

# NCIA NEWS

WINTER 2022

WORKING ON THE INSIDE — SUCCEEDING ON THE OUTSIDE

## THE NCIA DIRECTORY



State  
Industry  
Profiles



Industry Data



Buyers' Guide

**GETTING** the **MOST** from  
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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



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### 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](http://WWW.NATIONALCIA.ORG)**  
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### National Correctional Industries Association

National Office:

800 North Charles Street

Suite 550B

Baltimore, MD 21201

410.230.3972

[www.nationalcia.org](http://www.nationalcia.org)

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**GETTING** the **MOST** from  
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## THE **NCIA DIRECTORY** **GETTING** the **MOST** from this **VALUABLE RESOURCE**

This issue of *NCIA News* features articles highlighting the many ways that CI's utilize and value the *NCIA Directory*, including how CI practitioners analyze the data and statistics in order to make business decisions, improve reentry programs, and explore new products and services to offer in the future. **Keep reading to see how your fellow colleagues in CI utilize and value the *NCIA Directory*!**

**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

It is hard to believe that just two years ago I was writing my first message as NCIA's President. A lot has happened since then. When I look back, I am overwhelmed with all that we have accomplished and how we successfully maneuvered around so many obstacles. NCIA is an amazing organization, providing guidance and support for Correctional Industries Programs throughout the Nation. It is where professionals seek information, find networking opportunities, training and innovative ideas to expand their program offerings. It's even more than that... like a family, we support each other in times of need, pick each other up when someone overlooks the benefits we provide, and recognize one another when we are instrumental in providing opportunities for an individual's success.

I am extremely proud to be President of NCIA. This organization was able to navigate through the pandemic, hosting not just one, but two, in-person conferences: Indianapolis, IN in September 2021 and Louisville, KY in April 2022. This was a huge accomplishment given there were only six months between the two conferences.

Many organizations during this time were not able to survive. This is a true testimony to the foundation and support upon which NCIA is built and from which it will continue to grow.

NCIA has had our share of challenges over the past two years. With the dedication of our staff and commitment of the Executive Committee, we were able to navigate the storm and come out with a bright new future ahead of us. I am proud to announce that **Amy Pataluna** will be our New Executive Director for NCIA. I am certain Amy will continue to grow the association, providing strategic leadership solutions, explore new ways to enhance the membership experience and bring the practitioner's experience to the national office. Please read more about Amy on page 13.

I am very pleased to announce that **Jeremy Elder** has accepted the position of President-Elect for the 2023-2024 term. We are very excited to have Jeremy's expertise on the Executive Board. Please check out page 27 to read about all of the 2023-2024 Board of Directors for NCIA. We are blessed with having dedicated CI Practitioners volunteer for leadership roles within the Board and within their Regions. These are key positions that provide valuable insight and knowledge to the organization. I definitely recommend getting involved with NCIA and it has made a tremendous difference in my life and so many others.

I would like to bring focus to the information in this issue, **'Tell us how you utilize and value your copy of the NCIA Directory!'** At the beginning of every year, CIs start to receive their copy of the *NCIA Directory*. Those CI practitioners who are lucky enough to receive a printed copy often report how they secure it, use it almost daily, and as the year goes on, show how the dog-eared corners, sticky-notes, page flags, and handwritten notes overtake this 150+ page publication. I am one of those practitioners. I find the directory an invaluable tool and cannot imagine not having it as a reference. If you have not had the pleasure of utilizing this directory, I recommend you check out this issue to discover all of its benefits; you will be glad you did!

As my term as President comes to an end, I have so many things to be thankful for—this has been one of the most rewarding experiences in my life. I am not going far; I will be assuming the role of Board Chair for the 2023-2024 term. The best part is Washington Correctional Industries is the host for the National Conference being held in Bellevue, WA. I hope to see all of you in April! •



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## NATIONAL OFFICE UPDATE



A lot has happened with the National Office since the Fall Issue of *NCIA News* was published. As you can see from the President's Message on page 4, NCIA is pleased to welcome **Amy Pataluna** as the new Executive Director ... along with this exciting announcement there have been many other accomplishments, including:

-  Opened Conference Registration for the 2023 National Training Conference
-  Conducted the Board of Directors election, with new Officers, At-Large Members and Regional Officers elected for 2023–2024
-  Presented well-attended Educational Webinars on *Workforce Shortages* and *The Business Side of Food* for members in August and October
-  Hosted the two-day Officer Transition Meeting at the NCIA National Office in Baltimore
-  Promoted NCIA's Regional and National Awards to the membership to support recognition of excellence in the field ... please be on the lookout for the upcoming 2023 National Awards e-mail announcement

Over the coming months, NCIA will be working on the following initiatives and projects to provide you with continued educational and networking opportunities:

-  The *NCIA Directory* will be sent to all Agency & Corporate Members
-  Webinars and other networking opportunities will be offered starting in January and will continue throughout the year
-  The NCIA staff will continue to work with the Western Region and the host, Washington State Correctional Industries, on the 2023 National Training Conference to be held in Bellevue, WA, April 24–27, 2023

As you can see, the National Office is always a busy place! The National Office remains committed to providing you with excellent member service—as always, please contact us if you have questions or need our assistance.



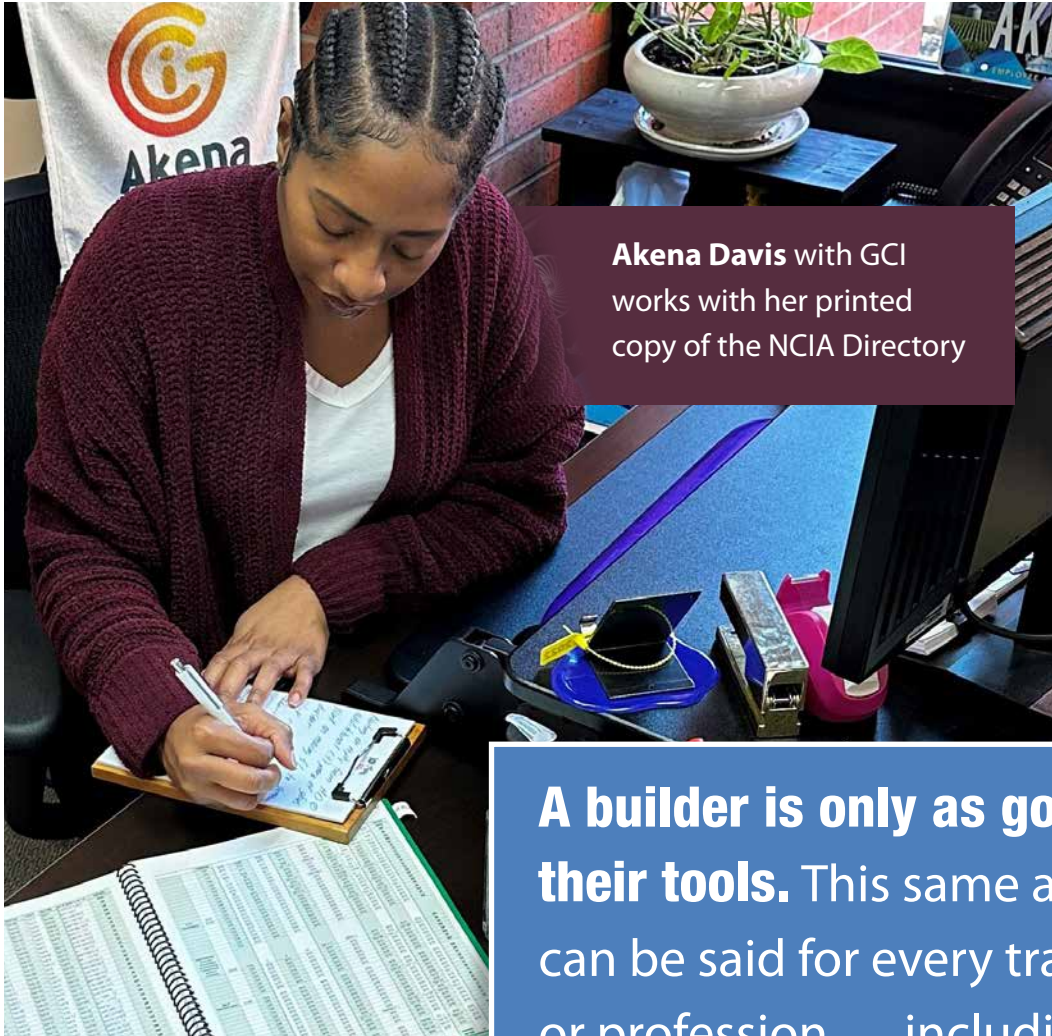
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# THE **NCIA DIRECTORY: GETTING** the **MOST** from this **VALUABLE RESOURCE**

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



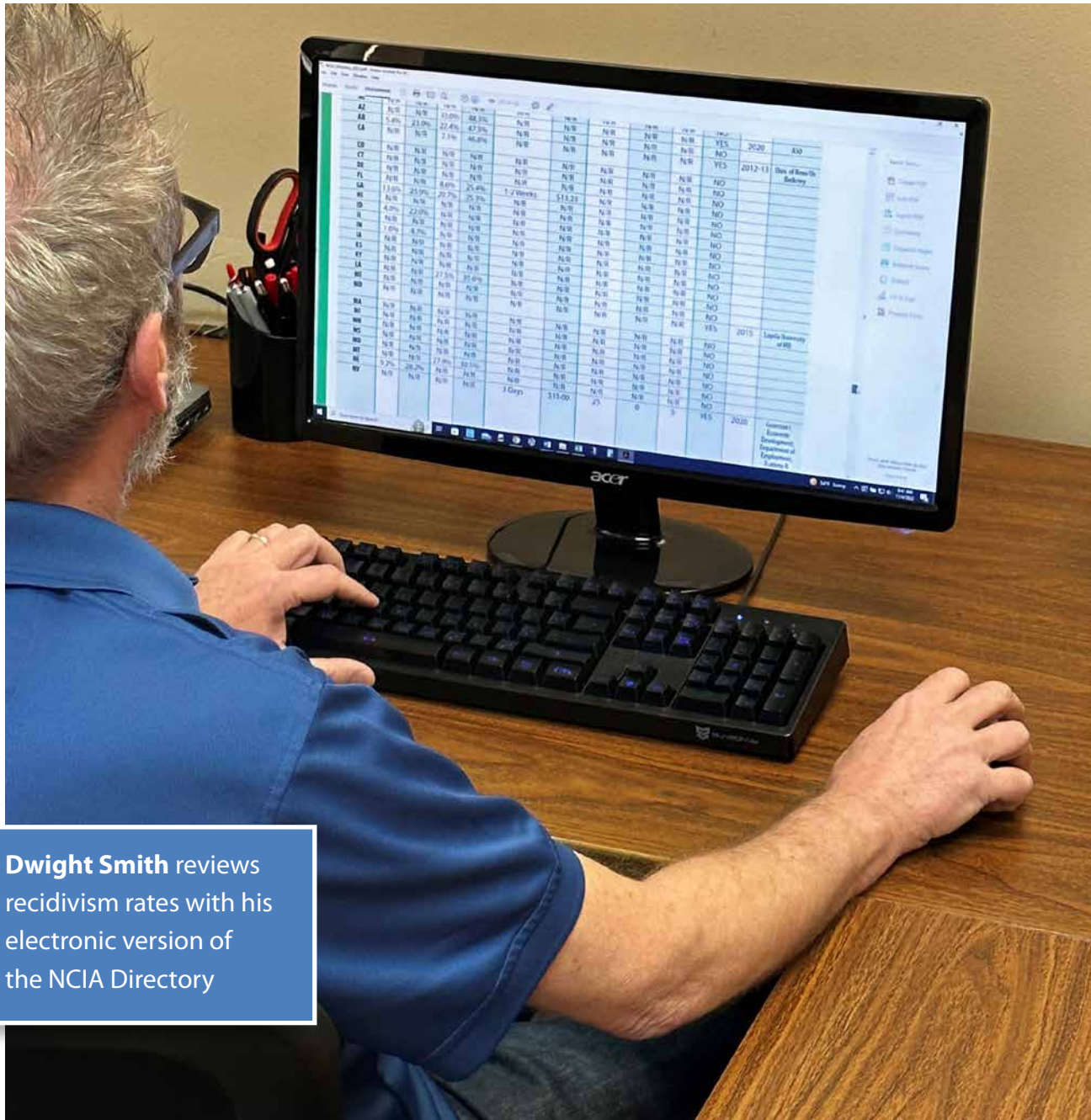
As a professional in the field of Correctional Industries, one of my most trusted and often utilized

tools is the NCIA Directory. It is convenient that it is available in both the printed and electronic form. I'd like to take this opportunity to thank each and every CI agency who strive to fully and accurately complete the annual survey questions. Having compiled this information for myself ... from various parties ... I know that it can sometimes be a challenge. However, the finished product makes my life so much easier. The information we provide is captured and compiled in a user-friendly format ... one that you have right at your fingertips.

*Continued on page 10*



Continued from page 8



**Dwight Smith** reviews recidivism rates with his electronic version of the NCIA Directory

Having a hard copy of the NCIA Directory makes searching for information on individual CI's, and for specific products or services, quick and easy. Looking for someone to provide information for a potential new operation? How about a CI that can provide a product or service for your organization? The **Products and Services** section of the NCIA Directory is the first stop in my search for information. Additionally, when traveling, it is convenient to be able to pack that hard copy—just in case I don't have access to my laptop.

For more detailed or complex searches, including information on Certified Inmate Training Programs and Soft Skills, I much prefer the electronic copy of the Directory. Having the ability to electronically search the PDF version makes finding that specialty training a breeze.

Once you have narrowed down which CI's have the information, product or service, or training programs that you are interested in, the contact information is easily found in either the printed or electronic copy. Using this process has allowed me to gather information on multiple occasions. In every instance, the CI's that I've reached out to have been easy to work with and willing to provide the information needed.

My most recent use of the NCIA Directory was to look for CI's that operate both a package program and a commissary/canteen program. The first bit of information I found, was that operating both programs isn't done in very many CI's. Once I narrowed down the CI's that had the potential to provide me with answers to a series of questions on the topic, I began my outreach. Within a few days I had heard back from the majority of these organizations, compiled their responses, and provided the requested information to GCI's Executive Management Team.

CI's looking to start up a new operation may not need to try and reinvent the wheel. In many cases, there are other CI's who are already doing this type of work

*Continued on page 12*

# **WALD**

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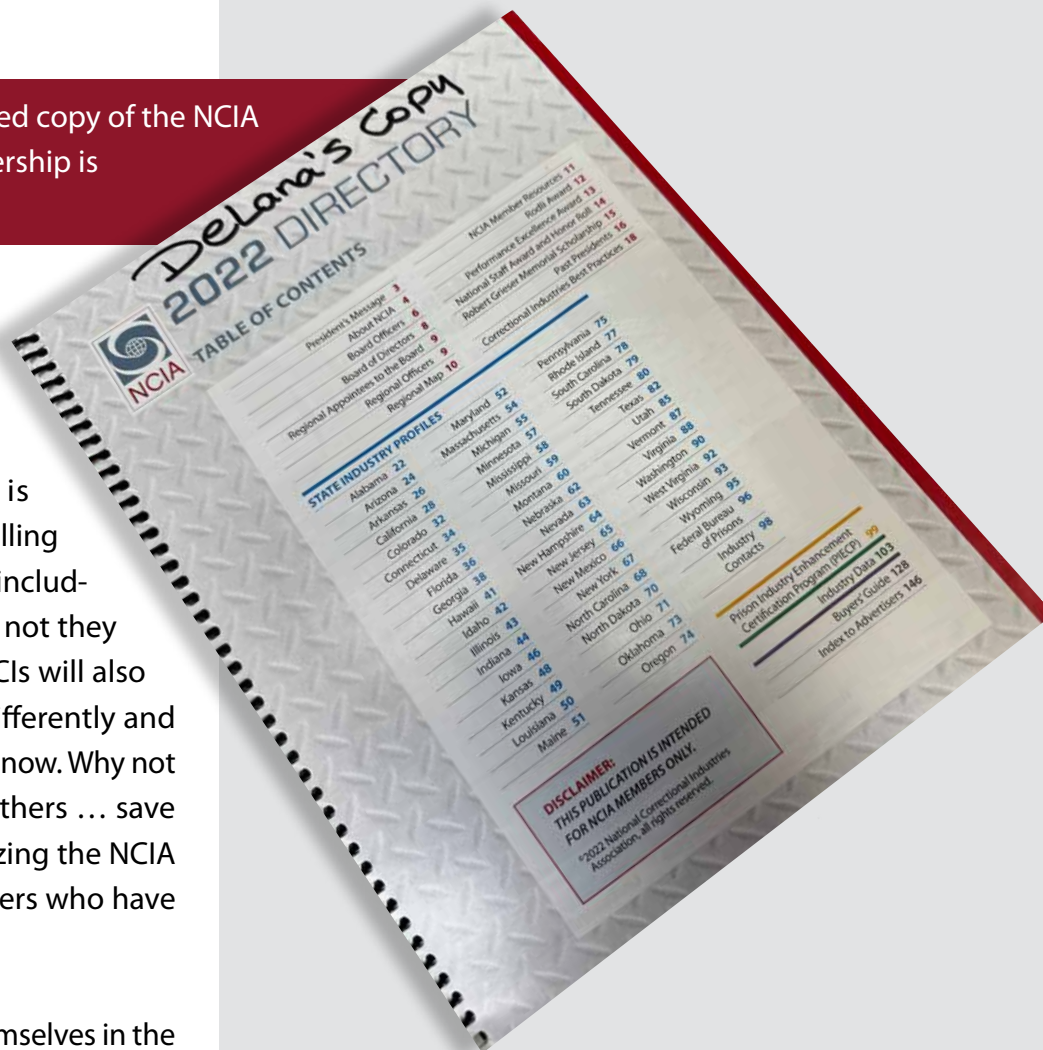


Continued from page 11

The author's printed copy of the NCIA Directory ... ownership is clearly marked!

and the NCIA Directory can help find those states, as well as provide contact information for outreach. Once contact is made, most (if not all) CIs are willing to share their start-up process, including challenges and whether or not they were able to overcome them. CIs will also discuss what they would do differently and how well the operation is doing now. Why not learn from the experience of others ... save the time and resources by utilizing the NCIA Directory and benefit from others who have gone before you.

I'd also urge CIs who do find themselves in the position of starting an operation from scratch to please note the start-up process, what worked and what didn't work, pros and cons, as well as a retrospective look at what may have been done differently in order to achieve better outcomes. This valuable knowledge might be sought after in the future from a CI leafing through the NCIA Directory looking for unique or ahead-of-the-curve operations.



Again, a special **THANK YOU** to all of the CI's who take the time to complete the annual directory survey. The time you put into providing this information has been invaluable to me on so many occasions. The more information each CI provides generates a more reliable and accurate resource ... something that benefits us all. •

## NCIA Welcomes Amy Pataluna!



**Amy Pataluna**  
Executive Director, NCIA

The Board of Directors and staff are excited to welcome Amy Pataluna as NCIA's new Executive Director and leader of our National office team! Amy is certainly no stranger to our members--you all know her as an NCIA officer and Board member, and as the Deputy Executive Director for Georgia Correctional Industries (GCI). When Amy decided to be considered for the executive director position, it was clear this was the right decision for the association! Amy's dual experience as both a Correctional Industries (CI) professional and an NCIA officer/board member gives her the unique combination of association knowledge and industry expertise that makes her the ideal person to take our association to the next level.

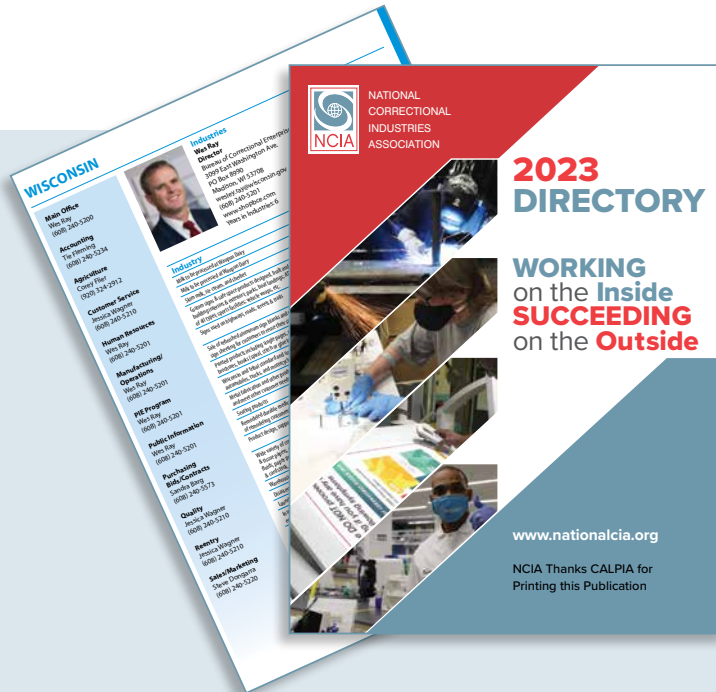
Amy's background in CI has provided her with extensive experience managing different product lines, establishing pricing structures, product development and quality excellence. As GCI's Deputy Executive Director, she approves financial budgets, establishes operational standards, implements training modules and seeks opportunities to develop new products. Focused on her role in enhancing the lives of her team members, incarcerated individuals, customers, stakeholders and legislative officers, Amy searches for opportunities to allow team members and incarcerated individuals to take ownership in their daily activities and understand how that ownership impacts their lives.

Beyond Amy's CI experience, she is an active member of the National Association of Institutional Agribusiness (NAIA), as well as the Georgia Dietetic Association (GDA), Academy for Nutrition and Dietetics and Affiliates for Correctional Food Service Association (ACFSA) allowing her to stay abreast of emerging trends within these fields and their impact.

Amy will be starting as NCIA executive director in January. We know that her diverse and extensive experience, passion for CI and collaborative leadership style will provide exactly what our association needs to position NCIA for continued growth in the years to come! ***Welcome to the NCIA National Office Team, Amy! •***

# EVERYONE **BENEFITS** from the NCIA **DIRECTORY** in **WISCONSIN**

By: **Wes Ray**, Director, Bureau of Correctional Enterprises



As the Director of Wisconsin's Bureau of Correctional Enterprises (BCE), I am very aware of the value of NCIA's Directory. As soon as I receive it, I dive right in to quickly see which of my peers has a team making products or delivering services that BCE needs to learn more about. When BCE began thinking about new dairy product packaging, I learned from the NCIA Directory that UNICOR had an agribusiness team at FCI Lompoc. The NCIA Directory provided the UNICOR team's contact information, and I was able to quickly connect and easily learn a great deal about how UNICOR packages its dairy products. I also found out about the suppliers for the packaging equipment, as well as the supplies BCE would need to make this kind of change. I've shared this example with other BCE staff of how the NCIA Directory is the best place to learn which of our CI peers works in a specific industry, learn more about the work they do, as well as the equipment and supplies they utilize.

I also use the NCIA Directory to know who is who in the CI market throughout the nation, and I encourage everyone at BCE to use the NCIA Directory to get in touch with peers when they might need to buy or inquire about common CI products. BCE teams also use the NCIA Directory to know who in other CIs to talk with about products and services used by other CIs. As a buyer and a seller, BCE finds suppliers and sales opportunities in the NCIA Directory.

See for yourself how  
other members of the  
BCE team utilize this  
**valuable member resource.**



**Sheryl Rickerman**

Furniture and  
Metal Stamping  
Superintendent

Wisconsin's Bureau of Correctional Enterprises (BCE) Furniture and Metal Stamping Superintendent, Sheryl Rickerman, uses the NCIA

Directory to learn more about the correctional industries teams throughout North America making products like those produced by the teams she leads. With the variety of products across BCE's three furniture industries, the NCIA Directory quickly steers Sheryl to the correct CI teams to learn about the materials and equipment used to make their products.

Rickerman leads four industries within BCE. One of those teams makes Wisconsin and First Nation license plates and validation stickers. She uses the NCIA Directory to stay informed about new materials, equipment, and manufacturing processes in this dynamic industry. With the diversity among these products across the country, the NCIA Directory lets her quickly know who to talk with about improving what this team makes now and getting in front of this industry's next trends.



**Steve Dongarra**

Sales and Marketing Manager

Wisconsin's Bureau of Correctional Enterprises (BCE) Sales & Marketing Team uses the NCIA Directory to network with other state CI team members. This helps our BCE Sales & Marketing

Team learn what other state CI's are doing that is working for them, and share ideas given the similarities with both

*Continued on page 16*

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business operations and mission. BCE can also use the Directory to better understand the different industries that each state is in, and the contacts that work in those industries. The directory overall is a great starting point to see and learn what other state CI's are doing, and allows BCE Sales & Marketing to branch out and work with other state CI's as needed.



### Mark Hennessy

Printing and Signs  
Superintendent

Wisconsin's Bureau of Correctional Enterprises (BCE) Printing and Sign Industries Superintendent, Mark Hennessy, has used and continues to use the NCIA Directory

to reach out to CI peers when project support is needed.

Quite often, parallel operating circumstances exist across multiple CI's, vendors, and customers. These parallel circumstances often open doors that may have otherwise been difficult to walk through. Recently, utilization of the NCIA Directory has helped BCE better understand how other CI's cycle license plate validation stickers through their facilities. The transparency and collaboration with CI contacts is quite remarkable and the NCIA directory decreases the amount of time one would need to look for peer contacts using other routes.



### Terry Ferstl

Logistics and Services  
Superintendent

Wisconsin's Bureau of Correctional Enterprises (BCE) Logistics and Services Superintendent, Terry Ferstl, uses the NCIA Directory to learn more about products and

services he is thinking to add to those BCE teams already sell. He recently used the NCIA Directory to learn which other CIs make and sell cleaning chemicals/products so he could learn and share more about this with a supervisor of a BCE warehouse team.

Ferstl recently used the NCIA Directory to reach out to other NCIA Central Region CI directors to explore partnership opportunities. If that CI's customers buy manual wheelchairs, BCE can sell high-quality refurbished wheelchairs so that CI can meet its customer's needs. The NCIA Directory lets Ferstl build new relationships with other CIs. •



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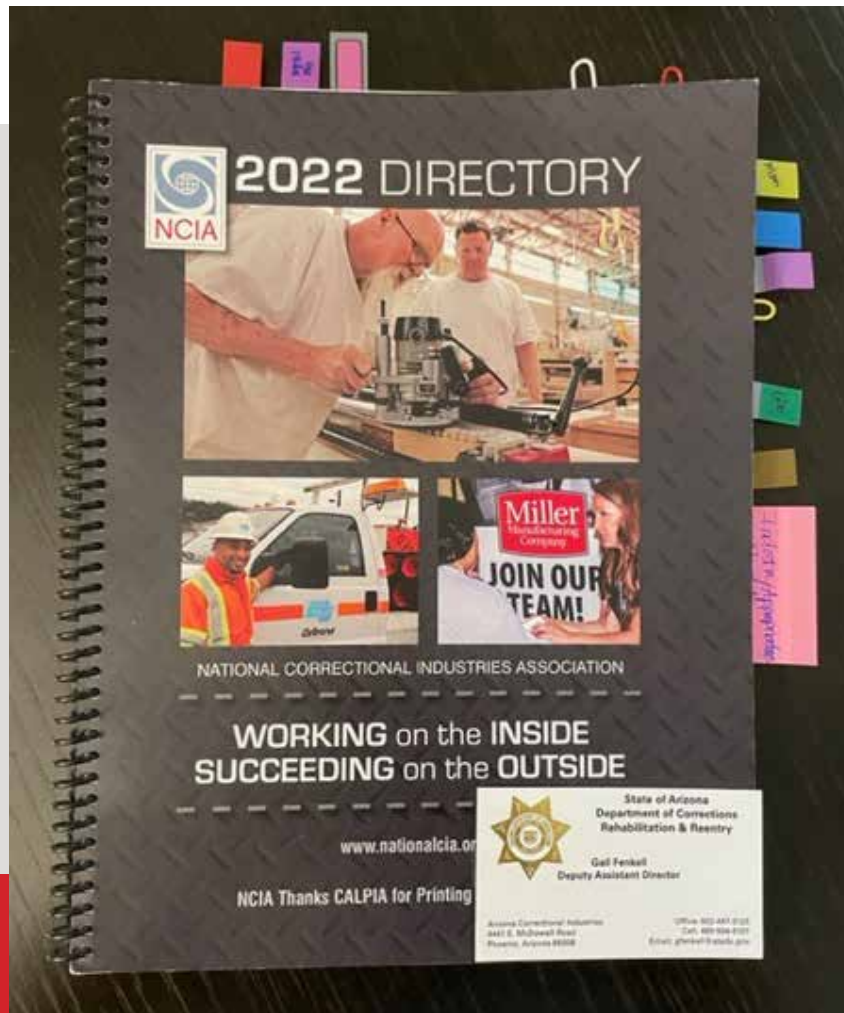
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# The **NCIA DIRECTORY:** An **Important Resource** for **Arizona Correctional Industries**

By: **Thomas Brown**, Executive Staff Assistant, Arizona Correctional Industries



**Gail Fenkell's** copy of the NCIA Directory

Which Correctional Industries are financially stable across the country? What are best practices for implementing a new industry? Are we in-line with other CI's with regards to our compensation for incarcerated individuals? Are there any new industries that might make sense for our state? Where does our state CI rank amongst other states? Which vendors should we work with?

I wish I had someone to call for advice or guidance! Well, it turns out that I do have a resource right at my fingertips that either provides the answers or can tell me who to call for guidance ... The NCIA Directory.

The NCIA Directory should be every correctional industry's greatest resource. Much more than a traditional "directory," this book contains invaluable contact and industry information to help all CI's prosper.

In Arizona, we rely on the directory to help find answers for many challenging questions. The most earmarked and highlighted sections in our directory are the **CI Best Practices**, **State Industry Profiles**, and the **Industry Data** section.

**Gail Fenkell**, Deputy Assistant Director, oversees the owned and operated industries of Arizona Correctional Industries (ACI). Constantly looking forward to expand and develop new opportunities, she has "worn out" her directory.

"I utilize the model in the Best Practices section when I create new business plans for proposed industries. Understanding, addressing, and incorporating the different components in the plan really help build a convincing case," said Fenkell.

The **State Industry Profiles** contain a brief overview of each state's CI ... staff contact information, types of industries, as well as a financial snapshot of the organization.

*Continued on page 20*

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Continued from page 19

We use the State Industry Profiles for a variety of reasons. We look to see if a CI has industries in common with ACI, or if they are in an industry that we might like to pursue. And then the real magic begins ... in that our shared mission and common goals create a wonderful opportunity to network and share ideas. If contemplating starting, invigorating, or sun-setting an industry, who better to reach out to than a fellow CI with experience in that area? "I've reached out to a number of Directors from other states to get advice and guidance on existing or new industry ideas and plans," said Gail Fenkell.

And it's not just at the Director level. The profile page lists employees in accounting, customer service, PIE, sales and marketing, etc. Our employees are encouraged to connect with their colleagues from other states to share best practices and collaborate on new ideas. Knowing there are other people who experience all of the same challenges we do really helps to provide those extra resources when facing the niche that Correctional Industries fills.

**Tana Elliott**, ACI's Customer Service Manager reported that "we sometimes receive a call from a jail or agency outside of Arizona looking to purchase a product that ACI provides. They may have found ACI through a web search ... we utilize the NCIA Directory to look up the CI in their state and give the caller the contact information. We're sure other state CI's do the same for ACI."

The **Industry Data** section aggregates all reported statistics from each CI and puts them in easy-to-read tables. These statistics are an excellent barometer for measuring up against other CIs. "We really like to look at the overall industry statistics to see where we rate – especially in areas like wage comparisons for incarcerated individuals, sales overview and distribution, and recidivism rates," remarked Brian Radecki, CEO for Arizona Correctional Industries.



**Tana Elliott**, Customer Service Manager for ACI, fielding calls and answering questions using the NCIA Directory

Using the NCIA Directory has helped our organization in many ways. We use the **CI Best Practices** section to help formulate effective business plans for new industry proposals; we use the **State Industry Profiles** to see different states' industries and to network and connect with colleagues; and we use the **Industry Data** section as a litmus test for the health of our state CI and the industry as a whole. •

# Learn Online with NCIA



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

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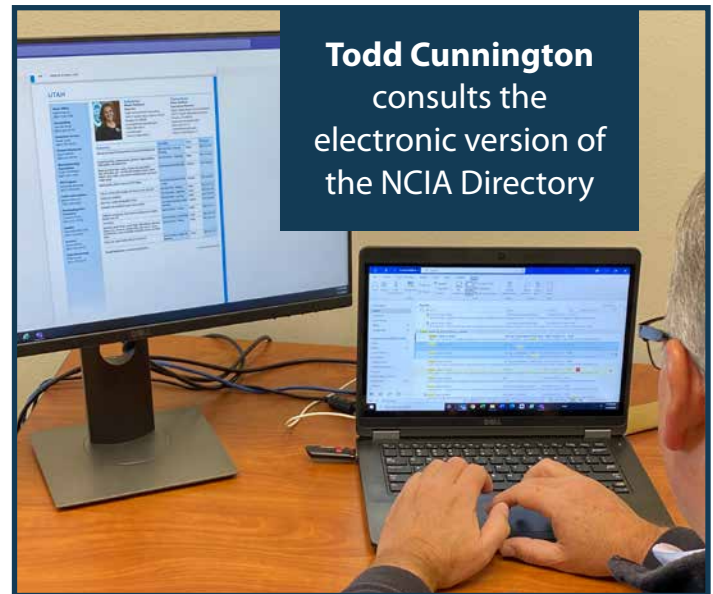
# How I Utilize and Value My Copy of the NCIA DIRECTORY

By: **Todd Cunnington**, Assistant Director, Washington State Correctional Industries

**FULL DISCLOSURE**—three years ago when I moved into my role as Assistant Director at Washington State Correctional Industries (WACI), I found a copy of the NCIA Directory in my new office. I'd heard about the NCIA Directory and that it was a valuable tool used to gain knowledge and best practices when starting a new industry program, but I hadn't had the opportunity or necessity to view it previously. As I glanced through it, I thought, "Oh, this is cool! It's got a list of all the programs happening around the country. Look at some of the different business and training opportunities other industry programs are operating." Then it sat on the corner of my desk with other items slowly stacking on top of it.

Enter March 2020. Suddenly many of us were requested by our respective DOCs to develop and supply PPE and related supplies for prison facilities within our states. The NCIA Directory was a great tool for finding contacts with other CI programs to start collaborations on protective gown and mask designs, inquire about material availability, and ask questions about venturing into the unknown and previously prohibited production of hand sanitizer. Having the information available during our COVID response saved us from hours of program and product research because who better to learn from and share best practices with than our peers in Correctional Industries. And honestly, sometimes having an ear of a fellow peer who could empathize with the struggles of essential operations and the impacts on our industry program was just as beneficial as the lessons learned and information shared.

Contacts and programming aren't the only pieces of information found in the annual NCIA Directory. The **Industry Data** section provides valuable insight into the similarities and differences between our industry programs. WACI has used this to research everything from the wages and incentives paid to incarcerated workers to the different legislative policies and rules followed by other states.



Understanding the differences and similarities can be particularly useful prior to reaching out to other CIs regarding potential program expansion or partnerships. While we all have comparable goals and missions, the way we operate can vary drastically from state to state.

As we slowly move beyond COVID, the NCIA Directory will continue to be an extremely valuable tool for WACI as we look to expand existing program opportunities and to start research for potential new businesses and training programs. Knowing what other states are doing is a great advantage and opportunity to explore new ideas to strengthen and grow our respective businesses. I'm building a network of peers and every interaction I've had with the peers I have reached out to over the past three years has been nothing but positive. Whether it's during the frantic times of COVID and supply chain difficulties, or the digging out and moving forward phase we now find ourselves in, each interaction has been one of support and collaboration, and it all started with a quick glance at the NCIA Directory. •

## PPE Operations Developed by WACI with the Help of the NCIA Directory

Face shield production ►



▲ Gown production ►



# NEW ADMINISTRATOR



## Meet Oregon's New Administrator — Melanie Doolin

**Melanie Doolin** was appointed as Administrator for Oregon Corrections Enterprises (OCE) in October. She had been the Acting OCE Administrator since March 2022. Doolin began her career with OCE in July 2018 as the Human Resources Manager. When the department eventually merged with Offender Services, she began managing operations for OCE employees and adults in custody (AICs). Doolin, came to OCE from the Wyoming Department of Health where she served as Administrator of the Office of Human Resources. In her 18-year tenure in Wyoming, she also worked for other state agencies such as the Wyoming Department of Corrections and the Wyoming State Engineers Office.

Doolin is excited to work in Correctional Industries with a mission of providing people work and training opportunities to have a successful chance at reentry. She has extensive experience in state service and relationship building through her strong communication skills, and has a truthful and honest approach to solving problems. In her time at OCE, Doolin has provided HR functions for up to 112 employees and 1,500 AICs. She assisted with over \$1.9M savings during the COVID-19 pandemic, maintained a successful partnership with labor and built relationships with other state agencies. OCE achieved its highest net revenue in its history under Doolin's leadership as the Acting Administrator.

Doolin attended Sheridan College, and in 2014 she went back and attained her certified Public Manager Certification (CPM). She takes pride in her Hispanic heritage, and she is the first female Administrator for Oregon Corrections Enterprises. •

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Sodium Chloride 1.5% • Urea 2%

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Eliminates the unsightly mess and residue that granular products leave behind. This formula is ready to use and is non-toxic, non-corrosive and will work to -25°. Apply liquid de-icer before a storm hits and it will provide up to 48 hours of residual protection!



READY TO USE!  
1 gal. covers approx.  
900-1000 sq. ft.

GRN-660 4 gallons/case  
GRN-661 55 gal drum  
GRN-662 15 gal drum  
GRN-663 5 gal drum  
F-525 1-gal pump up sprayer



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## NEW CI DIRECTOR



### New Director in Kansas — Rich O'Donnell

**Rich O'Donnell** joined Kansas Correctional Industries (KCI) as the Manufacturing Manager in 2018. He was promoted to Deputy Director of Services in 2020 and promoted to Director in 2022. O'Donnell has 34 years of correctional experience and has worked at the United States Disciplinary Barracks in Fort Leavenworth, KS (USMC), United States Penitentiary Leavenworth Kansas (BOP) and Lansing Correctional Facility (KDOC). While assigned at U.S.P. Leavenworth, O'Donnell held positions in correctional services and at UNICOR as a Quality Assurance

Specialist and Manufacturing Supervisor of numerous manufacturing processes.

O'Donnell has spent his entire adult life in corrections. While working in the Federal Bureau of Prisons' UNICOR factory at U.S.P. Leavenworth, he observed how the program made a difference among the incarcerated population. He saw how the program gave incarcerated individuals a goal to strive for success, and how it enhanced all aspects of the correctional environment. O'Donnell says that his entire career has been driven by "making a better place than when I arrived."

O'Donnell's focus is to build and enhance positive relationships with leadership teams and employees throughout the Kansas Department of Corrections, businesses throughout the state, other state agencies and residents throughout the state while helping programs at KCI grow ... all while having a positive impact on all. In addition to an impressive 34 years of corrections experience, O'Donnell was born and raised in upstate New York, and he is a loyal New York Giants fan. •

## Mark Your Calendars for These

## UPCOMING 2023 NCIA WEBINARS!








**JANUARY:** Safety and Security | **MAY:** Wood Products

**VISIT:** [www.nationalcia.org/webinars](http://www.nationalcia.org/webinars)  
to learn more and register!

# A Successful Officer Transition Meeting

Every two years, NCIA conducts an Officer Transition Meeting at the National Office in Baltimore. This important meeting is held over two days and provides a forum for the current Officers to work with the incoming Officers on planning for their upcoming, two-year term.

For the upcoming 2023–2024 term, the Officer Transition Meeting was held on November 2–3, 2022, and over the two days there were productive discussions on the following:

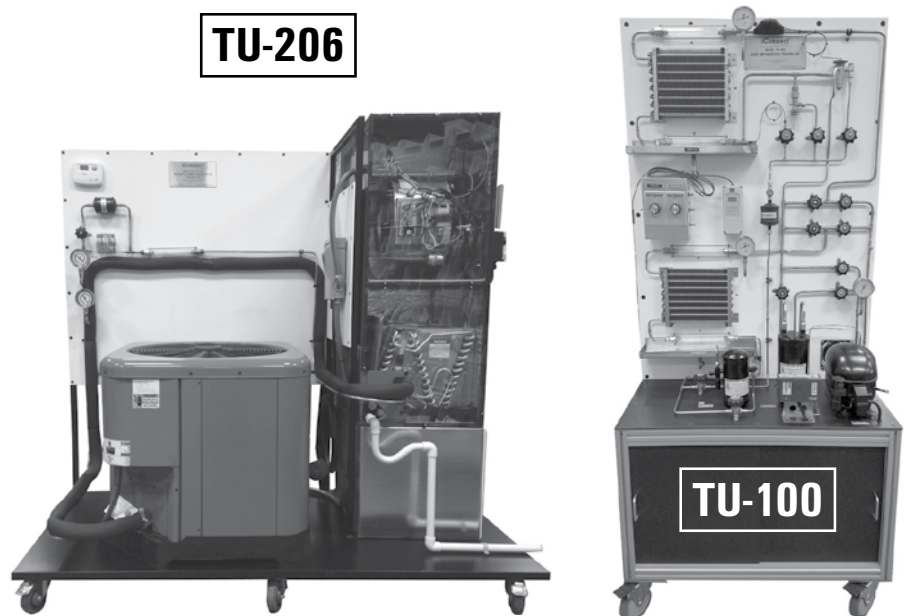
-  2023–2024 Strategic Plan and Legislative Policy
-  2023 Committee Charges and Initiatives
-  Development of new CI Director Networking Sessions
-  2023 National Training Conference planning
-  Improving the member experience and determining strategies for increasing membership

As you can see, the Officers were hard at work over these two days and will continue over the course of the next two years to lead NCIA to greater heights!

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# Announcing the **2023 NCIA Board of Directors**



NCIA is please to present you with the  
officers and members of the  
**2023 NCIA Board of Directors!**

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## **Executive Committee:**

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

President: **Bobby Lumpkin** (TX)

President-Elect: **Jeremy Elder** (NE)

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

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

Treasurer: **Wes Ray** (WI)

Executive Director/Corporate Secretary: **Amy Pataluna**

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## **At-Large Board Members:**

**DeLana Bellville Powell** (GA)

**Jimmy Bivens** (TN)

**Paul Campbell** (FPI)

**John Coleman** (NC)

**Lindsey Ellison** (IN)

**Gail Fenkell** (AZ)

**Ann King** (OH)

**Joseph Styles** (NC)

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## **Regional Appointees to the Board:**

**Michele Kane** (CA) Western Region

**Lloyd Arnold** (IN) Central Region

**Russell Luthman** (MA) Northeast Region

**Marie Vargo** (VA) Southeast Region

**Richard Cooper** (AR) South Central Region

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## **ACA Representative to the Board:**

**Stuart Hudson** (OH)



## 2023 NCIA NATIONAL TRAINING CONFERENCE APRIL 24 – 27 | BELLEVUE, WA



Mark your calendars and join us for NCIA's 2023 **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 Bellevue** on the *Eastside of Seattle* 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

**For more information  
and to register, please go to:  
[WWW.NATIONALCIA.ORG](http://WWW.NATIONALCIA.ORG)**





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## OPENING SESSION KEYNOTE ADDRESS

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**MONDAY, APRIL 24, 2023 | 3:45 PM – 5:00 PM**

### Mariano Rivera

Major League Baseball Hall of Fame Pitcher, Philanthropist, and Presidential Medal of Freedom Recipient

Mariano Rivera is a Panamanian American professional baseball pitcher who played 19 seasons in Major League Baseball with the New York Yankees from 1995-2013.

A thirteen-time All Star and five-time World Series champion, he is MLB's career leader in saves (652) and games finished (952). In addition to the numerous American League awards he won, he was inducted in the Baseball Hall of Fame in 2019, in his first year of eligibility, and was the first and only player to ever be elected unanimously by the Baseball Writer's Association of America (BBWAA).

Rivera is regarded as one of the most dominant relievers in major league history. Pitching with a longevity and consistency to the closer role he saved at least 25 games in 15 consecutive seasons and posted an ERA under 2.00 in 11 seasons, both of which are records. Along with his signature cut fastball pitch, Rivera was known for his precise control, smooth pitching motion, and composure on the field. In 2013, the Yankees retired his uniform number 42; he was the last major league player to wear the number full-time, following its league-wide retirement in 1997 in honor of Jackie Robinson.

A devout Christian, he has been involved in charitable causes and the religious community through the Mariano Rivera Foundation. For his philanthropy, Rivera received the Presidential Medal of Freedom, the highest civilian award in the United States, in September 2019. He and his wife, Clara, have three sons and live in New York.

***“Mariano tells the story of a humble man of deep faith doing great things under enormous pressure. ‘I am an imperfect man on an imperfect journey’... And what a journey it’s been.”***

— **Steven V. Roberts**  
Washington Post

**Don't miss this inspiring discussion as this baseball great talks about overcoming adversity and becoming a champion, not only in sports ... but in life.**



## CONFERENCE WORKSHOPS

# LEARN FROM THE BEST AT NCIA'S 2023 CONFERENCE WORKSHOPS TUESDAY, APRIL 25 AND WEDNESDAY, APRIL 26

- Best Practices for Commissary Operations in Washington State
- Formerly Incarcerated Panel – Hear the Success Stories!
- Essential Skills for the Workforce Workbook ... “How to Keep the Job”
- The Effect of Prison Industry on Recidivism
- Calculating Manufacturing Costs
- Producing Custom Orders in Correctional Industries
- Training Opportunities Coming Full Circle
- Successfully Integrating Your Website, E-Commerce & ERP System
- Introduction to Lean Manufacturing
- How Does Your Garden Grow? Addressing the Gaps in Reentry Training
- Traveling the Frontier Behind the Wheel – How to Set Up a CDL Training Program
- Designing a Future – Graphic Design Training for Incarcerated Individuals
- Transition Coordinators are the Key to Reentry
- Auditing within Correctional Industries
- Owning the Narrative: Leveraging Social Media to Alter the Perception of Correctional Industries
- Measuring the Relationship Between CSI Vocational Training and Recidivism Outcomes in New South Wales, Australia



**NEW FOR 2023!** ▶

## CI STAFF ROUNDTABLES & CONFERENCE APP

Attendees will have the opportunity to participate in multiple roundtables – select roundtables will be repeated on **Tuesday & Wednesday**

Participation in the  
CI Staff Roundtables  
is limited to  
Correctional Industries  
practitioners.

### MONDAY, APRIL 24, 2023 | 2:00 PM – 3:30 PM

At the NCIA 2023 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.

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

- Post-Release Employment
- License Plates
- Commissary
- Awards, Recognition & Promotional Products
- Sales & Marketing
- Recruiting/Retaining Staff



### NCIA's popular conference innovation returns for 2023: The Conference Smartphone APP!

Its features will help all conference attendees create their own personalized conference experience.

- Find real-time event information, including the conference agenda and announcements.
- Make networking easy by using a search engine to find people, products, vendors and sessions.
- Create a customizable list of people to meet, products to see and sessions to attend.
- Locate exhibitors using the Exhibit Hall floor plan.



## AWARDS BANQUET

**WEDNESDAY, APRIL 26, 2023**  
**RECEPTION 6:45 PM – 7:30 PM**  
**BANQUET 7:30 PM – 9:30 PM**

Every year, NCIA makes a special effort to acknowledge individuals whose extraordinary skill and leadership in their respective programs improve Correctional Industries as a whole. Join your fellow CI professionals in recognizing the 2023 award winners for all their hard work and celebrate their achievements at the NCIA Awards Banquet.

### AWARD CATEGORIES INCLUDE:

- Rodli Award
- Performance Excellence Award
- National Staff Award
- Regional Staff Awards
- Honor Roll Staff Awards





## CI FACILITY TOUR MONROE CORRECTIONAL COMPLEX

Thursday, April 27, 2023

Departure 8:00 AM | Return 12:00 PM

**Tour Registrants may be required to show proof of COVID vaccination.**

*Tour is subject to cancellation at the discretion of WA State Department of Corrections.*



Join Washington State Correctional Industries (CI) as we tour and take an inside look into operations at the Monroe Correctional Complex (MCC). The complex houses up to 2,400 adult males consisting of maximum, close, medium and minimum custody levels. The Washington State Reformatory opened in 1910, making it the second oldest operational prison in Washington state, behind the Washington State Penitentiary. Today, MCC is one large complex consisting of five separate facilities; the Washington State Reformatory Unit; the Special Offender Unit (opened 1980); the Twin Rivers Corrections Center (opened 1984 and now known as the Twin Rivers Unit); and the Minimum Security Unit (opened in 1997). The Intensive Management Unit is a security level five facility and is the newest addition to the MCC (opened 2007).

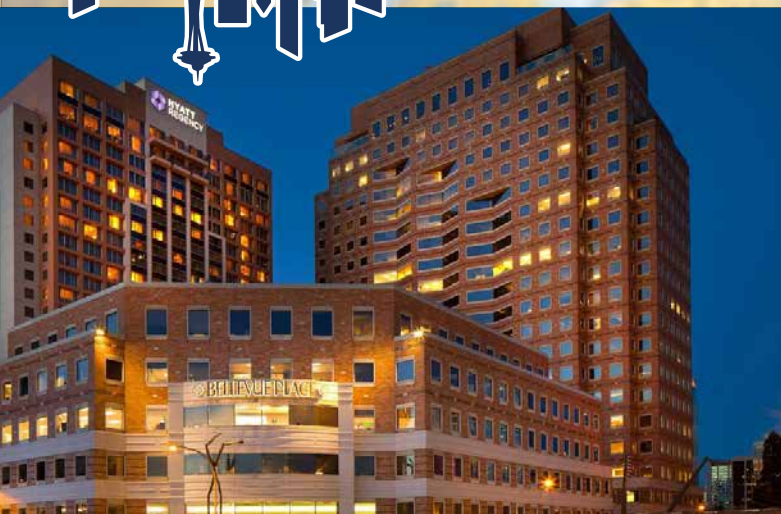
Washington State CI operations at the MCC covers roughly 210,000 square feet of manufacturing and services floor space. Programs include bulk sales, commissary, food packages, food service, laundry, and monthly property packages.

During the tour, you will have the opportunity to see one of Washington State CI's largest commissaries serving the incarcerated population from seven facilities west of the Cascade Range.





## HOTEL INFORMATION



### HYATT REGENCY BELLEVUE

900 Bellevue Way NE – Bellevue, WA 98004

A stay at the Hyatt Regency Bellevue places you in the heart of the Bellevue Collection, Bellevue's local-to-global shopping, dining, and entertainment complex.

Be sure to also enjoy recreational amenities at the Hyatt Regency Bellevue including a health club and an indoor pool. The hotel also features complimentary wireless Internet access, concierge services, and gift shops. Self-parking is available onsite.

### RESERVATIONS:

#### Online:

<https://www.hyatt.com/en-US/group-booking/BELLE/G-NTRC>

NCIA conference attendees can make their hotel reservations online **no later than March 27, 2023** in order to get the discounted conference rate of **\$176** plus 14.5% tax/night. All reservations must be accompanied by a first night room deposit guaranteed with a major credit card.

**Reservations must be made by March 27, 2023**, 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.

### CANCELLATION POLICY:

You may **cancel** your reservations within **48 hours prior** to 11:59 PM local time the day of arrival.

Check-in time is **4 PM**. Check-out time is **12 NOON**.

Hotel Parking: **\$10/day for self-parking**

### GETTING THERE:

#### Taxi: Average Cost: \$40–50\*

Airport taxis are stationed on the 3rd floor of the parking garage located on the north and south curb. For more information, please go to:

[www.portseattle.org/sea-tac/ground-transportation/taxis](http://www.portseattle.org/sea-tac/ground-transportation/taxis)

#### Airport Rental Car

All rental car companies currently operating at Seattle-Tacoma International Airport (SEA) operate at an off-site rental car facility where dedicated shuttle buses transport passengers for free 24-hour-a-day, 365 days a year. For more information, please go to:

[www.portseattle.org/sea-tac/ground-transportation/rental-car](http://www.portseattle.org/sea-tac/ground-transportation/rental-car)

#### Airport Rideshare Services: Uber & Lyft

Passengers can find the majority of app based rideshare pick-up areas in the 3rd floor of the on-site parking garage in parking rows G thru J in the orange and purple sections of the garage. For more information, please go to:

[www.portseattle.org/sea-tac/ground-transportation/app-based-rideshare](http://www.portseattle.org/sea-tac/ground-transportation/app-based-rideshare)

**GPS Address: 900 Bellevue Way NE, Bellevue, WA 98004**

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

# CI PRODUCT SPOTLIGHT



## 3M™

**3M™ High Definition License Plate Sheeting Series 6700** provides high definition legibility at short distances so law enforcement and drivers can read plates faster. Series 6700 has a white background, which means sharper-looking graphics and better plate aesthetics than traditional beaded license plate material. Series 6700 sheeting with **Dynamic Security Script Technology** can include a range of very secure, tamper-resistant retroreflective security marks that can help authorities assure authenticity, defend against counterfeiting, and provide production traceability.



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**Pinnacle Desktop Converter**—The Pinnacle desktop converter quickly converts a fixed height desk to an active, height adjustable workstation. Featuring

two platforms, one for a keyboard and mouse, and the other for a monitor or laptop—the Pinnacle moves all the workstation essentials in one fluid motion, stopping at any point along the way. For more information check out our store at [CALPIA.CA.GOV](http://CALPIA.CA.GOV)



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## John R. Wald

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high-resolution print output, roll-to-roll efficiency, and UV inkjet cost effectiveness. With a production output of up to **2000 plate images per hour**, the TriJet is a perfect fit for every digital license plate production system.



## Keefe Group

Partnering with ACI, Keefe Group operates a 60,000 square foot Tucson warehouse that employs Arizona DOC inmates. Inmates full

fill commissary and care package orders, performing such tasks as item picking, inventory replenishment, staging and shipping/receiving. **The inmate workforce processes nearly 120,000 orders a month.**

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**iConnect® Training** is the leading provider of HVAC/R (Heating, Ventilation, Air Conditioning, Refrigeration), electrical and BAS

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## PPG Commercial Coatings

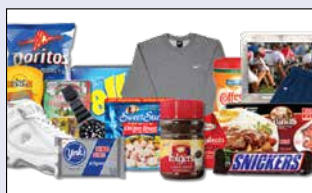
**PPG is your correctional industries coatings partner.** We offer not only a full range of tough,

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## Texas Correctional Industries

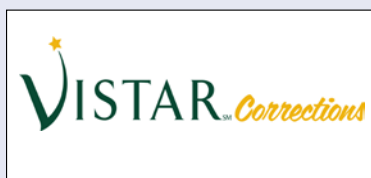
**Texas Correctional industries** produces a variety of garment and leather products. From jail clothes and towels to mattresses and leather gas and handcuff holders. We offer windbreakers and hats to sheets and socks.



## Union Supply Group, Inc.

**For 29 years, Union Supply Group has exclusively supplied the correctional industry with**

**commissary goods and services.** Union Supply Group divisions (Food Express USA, Union Supply Company) provide food and personal care products, apparel, footwear, electronics to correctional commissaries. As a full service provider, our Union Supply Direct division provides creative family package programs as well as award-winning offender work, training, and post-release employment programs. Need us to run your commissary? Our Union Supply Commissary Solutions division will handle that. Union Supply Group guarantees that your entire commissary and direct to inmate needs will be satisfied from the best and friendliest staff in the industry.



## Vistar/PFG

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# NCIA CORPORATE MEMBERS

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## Corporate Reentry Partners

(hire formerly incarcerated individuals)



## Green Suppliers

(provide green products/services)

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### Plascon Work Programs

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### VIRCO, Inc.

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[www.arrowchemicalproducts.com](http://www.arrowchemicalproducts.com)

### Avery Dennison

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[www.reflectives.averydennison.com](http://www.reflectives.averydennison.com)

### ChemTick Coated Fabrics, Inc.

(516) 997-0900  
[www.chemtick.com](http://www.chemtick.com)

### ConSet

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## **BILLY PHAM**

returned home in 2006 and owns Phamarine Commercial Diving Service in Long Beach and employs 20 including three formerly incarcerated.

## **RUBEN MINJAREZ**

returned home in 2009 and is a Superintendent/Project Manager for American Marine Corporation in Los Angeles.

## **TIMOTHY JACKSON**

returned home in 2017 and is the CEO/Founder of Quality Touch Cleaning Systems in Southern California.

## **KENYATTA KALISANA**

returned home in 2008 and started working as an offshore diver in California and the Gulf of Mexico. Kalisana is now the Commercial Diving Instructor for CALPIA.



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