successful for all involved:

1. Planning Makes Perfect

First, you'll want to connect with your department's **Communications Director** or **Public Information Officer** to help you plan the media day. Connect with your security teams to create a safety plan for the event as soon as possible. Ensure there are adequate escorts, as well as teams to inspect cameras and other equipment, which can take a lot of time away from the actual tour.

Prepare a schedule that provides enough time for interviews with staff and incarcerated individuals, as well as time to collect footage of the operations. Note that photographers have to collect at least fifteen minutes of footage for every minute of video that ends up on the news. Consider providing opening remarks that briefly explain their operations, followed by a security briefing.

Identify a few incarcerated individuals who are prepared to talk about their experiences in CI. Work with your victim services team to verify any potential issues with having these individuals on camera. If your staff members do not already wear uniforms, consider a logo polo shirt or easily identifiable way for reporters to find a person to ask questions.

2. Put Your Best Foot Forward

Showcase the most interesting visuals possible. Remember, even newspapers have multi-media stories, including video, photo galleries, and audio, on their webpages.

Make sure the media has a chance to see people actively engaged in work. Find the best places for video and the best places for audio. As an example, computer-based programs may not translate as well as a welding program on screen. However, you may want to prepare a place to conduct interviews in a computer program area, which may have less background noise for audio.



Multi-media journalists need good visuals, make sure your tour shows people actively engaged in work.

Prepare talking points about the programs to share with your staff who may be asked questions to ensure consistent messaging and accurate information is shared with reporters. Be sure to prepare people to direct difficult or controversial questions to the appropriate spokesperson.

3. Partner Up

Video editors appreciate having visuals of correctional facilities that they can use during other coverage. With approval from your Department's Communications Director, the media may also be able to gain video and b-roll of other parts of the correctional facility during the tour.

Reach out to any strong community partners, such as employers or businesses who hire people after release that would be willing to attend the event. Invite your executive leadership as well. This is a great way to show the various ways CI benefits everyone.

4. Create Materials to Complete the Story

In larger states, it may be difficult to get reporters to more than one facility for the media day. A media packet can provide details and information on the programs for the representatives who were unable to visit. Provide useful information to hand out as reporters leave and be sure to add that information to your public website or email it to those who cannot attend the event.

Things to include:

- Fact sheet about your operations including number of participants, shop locations, interesting facts (NCIA also has great fact sheets and brochures available to members on their website)
- List of shops and certifications available to participants
- Annual Report
- Thumbdrive with photos and videos of your other facilities
- Contact information for the Department's communications team and your operations
- A list of people who were available for interviews including correctly spelled name, title, and photo.

5. Remember to Share Your Own Story

Local media outlets are just one way to share the interesting and important work being done in correctional industries. The Department's public website, social media, newsletter or other platforms are all great places to share news about CI. There are endless positive stories to share about CI, such as a former participant who is now making a great living after release or a new program or soft skills program that you're starting. Look for elements in your daily work that could potentially be a "good news" story and share them with both internal and external audiences. ●

Share Your Story with NCIA

Have a great media story that you'd like all CIs to see, send it to NCIA

memberservices@nationalcia.org

and we'll post it on the NCIA website and share with ALL members through

CI in the News!

WELCOME NEW EXECUTIVE DIRECTOR



Michael E. Wilson
Executive Director, NCIA

Please join us in welcoming our new Executive Director, **Michael E. Wilson**, to the NCIA National Office team! Michael brings a wealth of knowledge from his 25 years of executive-level nonprofit and association management experience to NCIA.

A visionary leader with results-oriented experience, Michael possesses a track record of working closely with staff and association leadership in the development of comprehensive strategic plans that hold stakeholders accountable to public policy, budget management, communications strategy, advocacy and event management goals; his extensive record as a consensus builder and facilitator has secured results-oriented objectives in key areas of interest to associations.

In his recent role as CEO of the Automotive Recyclers Association (ARA), Michael was responsible for providing strategic leadership for this 4,500-member international organization with representation in all 50 states and 18 countries around the globe. During his tenure, Michael also worked closely with the members and leadership of 47 affiliated organizations.

Michael cultivated the transformation of his previous association from a struggling not-for-profit membership organization into an advocacy force with expanded influence across the U.S. During his tenure as CEO, Michael generated an over 50% increase in association revenue. He also oversaw their international convention and trade show that produced the ten most financially successful events in the association's 75-year history. Michael enhanced the association's environmental stewardship and product assurance programs.

He has had articles published by the *New York Times*, *Washington Post*, *Wall Street Journal* and *USA Today*, and has appeared on television broadcasts such as the *CBS Evening News* and *Fox Business Channel*.

We are confident Michael 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!

Welcome, Michael! We look forward to a bright future for NCIA with your leadership! •

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NCIA Welcomes New Staff to the National Office!

Liz Myers, Sales & Marketing Manager and Amy McFarland, Office Administrator



Liz Myers
Sales & Marketing
Manager, NCIA

Right after the start of the new year, **Liz Myers** came onboard as the **new Sales & Marketing Manager** for NCIA. She “hit the ground running” by immediately working with our corporate members on the upcoming National Training Conference and other networking opportunities.

Myers comes to NCIA from the American Anthropological Association where she was responsible for all advertising and exhibit

hall sales, as well as graphic design and numerous other projects. Prior to this, she worked in marketing, sales, customer service, and project management for various industries.

She is looking forward to continue her career in the non-profit industry and use her knowledge and skill-sets to help NCIA grow ... Myers is also eager to meet corporate and CI members in Louisville this April.

Corporate and Corporate Plus Members—chances are, Liz has already reached out to you ... but you can always contact her at liz@nationalcia.org



Amy McFarland
Office Administrator,
NCIA

Prior to the holiday break, **Amy McFarland** was hired as the **new Office Administrator** for NCIA. Aside from being the first voice you’ll hear when you call into the National Office, McFarland will also be responsible for managing NCIA’s member portal, conference registration and assisting the National Office staff with administrative duties so that all operations run efficiently.

Prior to NCIA, McFarland worked for another non-profit who’s mission was to help educate minorities in Baltimore City on financial literacy to assist them with purchasing a home. Through this experience, she realized that she enjoys working in the non-profit area and within a well-functioning office team.

McFarland studied Family Studies and Human Services at Towson University and she is eager to meet the NCIA membership, as well as work with the National Office staff to help propel NCIA to the next level. ●

Please join us in welcoming both
Liz and Amy to the
NCIA National Office Team!

CI IN THE NEWS

Mississippi Prison Industries Corporation is now MAGCOR Industries



The nonprofit corporation, **Mississippi Prison Industries Corporation (MPIC)**, has rebranded and is now known as **MAGCOR Industries**. WXXV25 in Gulfport, MS covered MAGCOR Industries' rebranding story.

Art that Breaks through Prison Walls



CBS Sunday Morning featured a story about the incarcerated individuals creating art while working in **Maine Correctional Industries**. The story covered both the wood shop located at the **Maine State Prison-Warren**, as well as the retail store located outside on Route 1 in Warren, Maine.

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Positive Impact of Correctional Industries

By: **DeLana Bellville Powell**, Reentry Coordinator and
Daniel Sumner, Business Development Coordinator, Georgia Correctional Industries

Correctional Industries across the United States strive daily to create a positive and lasting impact on the lives of all citizens. In Georgia, this impact can be found within the services offered by the **Georgia Department of Human Services – Division of Family and Children Services (DFCS)** who partnered with **Georgia Correctional Industries' (GCI) Print Plant** located at **Phillips State Prison**. Through this partnership, DFCS offices across the state are provided with forms that facilitate assistance to all citizens in Georgia.

GCI's contract with DFCS is for the printing, warehousing, order processing and distribution of DFCS forms to all DFCS offices across Georgia. Providing service to 159 DFCS offices and approximately 50 of their community partners makes this a challenging endeavor for the contract administrators and the staff at the Print Plant. To assist with the organizing of orders for each location, GCI provides a customized web-based portal that allows DFCS staff an interactive shopping experience for the forms they need.



An incarcerated individual **sets up a form for print**



Forms inventory

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Division of Family and Children Services

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- If you're single, you may be able to use a short form. You can apply for your child eligible for lower-cost or free coverage. Applying won't affect your family's tax status or chances of becoming a permanent resident or citizen.
- Even if you aren't eligible for coverage, applying won't affect your immigration status or chances of becoming a permanent resident or citizen.
- If someone is helping you fill out the application, you may need to complete Attachment C.

Apply faster online at Compass.ga.gov.

THINGS TO KNOW

Apply faster online

- Social Security Numbers (or document numbers for any legal immigrants who need insurance)
- Employer and income information for everyone in your family (for example, from paystubs, W-2 forms, or wage and tax statements)
- Policy numbers for any current health insurance
- Information about any job-related health insurance available to your family

What you may need to apply

We ask about income and other information to let you know what coverage you qualify for and if you can get any help paying for it. **We'll keep all the information you provide private and secure, as required by law.**

Why do we ask for this

We ask about income and other information to let you know what coverage you qualify for and if you can get any help paying for it. **We'll keep all the information you provide private and secure, as required by law.**

What happens next?

Send your complete, signed application to the address on page 8. **If you don't have all the information we ask for, sign and submit your application anyway.** Visit Compass.ga.gov or call 1-877-423-4746 for more information. **Restrictions on the next steps to complete your health coverage. If you don't hear from us, visit Compass.ga.gov or call 1-877-423-4746.** Filing out this application doesn't mean you have to buy health coverage.

Get help with this application

- Online:** Compass.ga.gov
- Phone:** Call our Help Center at 1-877-423-4746.
- In person:** There may be counselors in your area who can help. Visit our website or call 1-877-423-4746 for more information.
- En Español:** Llame a nuestro centro de ayuda gratis al 1-877-423-4746.

NEED HELP WITH YOUR APPLICATION? Visit Compass.ga.gov or call us at 1-877-423-4746. Para obtener una copia de este formulario en Español, llame al 1-877-423-4746. If you need help in a language other than English, call 1-877-423-4746 and tell the customer service representative the language you need. We'll get you help at no cost to you. TTY users should call 1-800-255-9135.

Form 50a (Rev. 4/17) Page 1 of 12

Form sample

DFCS staff have unique logins that gives them access to order the approximately 78 different forms that are needed to help fulfill their mission.

The process begins with DFCS administrative staff ordering forms printed in bulk in both **English** and **Spanish** and placed into GCI's Print Plant warehouse for storage. Bulk orders are based on the anticipated need of the locations, age of the form and budget for the year. As the DFCS offices order the forms they need through the portal, the DFCS Administrator reviews and releases the orders for processing at the Print Plant. GCI then packages the bulk orders, in increments of 100 count, and ships them to the requesting location along with tracking information for every package.

To further assist the DFCS offices, the forms within the portal are categorized based on various DFCS programs. This allows the individual locations to easily locate and order the

necessary forms to meet their daily operating needs. The website has been designed to allow the shopper to hover over the individual form icons, which then displays the form in its entirety, to ensure proper ordering ... this reduces any need for returns. This process also reduces costs to both DFCS and GCI by reducing potential ordering errors.

The forms available range from **Enrolling for Benefits**, **Safety Planning**, **Emergency Food Assistance**, and **How SNAP** works for the young as well as the elderly. The forms available on this portal meet a vital need to all citizens statewide ... helping to ensure the health and well-being of all Georgians, from infants to the elderly.

GCI and DHS faced numerous fulfillment challenges due to the global pandemic. All locations were effected to various degrees due to the pandemic. Office closures, reduced

Continued on page 20



An incarcerated individual **performs routine printer maintenance**

staff, and alternate work schedules had to be taken into consideration for each and every location and order. **GCI and DFCS worked closely together to meet these logistical challenges.** Scheduling the ordering, fulfillment, shipment and delivery of each order is based on each locations' individual hours of operations and on-site staffing. This included order tracking from order, to shipping, to estimated delivery dates, to help ensure deliveries were made to accommodate the reduced operating hours due to COVID-19

GCI provides the printed forms and web-based portal services at a cost effective savings for DFCS, thus providing a valuable service to all the citizens of Georgia. Additionally, the incarcerated individuals assigned to GCI's Phillip's Print Plant learn valuable hard skills related to the print industry, including print job set-up, print production, trouble shooting on print equipment, as well as routine repairs and maintenance for equipment. Additionally, they are trained in warehousing, inventory management, order fulfillment and shipping. Valuable hard skills that they are able to take with them and benefit from long after they reenter society. GCI strives to fulfill its Mission and Vision Statements on a daily basis, one order and one incarcerated individual at a time. •

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Texas Department of Criminal Justice

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NCIA 2022 CONFERENCE

APRIL 11-14

Mark your calendars and join us for NCIA's 2022 National Training Conference, where Correctional Industries professionals from across the US will meet to network and learn about the latest and greatest trends, practices and products in the field.

Join us in Louisville and experience the best professional development Correctional Industries has to offer. **Discuss current issues and trends** in CI with your peers at the CI Staff Roundtables. **Learn from CI experts** and thought leaders in a series of educational workshops. **Explore new products, services, clients and partners** in the exhibit hall, state date, and vendor spotlight.

Louisville is centrally located and within a day's drive of over half the U.S. population. All roads lead to Louisville, specifically three major interstates 65, 64, and 71 all intersect in downtown.

See you in Louisville!



Register Today at www.nationalcia.org

NCIA THANKS THE SPONSORS OF NCIA 2022!



HOTEL INFORMATION

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RESERVATIONS:

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Online:

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NCIA conference attendees can make their hotel reservations online or by phone **no later than March 11, 2022**. To make a reservation, please visit nationalcia.org/hotel for the link. To make changes to an existing reservation, please contact the number above. When calling, attendees should be sure to state they are NCIA conference attendees to get the group rate of **\$154** plus **16.07%** tax/night. All reservations must be accompanied by a first night room deposit guaranteed with a major credit card. The deposit is refundable if the reservation is canceled 48 hours before arrive.

Reservations must be made by **March 11, 2022**, in order to receive the NCIA Group Rate. After this date, rooms may not be available at the reduced rate, so you are strongly encouraged to make your room reservations early. Rooms are assigned on a first-come, first served basis.

Check-in time is **4 PM**. Check-out time is **11 AM**.

Hotel Parking: **\$32** Daily



GETTING THERE

Taxi: Average Cost: **\$20***

Taxi service is available on the Baggage Claim Level on the west side of the terminal.

Airport Rental Car

The Louisville International Airport offers eight car rental options. Rental counters are easily accessed on the Baggage Claim Level in the airport, with convenient access to the new facility on Level 1 of the attached parking garage.

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For more information, visit:

<https://www.flylouisville.com/getting-to-and-from-the-airport/>

**Taxi, shuttle, and parking rates may vary and are subject to change. Gratuity is not included in price estimates.*

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SCHEDULE OF EVENTS

SUNDAY, APRIL 10

10:00 AM – 12:00 PM	CI Director Roundtable (CI Directors Only)
12:00 PM – 1:00 PM	CI Director Lunch (CI Directors Only)
1:00 PM – 3:00 PM	CI Director Roundtable (Continues) (CI Directors Only)
6:00 PM – 7:00 PM	President's Reception (By Invitation Only)

“Throughout the conference, I found it wonderful how many relationships, on the first day alone, are made between people who start out as strangers, but are friends by the end of the day.”

Armanda Dzafic
Lead Audit Manager
Utah Correctional Industries

MONDAY, APRIL 11

9:00 AM – 6:00 PM	Conference Registration
9:00 AM – 3:00 PM	Exhibitor Setup
9:00 AM – 12:00 PM	NCIA Board of Directors Meeting
1:00 PM – 2:00 PM	State Date
2:00 PM – 3:30 PM	CI Staff Roundtables
3:45 PM – 5:00 PM	Opening Session and Keynote Address
5:00 PM – 7:00 PM	Exhibit Hall Grand Opening and Reception

TUESDAY, APRIL 12

9:00 AM – 4:30 PM	Conference Registration
9:00 AM – 9:45 AM	Vendor Spotlight/Coffee Break
9:45 AM – 12:00 PM	Exclusive Exhibit Hours
1:00 PM – 2:15 PM	Concurrent Workshops
2:45 PM – 4:00 PM	Concurrent Workshops

SCHEDULE OF EVENTS

WEDNESDAY, APRIL 13

8:30 AM – 2:00 PM	Conference Registration
9:00 AM – 10:15 AM	Concurrent Workshops
10:30 AM – 2:00 PM	Exclusive Exhibit Hours and Lunch
2:00 PM – 3:15 PM	Concurrent Workshops
2:00 PM – 10:00 PM	Exhibit Hall Dismantle
3:45 PM – 5:00 PM	Regional Business Meetings
6:45 PM – 9:30 PM	Closing Awards Reception and Banquet

THURSDAY, APRIL 14

8:00 AM – 12:00 PM	Correctional Industries Tour <i>Hosted by Kentucky Correctional Industries</i>
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“The organization of the event was excellent. The awards ceremony was one of the best I have been to, and the host staff and NCIA staff had excellent customer service. Gold star!”

Rusty Bechtold
Branch Manager—Operations
California Prison Industry Authority (CALPIA)

“I boosted my CI’s media exposure based on principles shared at last year’s conference. In six months, four local television news stories, three newspaper articles and radio broadcasts helped us share the positive Correctional Industries story. Thanks to the conference, my CI is building stronger public and customer awareness of the great things we do.”

Wes Ray, Director
Wisconsin Bureau of Correctional Enterprises



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CONFERENCE WORKSHOPS

LEARN FROM THE BEST AT NCIA'S 2022 CONFERENCE WORKSHOPS

Tuesday, April 12 and Wednesday, April 13

- Utilizing Engineering Standards to Create Factory Layout, Production Flow and Product Scheduling
- Computer Lab Program— Private Sector Partnerships
- Foodservice Provided by Correctional Industries/ Religious Meal Options
- What Can We Do About the Construction Skilled Labor Shortage
- Public-Private Partnerships in CI
- Lean Manufacturing Training
- Partnering and Collaboration with Other Correctional Industries
- County Operations and Programming: New Ways to Increase Your CI's Impact
- VCE-VADOC Collaborating for Reentry Success and Safer Communities
- Employer Outreach: How the State, Communities and Employers Win the More We Work Together
- Reentry Resources: Investing in Worker Success During and After Incarceration
- Together We're Better — Collaboration to Achieve Vertical Integration in Furniture
- Be the Vendor of Choice for Your Government Customers
- Stop Band-Aiding the Symptoms and Cure the Problem— The Basics of Root Cause Analysis

CI STAFF ROUNDTABLES

MONDAY, APRIL 11, 2022 | 2:00 PM – 3:30 PM

Curious about how other CIs run their Industries?

At the NCIA 2022 National Training Conference, CI staff will have the opportunity to engage in roundtable discussions focused on individual industries and enterprise-wide issues. Prepare for a dynamic and informative conversation as CI practitioners from around the country share their insights into making great CI operations.

Participation in the CI Staff Roundtables is limited to Correctional Industries practitioners. Additionally, registration and participation in any single roundtable is limited to two (2) staff per state.

Share your experiences and learn from your peers in one of six roundtable discussions:

- Media Outreach
- Garment, Textiles & PPE
- Sales & Marketing
- Metal
- Security
- Janitorial & Cleaning Products

Continued on page 28



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Contemporary Desk

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M-161B Standard Desk
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M-165B
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EXHIBIT HALL

The NCIA National Training Conference gives you the best opportunity to see, touch, and feel the latest technologies, products and services in Correctional Industries — all under one roof in the NCIA 2022 Exhibit Hall! With vendors from across the U.S. and Canada expected to attend, the exhibit hall is truly a one-of-a-kind event. *Come take advantage of an exclusive networking opportunity replicated nowhere else in the industry!*

EXHIBIT HALL SCHEDULE

MONDAY, APRIL 11	
5:00 PM – 7:00 PM	Exhibit Hall Grand Opening and Reception
TUESDAY, APRIL 12	
9:45 AM – 12:00 PM	Exclusive Exhibit Hours
WEDNESDAY, APRIL 13	
10:30 AM – 2:00 PM	Exclusive Exhibit Hours and Lunch



Don't Forget the Vendor Spotlight!

Join your colleagues on **Tuesday, April 12 at 9:00 AM** for the Vendor Spotlight and Coffee Break. Enjoy coffee and refreshments while learning about what each exhibitor is bringing to you for 2022!

AWARDS BANQUET

WEDNESDAY, APRIL 13, 2022

RECEPTION 6:45 PM – 7:30 PM | **BANQUET** 7:30 PM – 9:30 PM



**Please join us as we recognize your peers
throughout Correctional Industries ...
Here are the Award Winners!**

Rodli Award Recipient: Joe Flaherty (RI)

Performance Excellence Award: Indiana Correctional Industries

National Staff Award Recipient: Nicole Chandler (MT), Western Region

Staff Award Recipient, Western Region: Nicole Chandler (MT)

Staff Award Recipient, Central Region: Jessica Stanek (MN)

Staff Award Recipient, Northeast Region: Ashlee Armey (MA)

Staff Award Recipient, Southeast Region: Dan Sims (GA)

Staff Award Recipient, South Central Region: Kelly Pegoda (TX)

Please go to
www.nationalcia.org
to see the Honor Roll Staff Award Recipients

NCIA Welcomes Two New Directors

David Smith, Alabama Correctional Industries
Justin Winters, Pheasantland Industries, South Dakota



David Smith
 Director, Alabama
 Correctional
 Industries

David Smith is the new Director for **Alabama Correctional Industries (ACI)**. Smith has worked for ACI for eleven years serving in a variety of management roles to include accounting, sales and marketing, as well as managing ACI's garment program. Prior to ACI, Smith worked for the Alabama Department of Corrections for five years.

Smith is passionate about CI and is also proud of the ACI team's dedica-

tion to providing meaningful training opportunities to the incarcerated individuals that ACI serves. In the near term, Smith is eager to provide more marketable and up-to-date skills to incarcerated individuals, as well as developing more partnerships with other state agencies to increase post-release employment opportunities. He is also interested in improving production output for all the shops and programs in ACI.

He holds a Bachelor's degree in Accounting and Computer Information Systems from the University of North Alabama and an MBA from Auburn University of Montgomery. Smith is also a graduate of the NIC/NCIA CI Leadership Training.



Justin Winters
 Director,
 Pheasantland
 Industries

Pheasantland Industries (South Dakota) has a new Director ... **Justin Winters**. Winters has been on the staff of Pheasantland Industries for only three years, but has been promoted multiple times within that short timeframe. He started out as the acting sign shop foreman in 2019, was promoted to production manager in June 2021, and was named Director in July 2021.

Winters is eager to continue to provide excellent customer service, with a goal to make contact with every state agency, non-profit, county/township within the state of South Dakota. He would also like to extend assistance to neighboring state CIs who are affected by work shortages or other production issues.

His interest in CI is two-fold ... giving hope to incarcerated individuals by providing a vocational trade while also producing a high-quality, cost-effective product for all state agencies and non-profit organizations in South Dakota.

Winters studied criminal law at Fort Valley State University, and when he is not running Pheasantland Industries, he is either coaching youth football or enjoying life as a new grandfather. •



PIECP Benefits BOTH Iowa Employers and CI Program Participants

By: **Dan Clark**, Director, Iowa Prison Industries

The Prison Industry Enhancement Certification Program (PIECP), created by Congress in 1979, allows private employers to establish joint ventures with programs such as **Iowa Prison Industries**. The program is designed to place incarcerated men and women in realistic work environments, pay them the prevailing local wage for similar work, and enable them to acquire marketable skills to increase their potential for successful reentry and meaningful employment after release.

The program is not only a cost-effective way to offer job skills training to incarcerated individuals, but also enhances institutional safety by improving their behavior during incarceration. For men and women participating in PIECP, the program provides an opportunity to

support their families, pay fines and restitution they may owe, contribute to the cost of their own incarceration, and build savings in preparation for their reentry.

For Iowa employers, PIECP allows them to connect with men and women prior to their release, and to fill their workforce needs, which are more critical than ever. Iowa's unemployment rate in September 2021 stood at 4.0%, and there are more job openings in the state than there are job seekers. The shortage of workers is especially concerning for Iowa's rural communities. **The Iowa Business Council**, which represents 22 of the state's largest employers, views workforce shortages as the top issue facing Iowa businesses, with the potential that Iowa companies will look elsewhere to expand.

In this article, we highlight how PIECP benefits both incarcerated men and women, as well as Iowa employers in need of a trained and motivated workforce.

Continued on page 32



Virtual job fairs held via Zoom or similar platforms allow employers to connect with men and women that are still incarcerated, creating interest in their company prior to an individual's release.

Iowa Workforce Development: Connecting Employers with Reentering Men and Women

The Iowa Department of Corrections and Iowa Workforce Development have a unique arrangement: IWD Reentry Advisors are “embedded” at each of Iowa’s four releasing prisons. These advisors work with men and women that are scheduled to reenter in the near future, assisting them with their resumes, conducting training on topics such as interview skills, and matching returning citizens with potential employers in their home community.

In Iowa, these Reentry Advisors also conduct virtual job fairs, which naturally became quite popular during the pandemic. These online meetings allow employers from any part of the state to connect with incarcerated individuals that plan to return to their area of the state. Potential employees ask about open positions and qualifications, pay and benefits, and how the company weighs certain criminal backgrounds in their hiring process.

Future Ready Iowa connects Iowans to the education and training required for well-paying jobs and careers. The Future Ready Iowa goal is to have 70 percent of Iowans with education and training beyond high school, such as registered apprenticeships, by 2025. The IWD Reentry Advisors enroll incarcerated men and women in one of 30 different apprentice programs, ranging from welding to landscaping to **Computer Aided Design (CAD)**.

The Reentry advisors also arrange one-on-one interviews with potential employers that are held online. **Many reentering men and women receive a job offer even before they return home to their community!**

Scranton Manufacturing, a McLaughlin Family Company (New Way Trucks)

New Way is the largest privately held manufacturer of refuse equipment in North America, supplying collection vehicles to all 50 states, Canada, Latin America, Asia, and beyond. Struggling to find enough skilled welders to keep up with their demand, the company partnered with IPI to produce weldments inside one of Iowa’s minimum security institutions. This public-private partnership allowed company staff to train and recruit men while they were still incarcerated.



Jarrod Majors and **Mike Hart** produced weldments for a private company while participating in the IPI program at the North Central Correctional Facility. Based on their talent and skill, the company hired both of them immediately after their release.



Jarrod welding at his new employer. *"I was able to get a job welding. I didn't enjoy it that much at first because I wasn't very good at it. I kept practicing and got a lot better. I'd recommend to everyone in prison if they offer you a job to work, take it, because look at where I am now. I like welding at New Way and appreciate the money."*



Mike enrolled in the IPI welding apprenticeship program while incarcerated. *"I hit the ground running from there and got really good at welding. Working in the private sector allowed me to pay all off my fines so when I got out I didn't owe anything else. Having been offered this job before I got out was a huge benefit. It made it an easier decision for my parole board and I got out of the halfway house a ton quicker than most. I like what I do and get along good with everyone I work with. The money is good too!"*

"We have been sourcing weldment subassemblies from IPI for coming up on three years. Initially we conducted some training on site at the prison and soon found their quality and productivity quickly met our expectations" said **Jim Ober**, V.P. of Operations at Scranton Manufacturing.

Michael Hart and **Jarrod Majors** were part of the IPI team producing parts for Scranton, and are now full-time employees in Scranton building New Way garbage trucks. *"We are so proud to see these individuals grow their skills while in the system and then be able to provide them a full time good paying job once they are released"* said Ober.

Lomont Molding, LLC

Lomont is a custom plastic molder located less than two miles from a minimum security institution in Southeast Iowa. Operating 24 hours a day, 7 days a week, Lomont was unable to find enough civilian employees to keep up with its strong business growth, and so, partnered with IPI under PIECP. In this program, incarcerated men actually work at the Lomont facility alongside its civilian workforce. According to the **National Association of Manufacturers**, attracting and retaining a quality workforce constitutes one of the top challenges facing manufacturers today. Recognizing that a quality workforce is crucial to productive and successful businesses, manufacturers like Lomont have responded to the lack of suitable workers in a variety

Continued on page 34

of ways, including boosting recruitment efforts, adopting new technologies and implementing training programs to upskill the existing workforce. With economic growth and a tightening labor market, this effort is simply not enough to fill this shortage of suitable workers.

"Lomont is very proud of all its full-time employees that work so diligently to be the best they can be every day. We feel that by employing this new class of workers we can offer them a brighter future as well" said **Jason Bender**, President and CEO of Lomont Molding, LLC. The IPI workers are fully vetted by the Iowa Department of Corrections and Lomont's HR staff.

The men and women working in the IPI program gain valuable work experience and are better equipped to obtain employment. This program helps them to become tax-paying citizens once again. Lomont believes this to be a successful start to not only help it grow, but to be socially responsible citizens and aid in the safety and security for all Iowans.

"Lomont has always believed in second chances. This is an opportunity to put good community responsibility into action and allow us to help Lomont continue to be successful at the same time" said Bender.



Minimum security men from the Mount Pleasant Correctional Facility work at Lomont Molding, a nearby injection molding facility. The men are also enrolled in a one-year apprentice program that helps them prepare for their return home.

PDM Precast

PDM is a Midwest-based producer of structural pre-stressed, precast concrete, structural and miscellaneous steel products. Their large concrete forms are used to build warehouses, data centers, office buildings, and other large projects. With more than 60 years of combined experience in the construction, manufacturing, and precast concrete industries, the PDM team has enjoyed strong growth, but like many employers, struggled to find enough employees to fulfill their needs.

"PDM has had the privilege of partnering with the IPI program for the past few years. PDM has developed a culture and structure which supports second chance employees as they aspire to take the essential steps in becoming a valued person, family member, friend and employee. Recruitment has been an on-going challenge and our choice to partner with the IPI program to employ incarcerated individuals has been a win-win" said **Luke Petersen**, Chief Operating Officer.

PDM has also developed a mentorship program for current and former IPI employees. The purpose of PDM's mentorship program is to tap into the existing knowledge, skills, and experience of high performing PDM second chance employees and transfer these skills to newer or less experienced second chance employees in order to achieve a successful transition to PDM. In addition, the second chance



Lomont Molding is on the leading edge of Industry 4.0, with a highly automated facility operating 24/7.

Lomont is on a journey known as Industry 4.0, in which machine-to-machine communication and the **Internet of things (IoT)** are integrated for increased automation, improved communication and self-monitoring, and production of smart machines that can analyze and diagnose issues without the need for human intervention. A higher skilled workforce is needed for Industry 4.0, and the company worked with Iowa Prison Industries to develop a new apprentice program for Injection Molding Machine Operators. The apprenticeship entails 2,000 hours of on-the-job-training plus 144 hours of related training instruction.

employee will have the opportunity to learn general life skills that will help with their transition to life outside of prison.

Employing current and former felons has been a predominately positive experience for the company. *“We have had great outcomes in offering permanent employment to inmates once employed in the IPI program”* said **Kristin Van Hauen**, Human Resources Manager for PDM. *“Several have been promoted into prominent positions including supervisory roles for PDM. We very much appreciate our partnership with IPI.”*

Public-Private Partnerships Benefit the Community

Correctional Industries programs such as Iowa Prison Industries are usually viewed as a means to reduce recidivism and provide positive activities for incarcerated men and women—and indeed CI programs do exactly that.

But programs such as PIECP also benefit employers and the communities where they operate. Manufacturers need production employees—without them, the higher paid positions such as **QC Manager**, **Sales Director** and **Engineering Technician** won't be around for long. Construction companies need to provide their customers with buildings—otherwise office buildings, data centers, warehouses and residential housing can't get built.

The current employment environment has opened the door to formerly incarcerated men and women at many employers. And as employers work more closely with CI programs, they help organizations such as Iowa Prison Industries improve the training and job skills that are provided to these men and women. ●

Men from the Newton Correctional Facility

work in a high demand field—construction. The construction and building trades are often welcoming to individuals with a criminal record. Employers are looking for men and women that are reliable and willing to work hard in the outside elements, and that work in a safe manner.



CI PRODUCT SPOTLIGHT



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John R. Wald

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