

# NCIA NEWS

Spring  
2020

WORKING ON THE INSIDE – SUCCEEDING ON THE OUTSIDE

## Focus on the **Shop**



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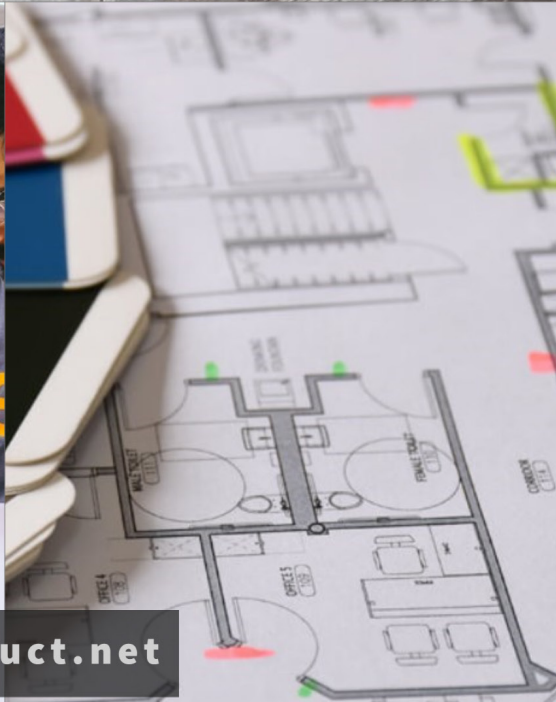
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# ABOUT THE NATIONAL CORRECTIONAL INDUSTRIES ASSOCIATION

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

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

### NCIA's Mission Statement

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

### NCIA Members

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

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## Focus on the Shop

The cornerstone of Correctional Industries is the CI shop. From administration to production to training and outreach, every part of the business of CI affects and is affected by how state CIs run their shops. This issue will highlight the day-to-day operations, planning, management, and security happening on CI's ground floor. Special interest will be given to articles that focus on shops that provide soft skills and technical certification training, as well as the role shop managers and staff play in mentoring and modeling behaviors for incarcerated individuals.

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# PRESIDENT'S MESSAGE

From Brenda Chandler, President, NCIA

I am really excited about this issue of *NCIA News* ... Focus on the Shop. Why? Because for CI, the shop is where the rubber meets the road ... and for incarcerated individuals the CI shop is where they begin their transformation by learning various job skills as well as soft skills. Their journey to earning technical certifications, apprenticeships, soft skill certificates, and other important preparation tools for successful employment starts here.



One of the great things about NCIA is that it serves as a clearinghouse for best practices and provides the channel for our CI programs to learn from one another. This issue gives us an opportunity to shine a light on the CI practitioners working in our various shops and illustrate how they make a difference. These shop managers and supervisors often stay out of the limelight, but it's important for all of us to understand that the shop CI staff are the ones in direct contact and daily interaction with incarcerated individuals ... they are really the people who have the greatest ability to impact positive reentry outcomes.

So, jump right into this issue and see the great work that CI's across the nation are doing inside the shop. The articles vary from shop-specific — focusing on industries such as Braille, optical, and dental, to states like Massachusetts and Michigan with articles highlighting multiple shops across their state. You are bound to find useful information on how to improve your operations or ideas on new shops that your state could consider opening. There are also innovative shops like Wisconsin's Product Development Center, where incarcerated individuals create digital assets that help Wisconsin's sales and marketing efforts, and North Dakota's usage of high-tech in metal, wood, and commissary.

Since this is the first issue of *NCIA News* for 2020, I'd also like to tell you how NCIA's leadership is helping spread the good word about CI. NCIA Chairman of the Board Mike Herron, Executive Director Gina Honeycutt and I were invited by the Correctional Leadership Association (formerly ASCA) to provide a presentation on Correctional Industries at ACA's 2020 Winter Conference. The premise of our presentation was CI's paradigm shift in the last decade from a product-focus to a focus on the incarcerated individual and how CI can impact post-release employment and successful reentry through the context of daily work — a fitting tie-in to this edition of *NCIA News*! Turn to page 16 to learn more about our presentation.

Looking forward to seeing all of you at the NCIA National Conference in Austin next month!





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# EXECUTIVE DIRECTOR'S UPDATE

**From Gina Honeycutt, Executive Director, NCIA**

Spring is already here and NCIA is set to have another productive year! We are excited to welcome our new Board members and eager to have them join alongside the many who have returned to our Board. The board members are very active and hard at work within their committees, developing initiatives and revamping projects. The Marketing Committee is in the works of designing a new Employee Benefits Brochure and the Program Development

Committee is working to expand our webinars and E-Learning content. Meanwhile, the Best Practices Committee has been working for the past year on analyzing and reforming the CI Best Practices—stay tuned for an announcement on our launch of the updated site!

We are just weeks out from our annual conference that the Texas Department of Criminal Justice (TDCJ) will be hosting. This conference will involve some of the best trainings and immersive tours yet! Props to Bobby Lumpkin, Director of TDCJ, his team, and Texas Correctional Industries (TCI) for their phenomenal groundwork organizing the Austin conference—we know it will be the most preeminent one yet!

NCIA has progressed to a New Member Portal, which reassures our commitment to bringing our members the best professional development opportunities in the field. Misplaced your copy of the most recent publication? Just log in to the Member Portal to access NCIA publications and communications digitally. You can even download the files for offline use! The portal also includes features geared toward assisting our new members throughout their onboarding process. If you have not already, go to the New Member Portal and peruse the possibilities.

The inaugural year for the NCIA Robert Grieser Scholarship is upon us with the application opening on our website in March. This scholarship program was developed to honor the memory of Robert Grieser, a founding member of the National Correctional Industries Association and a passionate leader in the field of Correctional Industries. The Scholarship program welcomes applicants with a strong sense of leadership, integrity, community involvement and individuals with a vocation for public service within the criminal justice community. For more information about the scholarship application process, specific dates, requirements or if you would like to donate to the scholarship fund, please go to our website — <https://www.nationalcia.org/robert-grieser-memorial-scholarship>.

Stay on the lookout for updates, and we will see you in Austin!



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## WISCONSIN'S PRODUCT DEVELOPMENT CENTER SUPPORTS BUSINESS AND RE-ENTRY

BY **DON LYNAN**, BUSINESS DEVELOPMENT MANAGER, WISCONSIN BUREAU OF CORRECTIONAL ENTERPRISES

Several years ago, Wisconsin's Bureau of Correctional Enterprises (BCE) had to reduce its workforce, which resulted in the elimination of the product pricing and marketing teams. Since then BCE determined that due to a lack of attention and resources in those areas, there was a reduction in furniture sales and profitability. Also during that time, sales team members grew frustrated and their sales efforts were less productive because they were unable to provide customers with modern, attractive product brochures that included current pricing. As a non-mandated state, BCE's customers have the opportunity to shop with other vendors to meet their needs. These vendors were able to provide contemporary sales presentations and dynamic web sites, which made BCE's sales and marketing efforts ineffective. BCE had to do something to meet its customers' expectations.

An abandoned dining hall in the basement of a building at Oakhill Correctional Institution had served as a multi-purpose space for the institution's agricultural program. Gardening tools and fertilizer were stored there, and every spring dirt was spread on the floor and it was used as a greenhouse to start plants from seeds. Because of the building's proximity to BCE's central office and being located in a minimum security facility, this was an ideal space for BCE to launch a product development and marketing team. The team's focus would be to address many of BCE's needs for product support and promotions. After the floors were scrubbed and the walls were painted, the BCE Product Development Center (PDC) opened its doors in April 2019. The PDC was staffed with BCE employees experienced in using modern computer software to create product designs and marketing documents. The PDC serves as both a training ground and a work shop by creating digital assets to meet BCE business needs, as well as providing incarcerated individuals an opportunity to sharpen their business acumen and experience working in an environment that is similar to a professional private sector company.



Several PDC workers are now certified in the use of SolidWorks product design software, knowledge and skills that are much in demand in the private sector.

To some extent, the PDC operates like any other BCE industry shop, such as upholstery or wood fabrication. However, instead of making chairs or tables, it creates digital assets for use by BCE's various Correctional Industries and its furniture sales team. Those digital assets can be web pages, marketing brochures, price lists or product design drawings. To create these assets, incarcerated individuals working in the PDC use the latest generation computer workstations, which are equipped with sophisticated applications such as the graphics oriented Adobe Creative Suite, and the AutoCAD and SolidWorks product design systems. In coordination with Bureau of Technology Management employees, the PDC team creates web site content in a tightly controlled developmental environment for use in BCE's e-commerce web site.

The result of a two year project ... from its initial conception to opening day ... the PDC offers incarcerated individuals the opportunity to create portfolios of work that encompass the professional crafts of product development and graphic design. PDC workers learn to first determine and understand the requirements for the project they are undertaking, and what it means to produce quality work. They are also trained to determine the correct software to use to complete a task, often using multiple software tools (or a tool-chain) to complete a complex document or project. Frequently, the results of the work completed in CAD systems is blended with the work done in Adobe Creative Suite applications, allowing the





BCE specialist Thomas Harvey provides instruction in the use of one of the many software tools used at the Product Development Center.

*Continued on page 10*

*Continued from page 9*

resulting image to be rendered “photo realistic,” hence eliminating the need for hiring a photographer. The PDC also has the capability to produce clean-sheet production or custom product designs used by BCE industry teams to manufacture products.

The PDC also fills a gap that previously existed in a training program offered to incarcerated individuals housed at a medium security facility. At this facility, incarcerated individuals could earn a vocational diploma by completing a computer-aided design (CAD) class. However, there were no opportunities for them to maintain and practice those skills if they transferred to a minimum security facility, so during their time in minimum security, those skills would dissipate. The PDC now provides an opportunity for incarcerated individuals with prior CAD training to apply those skills to real-world projects, potentially earning an apprenticeship along the way. The PDC participates in the Wisconsin Department of Workforce Development

registered apprenticeship program in computer drafting, which allows these workers the opportunity to earn college credits and continue to the next level of their professional training and work.

The PDC bolsters workers’ commitment to the success of the program and their design team. Incarcerated individuals recognize and appreciate the value of the ongoing training and work experience they are receiving. The PDC provides incarcerated individuals who work for BCE the opportunity to develop job skills that are in demand in the private sector, as well as result in jobs that pay a higher, more-competitive. The real-world projects the team completes support BCE’s business activities and its mission, “to enhance public safety by providing jobs and training for inmates which develop marketable skills and experience in financially viable businesses while producing quality products and services to our customers.”



A worker at the PDC uses graphics software to create marketing images. These will be blended with text and other data to create brochures and electronic presentations.





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# ACHIEVING SUCCESSFUL RE-ENTRY THROUGH MODERN TECHNOLOGY

BY **ALEXIS BURGARD**, MARKETING SPECIALIST, ROUGH RIDER INDUSTRIES

Rough Rider Industries (RRI) is the organization charged with operating Correctional Industries for the North Dakota Department of Corrections and Rehabilitation's (NDDOCR). RRI operates ten separate industries located at three locations and employs 30 full-time staff as well as an average of 175 incarcerated individuals. RRI is a self-sustaining operation whose mission is to provide individuals with job skills training necessary for successful reentry while providing quality goods and services in a self-sustaining manner. To help achieve our mission, RRI makes every effort to offer and expose its workers to the most current technology developments and trends. RRI provides real-world job skills training and experience that often help individuals connect with private industry partners, suppliers, and employers before and after their release.

Some of the newest technologies that RRI has incorporated into their programs include: digital printing, computer-aided design (CAD), automated positioning/stop systems, multiple types of computer numerical control (CNC) laser cutting, and a complete electronic commissary ordering system.

Digital printing is the most current and modern method of production in sign and license plate production. This type of production creates prints from electronic files directly onto a material of choice, which eliminates many mechanical



Bystronic Fiber Laser equipment

steps required in conventional printing such as film plates or photo chemicals. This technology provides more choices, features, and flexibility, which helps reduce costs and increases quality in a fast and efficient manner.

CAD software allows RRI's designers and manufacturing support team to create precision drawings, technical illustrations, and two-dimensional and three-dimensional models. Using this current software improves the production and quality of design for RRI products, such as furniture, dumpsters, signs, and apparel. OptiTex CAD design software was recently introduced and is used in the manufacturing of apparel by creating life-size virtual samples.

RRI recently introduced a TigerStop automated positioning and stop system, which will allow rapid and precise positioning and cutting of almost any material including metal, wood, plastics, and more. This new piece of equipment and technology will improve yield and productivity while reducing waste and labor costs by eliminating the need to measure and cut raw materials by hand.

RRI's most recent laser technology offered is a Bystronic Fiber Laser which was introduced to RRI's operations this past year. The fiber laser is a type of high quality CNC laser that cuts and engraves with speed, precision, and efficiency; it cuts up to a half-inch of steel material with unmatched precision. The high degree of material utilization eliminates a significant amount of waste and expands RRI's abilities and product offerings. This technology exposes incarcerated individuals to the latest industry standards and reduces the cost of production by saving time and making it a smoother process.

Along with the innovations within the industries, the NDDOCR has also implemented tools which enable incarcerated individuals to order their commissary through tablets and kiosks in a fully electronic commissary ordering process. Commissary purchasing is a significant privilege for all incarcerated individuals living within a correctional setting. Incarcerated individuals within the NDDOCR have the ability to purchase commissary items through a personal wireless tablet or kiosk. Personal wireless tablets are purchased by

*Continued on page 14*



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Bystronic Fiber Laser in operation

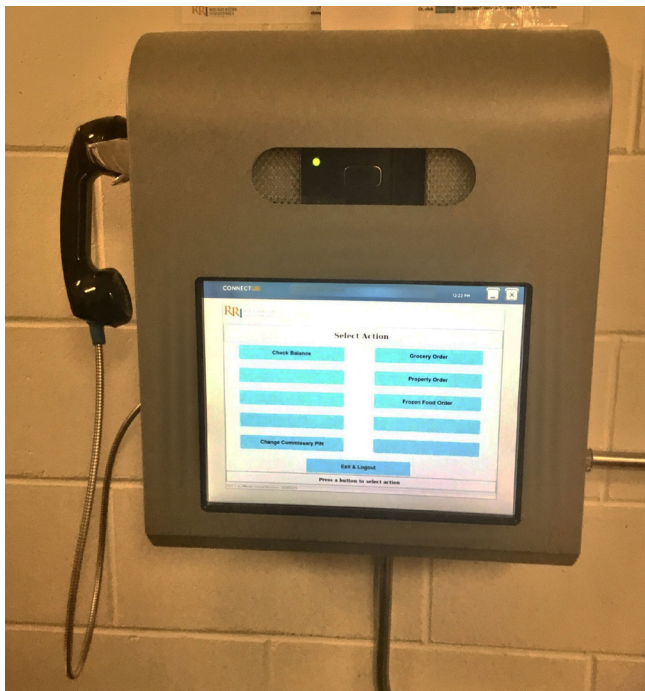
*Continued from page 12*

the incarcerated individual through the commissary and allows them to conveniently order commissary items or make phone calls from the comforts of their cells. Those not owning a tablet are able to purchase commissary on kiosks located within each of the housing units. Ordering is very similar to placing an order online where items can be added to a shopping cart and then checked-out. When ordering, incarcerated individuals use their resident identification

number and a personal identification number (PIN). The tablet or kiosk shows their trust account balance as they are ordering and adds the items to their shopping cart, which creates a running order total and deducts from their account balance. This technology helps teach incarcerated individuals budgeting skills which are necessary for their post-release success. The technology also has the ability to send email, videograms, and receive money from family and friends.



Perhaps the greatest obstacle to implementing technology is the unique security challenge posed by operating in a corrections setting. This requires extensive planning when setting up computerized systems and networks as well as continuous diligence to ensure these technologies are controlled and monitored. Industry software programs are increasingly web-based, creating a real risk that incarcerated individuals will be able to communicate with the outside world. For instance, industry managers conduct regular audits to ensure computers and equipment have no unauthorized connections and that the technologies are not used inappropriately. The information obtained from these audits are reviewed by the NDDOCR Chief of Security to ensure compliance with all security policies and procedures.



Commissary Kiosk installed on wall

In a similar manner, a wireless network was developed for the commissary application that ensures a safe and secure environment without access to any outside network. The data from the commissary tablets and kiosks is also continuously monitored to ensure no illegal activity is occurring and that all activity complies with NDDOCR policies. Rough Rider Industries is fortunate to be a part of the NDDOCR, which is a leader in its correctional practices, has fostered an innovative culture, and has been strongly supportive of RRI's mission to achieving successful reentry through modern technology.



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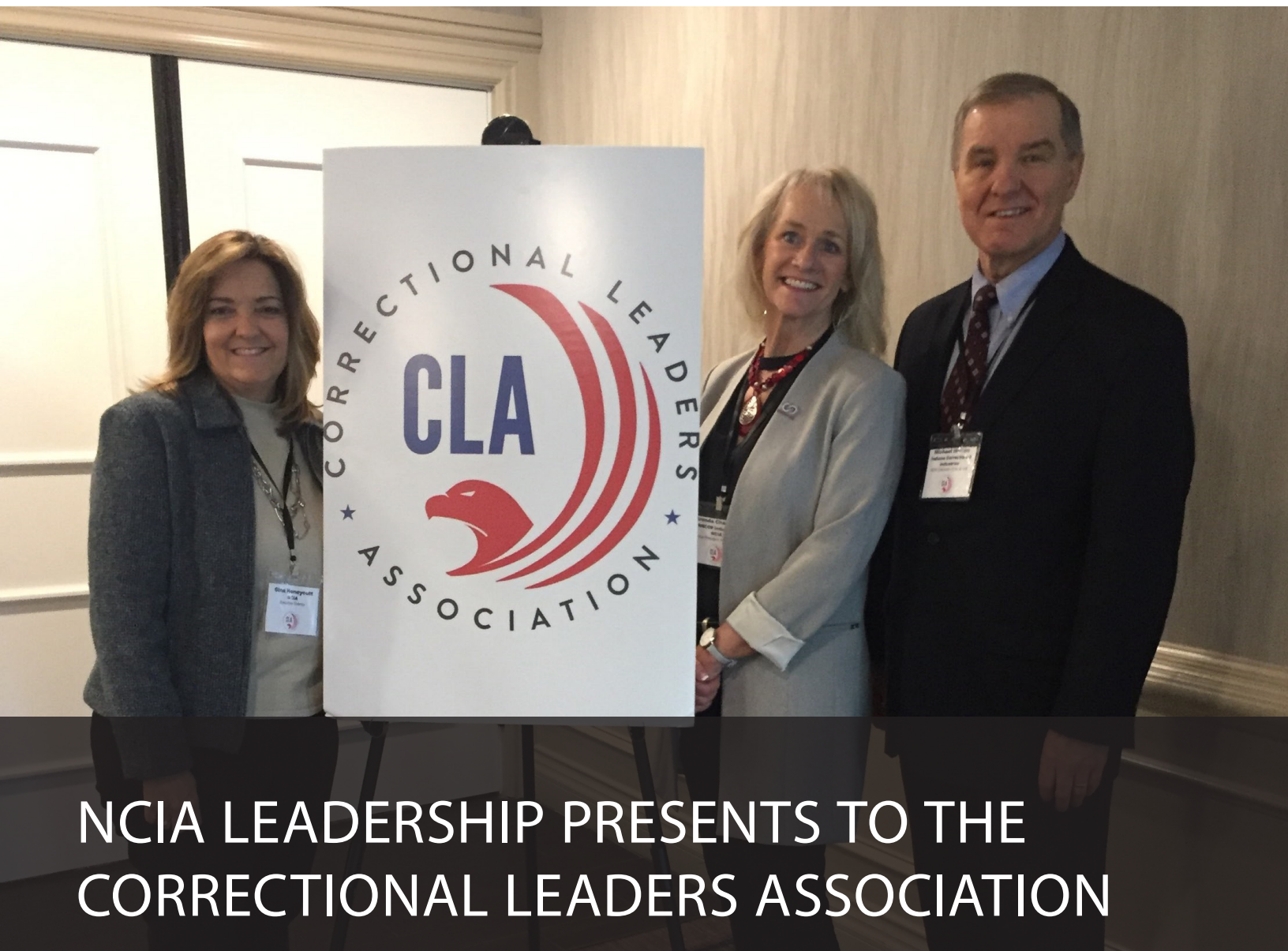


Traffic Signs



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## NCIA LEADERSHIP PRESENTS TO THE CORRECTIONAL LEADERS ASSOCIATION

The Correctional Leaders Association (CLA), formerly ASCA, invited NCIA's leadership team to speak at the CLA Meetings held in conjunction with ACA's 2020 Winter Conference in January. NCIA President Brenda Chandler, Chairman of the Board Mike Herron and Executive Director Gina Honeycutt collaborated on their presentation, "The Paradigm Shift: What Correctional Industries (CI) Can Accomplish through the Context of Work." Their goal was to illustrate to leaders within the Department of Corrections the extent of changes that have occurred in CI programming over the last decade.

Correctional Industries has undergone a complete paradigm shift at the national level that NCIA's presenters shared explaining that CI was once a bottom-line, production-oriented entity viewed as a way to keep incarcer-

ated individuals busy and prevent idleness. Fast forward to today's CI programming, which no longer focuses on training an incarcerated individual to build a desk — it focuses on building a desk in order to teach incarcerated individuals the necessary skills for successful post-release employment.

The presentation touched on how CI programs, by their very nature, are positioned to have a significant impact on an individual's behavior through the context of daily work, positively impacting post-release employment opportunities and ultimately successful re-entry. Key points also included highlights of NCIA's CI Best Practices for Performance Excellence initiative and NCIA's up-and-coming CI research initiative.



# 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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# MOTIVATION FROM WITHIN:

## HOW MINNCOR'S MOOSE LAKE INDUSTRIES DEVELOPS FOR SUCCESS

BY **RAYNA TAYLOR**, STUDENT WORKER, MARKETING AND COMMUNICATIONS, MINNCOR INDUSTRIES



### MINNCOR Moose Lake worker sewing high visibility garments

Dating back to 1909, the objective of Correctional Industries was described as: "...Not merely a place in which law-breakers are punished indefinitely, but rather a place in which to confine them until such a time as they can be set at liberty without endangering public safety. In other words, a prison should be a place in which an opportunity is given for incarcerated individuals to reform." MINNCOR Industries is committed to promoting reentry and reducing recidivism by providing incarcerated individuals the opportunity to gain real-world work experience and skills to encourage positive behavior that will lead to meaningful employment opportunities. Industry managers

and staff of the Print, Garment, and Upholstery Shops at the Minnesota Correctional Facility - Moose Lake display a passion to serve as mentors for incarcerated individuals. Values and expectations of dependability, resourcefulness, accountability, flexibility, and thoroughness are taught right from the start. MINNCOR staff at Moose Lake ensure that these quality traits are upheld and modeled through their own actions, to set an example of how professional behavior should be sustained not only in the industry shops, but wherever life may take these incarcerated individuals once they are outside prison walls. Staff strive to provide support and encouragement for incar-



cerated individuals to develop into trustworthy, hard-working citizens upon release and into the future.

## PRINTING

The Moose Lake facility offers a certified Print Technology Program (PTP) in the print shop where participants complete readings, worksheets, homework, and self-study tests to allow them to develop the necessary skills to be successful in the commercial printing industry. Printing projects for Minnesota’s state agencies and non-profits are fulfilled and serve as a learning opportunity. MINNCOR’s PTP is one of the only training programs available in the upper-Midwest that is tailored toward the print production profession. The curriculum coincides with the expectations, skills development, and guidelines that are upheld by the Printing Industries of America (PIA). Staff working in MINNCOR’s Print Shop make inquiries to local print shops to understand what skills, experiences, and number of hours are required for the job market. Classroom meetings are held weekly for participants to study and review the course and training materials with the course instructor. One-on-one sessions are offered and encouraged for additional help, support, and preparation

for tasks and tests. Hands-on, cross training is conducted every week, where new participants learn and observe machine operations by others who have successfully completed the course. A resource library is available for self-directed learning and knowledge expansion.

### Some of the acquired skills from PTP include:

- Working knowledge of offset press operations
- Feeding systems
- Inking systems
- Printing systems
- Plate making
- Digital press operation
- Pre-press production and more

Participants also learn how to operate popular digital imaging, setting, graphic-file editing and page assembly software that are utilized in the commercial printing industry.

This voluntary program requires a 24-month commitment. After successful completion of the course, participants have the option to take an exam provided by PIA to obtain official certification in safety and different print industry

*Continued on page 20*



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*Continued from page 19*

machinery. Paper vendors and employers often visit MINNCOR's Moose Lake Print shop and onsite job offers are extended since the skills we teach are scarce and hard to find. For those nearing release, print shop staff enroll participants for a Printing Industries of the Midwest (PIM) membership, which is a job recruitment platform.

Resumes, sample work, portfolios, and certifications are uploaded for each participant through PIM's platform. The dedication and enthusiasm that MINNCOR staff display influences the incarcerated individuals, which manifests into self-motivation and mutual respect. Printing staff and managers often remind participants that hard

garments for the state. Occasionally, special contract requests will be executed, such as creating heart monitor vests or matching vests for pets and their owners. For many of the participants, the Garment Shop is their first experience with employment. Because of this, accountability and respect are major components that shop staff instill into all who enter the shop.

The Sewing and Apparel Technologies Certificate Program is offered and incarcerated individuals working within the Garment shop are highly encouraged to participate. In the Certificate Program workers are introduced to basic sewing techniques and over time develop the



**MINNCOR Moose Lake worker in the Garment Shop**

work yields great results. Those who put in the hard work are able to find printing industry careers in the community with access to a 401K, other valuable benefits, and starting wages of \$25-\$30 an hour.

A former print shop participant expressed that, "Information coupled with experience translates into knowledge and wisdom. That as a foundation is the first piece of the puzzle on the road to success. The Print Technology Program is the type of program that can help provide that. You just have to be willing to put in the work."

## **GARMENTS**

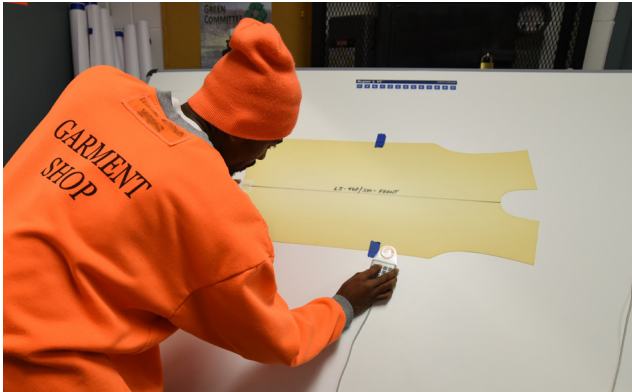
The Garment Shop at Moose Lake is responsible for fulfilling all prison clothing projects and high visibility

skills to design, create, and produce clothing and other sewn products.

They acquire various skills that are needed for the numerous stages of sewing and garment production. The course covers sewing and apparel machinery, packaging, pattern making, mechanics, shipping and receiving, and anything in between. Once the basic course is completed, there is an option to proceed to the pre-advanced and advanced levels of certification. There are some incarcerated individuals that participate who opt to not move on to the next phase after completing the basic course, some even unwilling to take their skills to the next level and learn more. Our staff provides extra encouragement and support to those who are at a standstill; these indi-



viduals often times will later express gratitude for the extra push they received. Books pertinent to the curriculum are provided for participants to read during downtime to perfect their craft and further expand their knowledge. Garment Shop staff make certain that projects and skills acquired relate to tangible experiences that equate to real world sewing and apparel industry expectations.



MINNCOR Moose Lake worker making an outline for a garment

Upon completion of the course, participants are able to design and sew their own jackets to be sent home. Many participants look forward to this, as it is a way to show off their accomplishments and sense of pride to their loved ones. Photos are taken of completed projects to create a mini portfolio for participants to showcase their newfound passion.

The primary goal for MINNCOR's Moose Lake shops is to teach participants tangible skills partnered with on-the-job training to assist with employment opportunities, maintain safety, and help to develop effective and professional workplace communication and behavior. Many incarcerated individuals express that working in these industry shops makes them forget they are behind prison walls. It gives them a sense of responsibility, hope, and pride. They are able to see how their actions can be impactful in a more positive light. The shops have an open-door policy, where staff are eager to lend a listening ear for participants to communicate about their personal struggles that may be affecting their performance. Helping the guys to work on their professional social skills and build for a brighter future are just some of the examples of how these shops transform lives.



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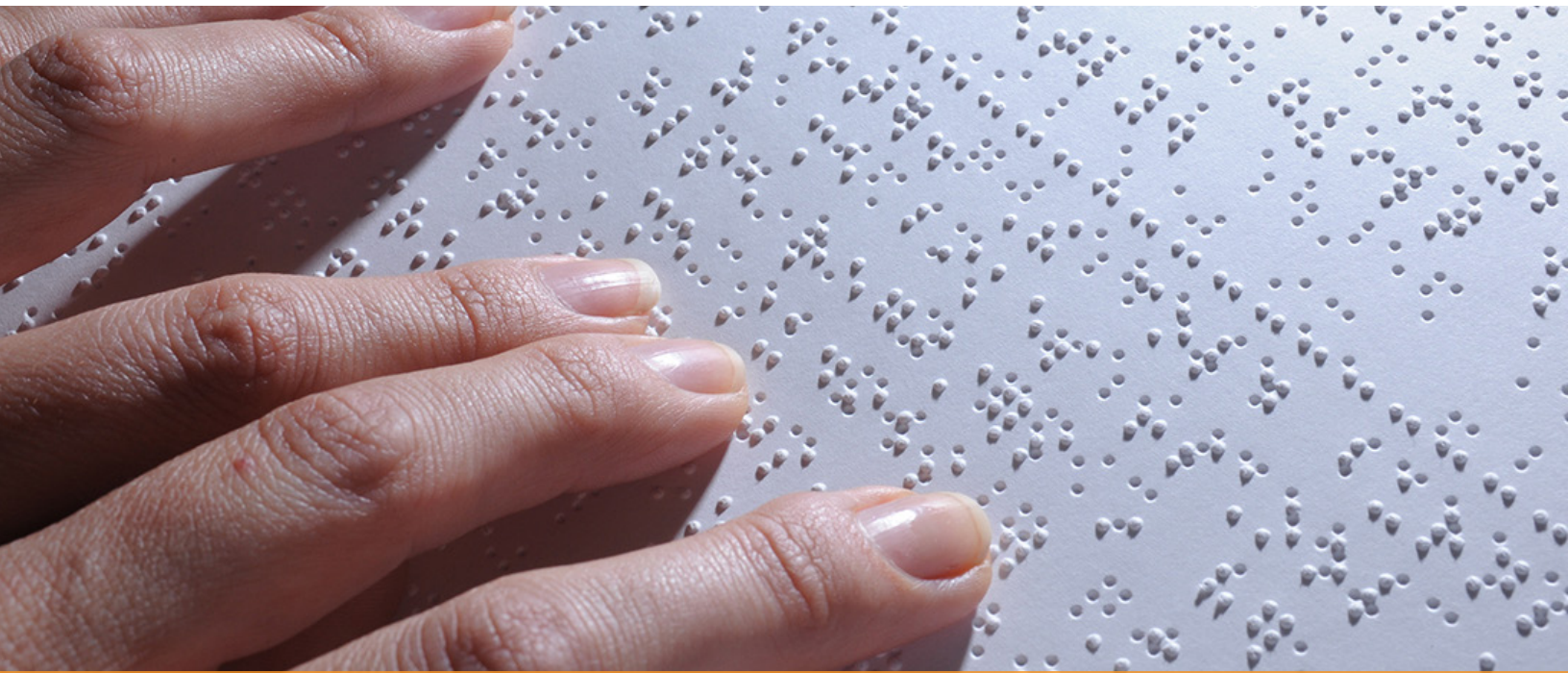
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# BRAILLE TRANSCRIPTION AND CORRECTIONAL INDUSTRIES

BY ANNE SAINT PH.D., SALES/MARKETING MANAGER, CONNECTICUT CORRECTIONAL ENTERPRISES

Braille transcription and Correctional Industries have a few things in common. Louis Braille became blind as a small child and needed to find a way to overcome his disabilities. By the time he was fifteen, he created a system of raised dots (now named after him) so other blind individuals could learn to read and grow up to become employable adults.

Incarcerated individuals find themselves involved in criminal behaviors and activities that land them behind bars. They too must find a way to overcome their circumstances and live productive lives. Teaching incarcerated individuals to transcribe braille material for blind students helps these incarcerated individuals by giving them marketable job skills in an industry that often hires formerly incarcerated individuals. These incarcerated individuals also gain a sense of gratification from knowing that they are offering blind children braille materials to read and from which to learn.

In June of 2018, the Connecticut Department of Corrections and Correctional Enterprises of Connecticut (DOC/CEC) embarked on a journey with another state agency, The Aging and Disability Services-Bureau of Education and

Services for the Blind (ADS/BESB) and a national non-profit organization, The American Printing House for the Blind (APH). The goal was to start a Braille Program at a women's correctional facility in Niantic, Connecticut. The purpose was to pair the childhood braille literacy needs among students who are blind with the career-building needs of women housed at the York Correctional Institute in Niantic.

Once the Memorandum of Understanding was signed, a press release was shared with media ... and was picked up by over 250 media outlets. DOC-CEC now enables incarcerated individuals to obtain the training necessary to produce braille transcription, tactile graphics, large-print production, and/or digital accessible formats in order to become certified transcribers and to provide educational materials to Connecticut's students with visual impairments. ADS/BESB provides the York Correctional Facility Braille Program coordination and training for incarcerated individuals participating in the program. APH wrote the grant and purchased equipment funded through the J. Walton Bissell Foundation for use at the York Correctional Facility Braille Program.



This program started with ten females in participation ... now, nine out of the ten women are nationally certified in Literary Braille through the National Library of Congress. The first graduation ceremony was just held on January 22, 2020. The program now has 18 participants, each progressing with enthusiasm to achieve certification in Literary Braille.

The nine certified transcribers are now working on their formatting lessons and will begin studying Nemeth Code (math). The participants are gaining the levels of experience necessary to obtain a career with a meaningful wage upon release. To achieve their certifications, participants must complete 20 lessons and transcribe a 35-page manuscript as a final exam administered by the National Library of Congress. The trainees in the York program are each assigned a number which is written on all lessons and drills to ensure the anonymity. The lessons are sent to the certified transcriptionists. The instructors correct the lessons and write comments encouraging the trainees. This collaboration is working out well and the trainees appreciate the constructive comments and encouragement.

The J. Walton Bissell Foundation continued to work with us and took a reasonable risk to fund a project unlike any other project they had funded before. In truth, they invested in strong national and local partners who had a solution by working together to meet a com-

mon goal. The lesson for future funders would be to learn about the organizations they are about to invest in, and encourage partnerships that may be a risk but also may lead to innovative solutions. Potential funders are also encouraged to see this operation in person.

What difference did the grant make for our department? First and foremost, we are educating our prison population and helping our community of visually impaired students. Our long term goals are to ensure that all visually impaired students enrolled in Connecticut's K-12 schools are provided educational materials and accommodations in a timely manner, emphasizing our goal and need to continue growing our program. By doing so, we will save Connecticut taxpayers by paying less for accessible media production while decreasing the recidivism of incarcerated individuals who have earned a desired skill within the workplace.

It is important to educate the public about the work that these women at York are doing. Imagine never getting to read your favorite book or see what a mountainside looks like. Textile Graphics allows them to raise images with a thermographic machine so the blind can feel the shapes, forms and textures they are reading about. For the students who are blind, to individuals who are incarcerated, we are here to make a difference for the entire community.

#### Incarcerated individual using braille machine



# MASSCOR NEVER LOSES SIGHT GAINING HANDS-ON AND SOFT SKILLS

BY **JOYCE ROSENFELD**, PROGRAM MANAGER IV, MASSACHUSETTS CORRECTIONAL INDUSTRIES

Massachusetts Correctional Industries' program (MassCor) employs approximately 500 incarcerated individuals at eight institutions. Through work assignments, incarcerated individuals develop occupational skills and disciplines that enhance successful reintegration. With acquired on-the-job training on the most current equipment and technologies, as well as earned certifications, released incarcerated individuals have work experience to offer potential employers and a skillset that is in high demand, giving them a greater chance of being successful after their release.

Through MassCor's training programs, incarcerated individuals not only develop specific job-related experience, but also develop soft skills and a positive work ethic. They learn the importance of arriving to work on time, getting along with co-workers and supervisors, and quality control – skills that will assist them when working after their release. MassCor's programs also provide incarcerated individuals with structure, stability and purpose. Along with earning a wage and developing their knowledge base, they gain a feeling

of accomplishment when they see the end result, realizing that their hands-on efforts created a quality product.

MassCor never loses sight of the fact that our CI programs reside in a prison environment. Concern for the safety and security of all is always first and foremost in our operations. To that end, we have developed extensive search procedures for inbound and outbound merchandise as well as shop-specific procedures that deal with tool usage, storage of toxics and caustics, and upkeep and maintenance of all work areas.

MassCor's Optical Shop at NCCI Gardner, a full-scale eyewear laboratory equipped with modern state-of-the-art technology, supplies products and services to many providers throughout Massachusetts. Incarcerated individuals working within the Optical Shop are trained on both automated and conventional processes and equipment. They learn optical fabrication skills such as grinding, polishing, and assembling eyeglasses. Industrial instructors facilitate this shop to mirror an actual real-world job as much as possible. Workers learn and must adhere to the same rules as they would in the outside world – getting to work on time, getting along with others and keeping their work area organized.

Training in the Optical Shop is provided by both instructors and seasoned workers. As an incarcerated individual becomes proficient in a skill, they earn a MassCor training certificate. Currently, MassCor is researching the viability of offering the American Board of Opticianry (ABO) certification. ABO is a nationally recognized certification and will allow incarcerated individuals to further showcase their skills and work experience to potential employers upon their release.

The Metal Shop at MCI Norfolk enables incarcerated individuals to gain skills in designing products using CAD (computer-aided design) in conjunction with running a plasma cutter, press break and CNC (computer numerical control) machining center. TIG welding and MIG welding as well as finishing, polishing and painting are other



Outdoor 8-foot bench manufactured by MassCor's Metal Shop.





#### Manufacturing the American flag at MassCor's Flag Shop.

metal skills taught. Workers in this shop develop expertise building custom projects that are sold to the public sector such as park benches and trash receptacles.

The versatility of projects in the Metal Shop makes every workday interesting. Incarcerated individuals work on almost any kind of metal and project. One week, they may be building beds, while the next week, they could be building stair railings or grills.

Workers are also responsible for product quality and for staying within budgeted labor hours and material usage. They are held accountable for time management in planning their work days/weeks to ensure deadlines are met, while strictly adhering to all safety protocols.

MassCor is exploring collaborative efforts with our Education Division to create avenues that will open additional opportunities for incarcerated individuals. We are currently researching a potential relationship between Education Division's welding program and MassCor's Metal Shop. Our objective is to develop a pathway for those who have gone through welding training to now utilize this specialized skillset within the Metal Shop. In addition,

certification and work experience in the welding program and Metal Shop will aid in obtaining post-release employment for these skilled tradespeople within the community.

The Furniture Shop at MCI Shirley offers incarcerated individuals the opportunity to work in a wood-manufacturing plant where they are trained on state-of-the-art woodworking equipment, exposing them to a trade that is in high demand in this Commonwealth. They experience the process of selecting a piece of wood from various types of lumber and transforming it into a beautiful custom-built piece of furniture.

Incarcerated individuals working in the Furniture Shop become more detail-oriented and get a basic understanding of running a business. Clerks learn general office skills and an ERP (Enterprise Resource Planning) system along with Excel, Access, and Word applications. A new CNC machine in the Furniture Shop allows incarcerated individuals with computer aptitude to learn this special and sought-after skill.

Because deadlines in the Furniture Shop differ from aggressive to long-term, workers learn how to prioritize

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their workload to meet these deadlines. Patience and perseverance are critical to working in this shop as sometimes incarcerated individuals are working on a project where all required information is not readily available. This is a custom workshop where things don't always go according to plan so adjustments are often made mid-project. Deadlines and priorities change often. When one project is stalled, workers determine which project then takes precedence, so learning to multi-task is very important.

Training in the Furniture Shop starts by utilizing entry-level skills that incarcerated individuals may already possess or are later taught. They build upon these skills in a fashion that aligns with industry standards. Certificates are given to those in the program who show proficiency on a specific machine, job or skill. Incarcerated individuals have to be trained on each machine before being able to use it, per best practice standards.

The Furniture Shop offers everything outside shops offer, so upon release, incarcerated individuals are able to succeed – whether it is within a large production furniture company or a small custom furniture shop. From outlandish requests to basic repairs, refinish work, or CNC programming, our shop workers will have highly sought-after skills when they leave our custody.

MCI Framingham, opened in 1877, was the second prison for women in the United States and is the oldest female correctional institution still in operation in this country. It is also home to MassCor's Flag Shop. Incarcerated individuals working in the Flag Shop are taught practical sewing skills, as well as the proper use of a sewing machine and the overall manufacturing process. Workers learn responsibility, how to collaborate in a professional environment, how to take pride in their work and most importantly, they gain confidence and see their potential.

The American flag is a symbol of freedom and justice and is customarily flown year-round at most public buildings. Our Flag Shop manufactures the American flag from scratch, ensuring top quality in every flag. Incarcerated individuals working in this shop take a great deal of pride in their manufacturing. While new workers in this shop start off practicing and individual training varies by skillset (for exam-

ple, some workers are better at hems while others may be better at striping), the shop utilizes workers' stronger skills while they are training to further develop their weaker skills. Certificates are awarded to workers in the Flag Shop when they are promoted. For example, a skilled worker I, whose skills are hemming flags and being introduced to sewing stripes, will be awarded a certificate when she is promoted to skill worker II. She will then work on developing stronger skills in striping and sewing halyards.

**The company later sent a letter acknowledging the valuable work experience MassCor had provided her and requested six more people like her!**

The success of this program is evident in a story about an incarcerated individual released after serving eighteen years of a life sentence. She was given a MassCor work verification letter, which she presented at her first job interview

shortly after her release. She was hired by a local apparel cut and sew shop. The company later sent a letter acknowledging the valuable work experience MassCor had provided her and requested six more people like her! She used this same work verification letter at a later job interview, and was again, hired for a position that allowed her to join a union.

In addition to industry-specific training, in April 2019, MassCor offered Occupational Safety and Health Administration (OSHA) training for the first time. OSHA is a federally recognized certification and is good for life. This training included courses in machine-guarding, hazardous materials, material handling and electrical safety. Six two-day, ten-hour courses were held within our institutions and 127 incarcerated individuals received their certification. This certification program will continue to be offered.

MassCor's Industries programs are continuously focused on the ever changing directions of software, tools and equipment required in today's workforce. By training on the most current technologies and platforms, incarcerated individuals are given opportunities to acquire skills and work experience that they would otherwise not have access to while being incarcerated. Providing the Commonwealth of Massachusetts with a more skilled workforce and giving incarcerated individuals an advantage to obtain gainful employment upon their release is a win/win for all concerned.





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## MSI SIGN & SHOE SHOP A WAYFINDING FOR WORKERS

BY **TUJAUNA WHITE**, MARKETING SPECIALIST/INTERNET/COMMUNICATIONS, SALES DEPARTMENT,  
MICHIGAN STATE INDUSTRIES

By definition “Wayfinding” encompasses the utilization of several different types of signs that point the way to various locations. These signs can be simple or complex, and usually appear at junctions or along a route to lead the way to a specific place. This article will show how Michigan State Industries’ (MSI) sign and shoe operation provides a wayfinding experience for incarcerated individuals working in the shop.

MSI Sign Shop Manager, Chuck Beltz, and Industries Production Leader, Wayne Devenbaugh, along with production supervisors oversee the Sign & Shoe Shops’ day-to-day operations for over 25 incarcerated individuals. Our shops work as a team to sustain an environment of inspiration, reinforcement, validation, and intuitive creativity.

The MSI Sign & Shoe Operation offers soft skills and technical knowledge needed to succeed in the work force and the opportunity to utilize those tools to be productive, self-sufficient citizens upon release. Workers understand upon hire the coveted role they play in every aspect of the operations. Both operations are housed within the same building, and work centers are strategically designed on the shop floor to create a seamless flow between both factories. Managing and planning daily production is no small task, and each worker must be fully equipped with soft and hard skills to perform their duties in an efficient manner.

It is important that the worker selection process puts the right person on the right job, and choosing individuals who have a basic set of knowledge, skills and abilities along with a fit between what the incarcerated individual

**MSI Shoe Shop worker using a heat press machine to mold uppers and soles together**







**MSI Sign Shop worker using a CAD Software program for preparing sign blanks**

can and wants to do. This task at times can be difficult because it is not always possible to tell exactly what each worker’s abilities might be and if they are the most suitable candidate for the role they might play in the shop.

Similar to other industries programs, the shop relies on classification staff and a process where incarcerated individuals are recruited through a selection pool. Incarcerated individuals may or may not have gone through other programming prior to the work assignment, so it is important for counselors and reentry staff to screen for the best possible pool of workers. In general correctional programming focuses on changing the incarcerated individuals thought processes utilizing cognitive restructuring and behavioral techniques. Incarcerated individuals are considered for programming based on their assessed risk and need level and are prioritized by their earliest release date (ERD).

Once selected for a work assignment in the Sign & Shoe operation, workers are set on a path to success through a combination of soft skills and technical training that is inherent to the duties they perform. The shop culture is on display daily with motivational banners that hang from the ceiling to remind them of the importance of teamwork, and respect for others.

Along the way, camaraderie develops with mutual trust among workers that spend a lot of time together on assignments and reaching production goals. Each individual contribution to the success of a project can be seen by their willingness to learn, a positive work ethic, reliability, honesty, adaptability, personal integrity,

dependability amongst other positive traits that contribute to the success of both shops.

A program and work assignment evaluation form is used to further determine progress and improvements over a specific period and note if various soft skills have been met. We evaluate incarcerated individuals on their punctuality, attendance, ability to listen, self-direction, job completion, attendance, ability to follow rules, communication with others, personal appearance, cooperation, etc..

The shoe operation provides footwear for over 38,000 incarcerated individuals statewide. It takes approximately 24 days for the shop to produce a run of shoes. Wayne Devenbaugh, the shop leader for the shoe operation created a real-time monitor display using a combination of software programs to track daily production. Workers can view their assigned work-center to determine sizes and quantities to be produced for the day. This shop floor tool is very helpful for workers and allows for quick

*Continued on page 30*

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MSI Sign Shop worker using a Vector Graphics Editor design software program for signage layouts

*Continued from page 29*

adjustments to future scheduling based on demands for various sizes and styles of shoes. This tool has eliminated the amount of paperwork helping us move towards a digital filing, display and presentation systems.

Wayne also achieved a major accomplishment as the team lead in the development and training of MSI staff for the new enterprise resource planning (ERP) implementation which was rolled out to all MSI factory operations in November 2019. His knowledge will be an asset in the coming months as the shop implements the second phase of the ERP project, known as factory automation. The process will provide workers with hands-on use of automated devices to perform tasks in their daily work functions including shop floor workstations, bar code scanners, label printer's and mini PC's. His commitment to excellence has also been recognized on the national level as a 2020 NCIA Honor Roll Award Recipient.

The MSI Sign Operation provides opportunities for workers to learn technical skills and gain valuable knowledge through hands on training using various graphic design software applications and screen printing processes. The shop produces a wide range of products, such as: banners, retractable tradeshow displays, road signage, decals, indoor and outdoor building signage, refurbished signage, window graphics and much more. Skills acquired through the production and manufacture of signage products are transferable to the workplace and fall within the standard occupational codes for graphic art design, plasma cutting operations, screen printing, and mill machine operations.

In 2019, the Sign Shop manufactured 80,000 new signs, 36,000 refurbished signs, 35,000 decals, 300 wooden state seal plaques, 250 banners along with a plethora of other custom specialty signage products. We require workers to be trained and equipped to handle daily project scheduling, custom graphics design, print production, fabrication, quality control, inspection, and finishing. Incarcerated individuals work to make signs to help others find their way, they also in the meantime find their own.

The graphics design team have the freedom to use creative thinking on design concepts and take pride in producing a high-quality product. Workers in both operations, signs and graphics, work together as a team to ensure every project meets or exceeds our customers' expectations. MSI Sign Shop Manager, Chuck Beltz, will be retiring after 32 years of dedicated service to the MSI Sign & Shoe Operation and the MSI Organization. His commitment to incarcerated individual success has created a strong foundation for his staff and workers to follow.



# NCIA WELCOMES NEW MEMBERS

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# CALPIA'S DENTAL LAB ENTERPRISE: ALL SMILES FOR EMPLOYMENT

BY **MICHELE KANE**, ASSISTANT GENERAL MANAGER, EXTERNAL AFFAIRS, CALPIA

Inside the Central California Women's Facility in Chowchilla, California, a dental lab is buzzing with activity. The sounds of tools can be heard as women repair dentures, create partials, and build custom trays.

Since 1991, the California Prison Industry Authority or CALPIA has operated the Dental Lab Enterprise inside this prison. CALPIA is a self-supporting state entity that provides job skills to approximately 7,500 incarcerated individuals inside all 35 California Department of Corrections and Rehabilitation (CDCR) institutions.

The Dental Lab has proven to be successful in helping the State of California with dental products and services for its customers. CALPIA's Dental Lab customers include CDCR, the Division of Juvenile Justice, the California Department of State Hospitals, and the California Department of Veterans Affairs.

"CALPIA makes quality products, but our true success comes from former offenders who are now employed and

can provide for themselves and their families," said Scott Walker, CALPIA's General Manager. "CALPIA provides valuable job skills, good work habits, and industry-accredited certifications to offenders with the hope they can be successful when they return to their communities."

CALPIA's Dental Lab employs 65 incarcerated individuals ... all female. The women can earn a handful of certifications from Productivity Training Corporation (PTC) – a third party training company. They also have the chance to obtain a Customer Service Specialist certification through the Electronics Technicians Association, as well as the much sought-after Dental Technician certification through PTC.

"We have women who have left our program and have acquired jobs as dental technicians in dental labs throughout California," said Carolyn Hughes, CALPIA's Dental Industrial Supervisor. "Others have taken the transferable job skills learned while working for CALPIA and found jobs in customer service industries, retail establishments, and other areas to maintain gainful employment."

Women working in the CALPIA lab learn about dental fabrication which includes duping, baseplates, custom trays, bite blocks, tooth setting, waxing, cold cure processing, heat cure processing, finishing, and polishing.

"We average over a thousand orders a month," said CALPIA's Dental Superintendent II John Yonan. "This place is always busy and productive. The women work in a real dental lab and obtain real-world job experience."

Jennifer Fletcher knows this firsthand experience from working in the CALPIA lab and is now a certified Dental Technician.



Women work together performing quality control procedures inside CALPIA's Dental Lab.





"I like having the opportunity to come to an actual job site and maintain professionalism while working together as a team," says Fletcher. "The staff teach us how to work together, while we learn how to use the technology and dental vocabulary, which is like another language, but they never stop encouraging us."

The women learn to fabricate dental prosthetics such as dentures and bridges, while gaining those transferable soft skills such as daily work interactions, problem solving, and accountability. Incarcerated individuals in the program say they have to pay attention to detail and be precise with every mold or tooth placement.

Fletcher is hopeful she will have a career in the dental industry. "The program has helped me genuinely care, love, and stand by CALPIA's dental program mission - we create smiles one tooth at a time."

Participants in CALPIA's Dental Lab polish dentures.

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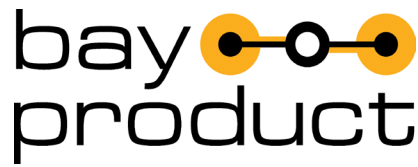
Get ready to pack your bags and join us for NCIA's 2020 National Training Conference, where Correctional Industries professionals from across the US will meet to network and learn about the latest and greatest trends, practices and products in the field.

Join us in Austin and experience the best professional development Correctional Industries has to offer. Get inspired by keynote speaker Damon West, who went from incarcerated individual to bestselling author and speaker. 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 another CI's operations firsthand at one of two CI facility tours, and seek out new products, services, clients and partners in the exhibit hall, state date, and vendor spotlight.

***April 6-9, 2020 | See you in Austin!***



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# CI STAFF ROUNDTABLES

## Curious about how other CIs run their Industries?

**Monday, April 6**  
2:00 PM – 3:30 PM

At the NCIA 2020 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.

- Print and Sign Technology
- The Future of Furniture
- Post-Release Employment Services
- Lean
- Marketing: Web, E-Marketing, and Social Media
- Business Development

## WORKSHOPS

**Tuesday, April 7 and**  
**Wednesday, April 8**

## LEARN FROM THE BEST at NCIA's 2020 Conference Workshops!

Workshops will include the following and more! Check [nationalcia.org](http://nationalcia.org) for the latest dates and times. *Subject to change.*

- › Sublimation Services Create More than Just Promotional Items - It Creates Graphic Designers
- › Affordable House Building Program
- › Adaptive Leadership
- › Correctional Industries' Positive Impact - Community Outreach
- › TRICOR Transformational Training
- › The Future of Furniture in CI
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- › Benefits of Engineering Standards in a Production Environment
- › Reintegration Strategies - Preparing CI Workers for Reentry
- › Aligning Systems for CI Success
- › Emergency Preparedness in Correctional Industries
- › Construction Apprenticeship Opportunities and Reentry
- › CI Succession Planning: Capturing the Past - Preparing for the Future
- › "Exploding Myths" 25 Years Later
- › Washington CI Case Study Findings: Moving Forward
- › What Can We Do About the Construction Skilled Labor Shortage
- › Data-Driven Production & Visual Communication in Correctional Industries
- › Working with Other State Agencies to Inform Private Employers about the Untapped Workforce in Our Prisons
- › What Can We Do About the Construction Skilled Labor Shortage
- › Management in the Changing Work Culture
- › Building Private Industry Partnerships
- › Keys to Succeed - Reentry Perspectives from Formerly Incarcerated Individuals



# CI IN THE NEWS: CORRECTIONAL INDUSTRIES IN THE MEDIA

## EMPLOYER ROUNDTABLE IN IOWA

Iowa Prison Industries (IPI) participated in an employer roundtable in January featuring several employers who discussed the benefits of hiring formerly incarcerated individuals trained by IPI. At the conclusion of the roundtable, prospective employers toured IPI's sign and welding shop.



## NEARLY FIFTY INCARCERATED INDIVIDUALS RECEIVE JOB SKILL CERTIFICATIONS IN CALIFORNIA

KYMA News covered CALPIA's graduation ceremonies held at the Centinela and Calipatria State Prisons in February where nearly fifty incarcerated individuals were awarded Job Skill Certificates. During an interview, Scott Walker, CALPIA's General Manager, discussed how these certifications help incarcerated individuals successfully reenter society and reduce recidivism.

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# CI PRODUCT SPOTLIGHT



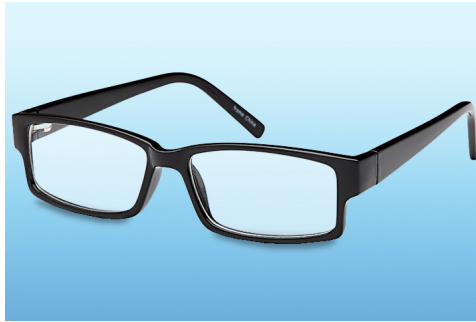
## 3M™ HIGH DEFINITION LICENSE PLATE SHEETING

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.



## BAY PRODUCT

Throughout 2020 Bay Product will be introducing new Architectural products and some exciting new design upgrades to our existing product lines. We have been looking forward to our latest upgrade to one of our most successful product lines 'Divi'. Divi Linear it is now available for quote and specification. Contact your team at Bay Product for more information.



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Our single-vision reading glasses assist with up-close vision and come in a stylish black uni-sex frame. They are available in powers from +1.00 - +4.00.

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Dauphin offers a wide range of contract furniture including desk chairs, tables, multipurpose seating and lounge furniture. Our complete kits and components will help you provide real-world experience that teaches transferable job skills and prepares for post-release reentry and employment. To learn more about how Dauphin can support your Correctional Industries program call 800-631-1186.



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**Humanscale**  
Creating <sup>TM</sup>  
a More Comfortable  
Place to Work



### JOHN R WALD

With an innovative tri-panel mesh backrest that provides custom back and lumbar support and a lightweight design, Diffrient World is, like all of Humanscale's products, simple, beautiful and functional. Diffrient World offers the ultimate user-friendly sitting experience. Feature Humanscale's 15 Year, 24/7 Warranty.



### KEEFE GROUP

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



### MVE

MVE makes consumable products to manage a wide variety of applications: air filters, cartons, janitorial products, laundry products, kitchen products, personal products, plastic bags and more. And if you're looking for "Environmentally Friendly" products, our Good Earth lineup provides the "green" solution. Call 800-329-8486 or go to our website: <https://docservices.mo.gov/mve/>



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Nightingale manufactures a wide variety of leading edge office seating products that compete with the best in our industry. We offer products such as stacking, ergonomic task, management, executive, healthcare, nesting, lounge, 24 hour and specialty seating. We look forward to helping you with your seating program.



### OEI

Whether you add Sutil to an office, training room or collaboration space, its surface finishes ensure that it will suit its surroundings. Base finishes include black or polished aluminum, while mesh back is available in black, grey, or white to complement many seating fabrics. Call OEI to order Sutil today!



### PPG

PPG is your correctional industries coatings partner. We offer not only a full range of tough, durable PPG TRUEFINISH® pretreatment, liquid and powder coatings, but also provide supplies, sundries, technical support, application training, certification for your applicators and local service that keep your shop running smoothly and efficiently.

# CI PRODUCT SPOTLIGHT cont'd.



**INTERIOR**



**EXTERIOR**

## SAFTEY VISION

Our interior and exterior cameras provide continuous audio and visual recording which captures every movement or conversation that may take place. The 41AHD series cameras—both 720p and 1080p versions—capture HD images for clear video evidence. The 630HD exterior camera features an ultra wide angle of 150-degrees, offering superior vehicle coverage to drivers. With HD picture quality at 720p resolution, the 630HD camera provides sharp images in both day and night time operations.



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## TEXAS CORRECTIONAL INDUSTRIES

Texas Correctional industries produces a variety of case good office furniture. Our Sam Houston Series (Pictured) is a classic series full of style. The Stephen F. Austin series is a simple design suitable for all types of office environments and the Designs In Wood series has just a touch of something extra for those looking for something in-between plain and more ornate.



## UNION SUPPLY GROUP

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





# NCIA Webinars

Have you ever missed a Webinar, or wanted to review one you've already taken? Visit NCIA's Webinar Playback Library for training that spans your entire operation and all experience levels!

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These Webinars focus on a specific shop/plant with presentations from subject matter experts providing case studies and specific examples on making your shop processes more efficient and cost-effective.

## Management Topics

Provide all your agency staff with management training and preparation for leadership roles!

## Best Practice Series

This series provides new and experienced CI professionals with training where presenters drill down into the specific Best Practice modules, giving you actual examples of best and promising practices that you can use in your CI program.

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*Information as of FY 2018-2019*







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