WOMEN in Correctional Industries

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

- Promoting excellence and credibility in the field of Correctional Industries through the professional development of its members
- Increasing public awareness of the benefits of Correctional Industries as work/training programs funded in part or whole by the sale of goods, services and commodities produced by offenders
- Supporting innovation in and the development of offender work programs
- Promoting reentry and reducing recidivism by providing offenders 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 mission of the National Correctional Industries Association is to promote excellence and credibility in Correctional Industries through professional development and innovative business solutions that improve public safety and successful offender 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.

Go to www.nationalcia.org to find out more about NCIA!
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WOMEN IN CI

This issue highlights female leadership at every level of the industry, from administration to shop staff. Articles will also feature CI programs for women offenders.

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FOR OVER 50 YEARS
Welcome to the spring 2015 edition of *NCIA News*. I am honored to serve NCIA as president during this time of innovative change and positive growth. I am so eager to work with all of you in the coming months as we introduce the new Reentry-Focused Performance Excellence for Correctional Industries initiative.

As we discover new ways to create the best programs possible, it is worthwhile to reflect on the people whose dedication to the meaningful work of Correctional Industries has brought us to this point. For the first time, this issue will focus on the female employees and offenders who shape our industry. You will learn about the valuable contributions made by female leaders in Correctional Industries. In the past thirty years, our group of four female directors has grown to ten, and dozens (if not hundreds) of women lead projects to develop and implement the best reentry programs the corrections system has to offer.

Among the many examples contained in this book are profile features on Lynn McAuley and Patricia Taylor, two women who exemplify the driven and community-conscious leaders who push our industry forward. Lynn, a five-time CI director, has been a fixture in Correctional Industries since 1980, and her guidance and irrepressible energy will be missed by all of us after her retirement. Patricia Taylor is a friend at the National Institute of Corrections, responsible for many astounding advances in our industry. Pat has been the catalyst behind so many NCIA initiatives include satellite broadcasts, regional offender workforce development training conferences, and our annual CI director training. I’m grateful for female leaders like Lynn and Pat, whose tireless pursuit of excellence proves that individuals have the power to effect lasting changes in our industry.

I’m looking forward to the 2015 NCIA National Training Conference in beautiful Indianapolis and the introduction of the best practices initiative. This is a big year for NCIA and Correctional Industries, and I can’t wait to see and hear of our successes.
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NCIA is starting 2015 with a bang—the national office has moved to a brand new space, and we are preparing to launch the ground-breaking Best Practices Initiative, “Reentry-Focused Performance Excellence,” at this year’s annual training conference in Indianapolis. Our new office is in the historic Mt. Vernon neighborhood of Baltimore, closer to downtown and in a space that will streamline our work. We all love it, although its position right above one of Baltimore’s best coffee shops may prove dangerous for our more caffeinated staff members.

This year’s conference marks the beginning of the Best Practices Initiative created by NCIA’s Reentry Task Force. Following the conference, CI professionals will be directed to the CI Reentry-Focused Performance Excellence Online Resource Guide, where they will find CI’s best and promising practices accompanied by resources, statistics and CI models for success. As our partner in reentry, the National Institute of Corrections (NIC) has once again offered their ongoing support in this initiative and will be hosting this website for NCIA, strengthening what is already an outstanding collaboration for the benefit of our field. Stay on the lookout for updates!

The Best Practices Initiative would not be possible without the members of NCIA’s Reentry Task Force: Patricia Weiland, Chairman (TN), Karen Brown (NC), Gayle Lambert (MT), Mike Herron (IN), Mary Mitchell (FPI), Tony Miller (PA), Brenda Chandler (MN), Wilhelmina Picard (VT), and Pat Taylor from NIC. They’ve spent the last two years putting together the ultimate resource for CI professionals, and I am incredibly grateful for the determination and passion they bring to our field.

The Reentry-Focused Performance Excellence Guide will empower each Correctional Industries organization, no matter the size or structure, to maximize impact. From reducing recidivism and increasing public safety to improving offender success, ensuring sustainability and enhancing operations, this is an historic step for the field of Correctional Industries. We will finally have a comprehensive resource to guide us as we improve organizational focus and performance through strategic planning and measurable results, communicate and share best practices, understand and manage organizational performance, and discover new learning opportunities. We’ve been incubating this for two years, and we cannot wait to share it with you.

I’d like to thank Lynn McAuley, Patricia Taylor, and all of the women featured in this edition of NCIA News. Your tenacity and spirit represent an essential part of Correctional Industries.
The Luxe Textures Collection

Featuring four recycled polyester patterns with unique textural constructions. Brilliantly crafted using dense, recycled boucle and chenille yarns, these fabrics offer a harmonized palette of neutrals and brights in a multitude of exciting design choices. With Crypton 2.0, Luxe Textures is perfect for hospitality, education, retail and healthcare as well as residential environments.
WOMEN IN CORRECTIONAL INDUSTRIES

By Patricia Weiland, Chief Executive Officer, TRICOR

“We work in an industry led by many great women and men at every level. I was appointed as head of TRICOR nearly 20 years ago, and at that time I was one of only four women to lead a state program. Over the years this number has grown but has yet to increase beyond ten. This is not an easy position for anyone but I am always impressed by the strength and character of the women that join the leadership ranks and how they are committed to move our industry forward to ensure it remains relevant. A heartfelt thank you to Gayle Lambert who is moving from President of the NCIA Board to Chairman and a welcome to Karen Brown who is our new NCIA Board President!

At TRICOR, we have made it a priority to improve the job opportunities available to our female offender workforce. Our Prison Industry Enhancement (PIE) Programs have historically been located at male prisons due to the type of industry space, available number in the offender workforce and location of the prison. These programs afford the offenders the opportunity to earn higher wages. In an effort to improve the wage scale for the female offenders, TRICOR relocated its License Plate operation to industrial space in close proximity to the Tennessee Prison for Women. The work opportunities at this operation are now available to the female offenders and the pay rate is minimum wage. I am so proud of all the women, civilian and offender, working at this operation as the transition has been seamless and the product quality excellent.

I have a special place in my heart for the women I work with at TRICOR. They are leaders and role models, mothers, sisters, wives, students, grandmothers, aunts, friends and mentors. Several have taken on the responsibility of raising grandchildren or nieces and nephews so they would not become a statistic, or worse yet, be an offender working in TRICOR. Some have returned to college as adults to set an example for their children and to know that they can do it! Some have worked so hard on our coaching initiative that they have become some of the best teachers I have seen. Several volunteered to become Thinking for a Change facilitators in an effort to enhance the offender experience within TRICOR. This is above and beyond everything else they are responsible for doing daily. I am proud to call each and every one my friend and part of my extended family.

I would be remiss if I did not mention one particular individual within CI that represents Servant Leadership at its core. She has worked tirelessly with both CI and the National Institute of Corrections (NIC) to help build CI into a nationwide industry that is a relevant part of the Reentry Initiative. She at times works for every single director in this country but does it with a smile and the same energy she had the day she started. Her memory is like a steel trap and she keeps many of us from taking hours looking for something and says “let me send that to you (again)”. She represents CI nationally with all the strength and grace you could ask for. I am also blessed to call her my friend, Gina Honeycutt. We appreciate everything she does and how she makes our job just a little bit easier.

To all the up and coming female employees within the ranks of CI, I say Carpe Diem! There are many opportunities for you so pay your dues, make the hard decisions and lead from your current opportunity. The best is yet to come!
LYNN MCAULEY
A Pioneer in CI for Over 35 Years

Lynn McAuley has always recognized the value of supporting her peers. In a recent interview with NCIA, Lynn states, “the first thing I do when [a new CI director] comes through is send them a welcome and ‘let me know if I can help you.’” She has always valued her peers in CI, and she is confident that despite her retirement on March 2nd, 2015, after 35 years of building and evaluating great Correctional Industries, she will continue to help CI be the best it can be.

Lynn McAuley is a prolific figure in the history of Correctional Industries. When she and her family moved to Washington state in 1980, she applied to the Washington Department of Corrections as a deputy director of Correctional Industries. Out of 96 applicants, she was the only woman and the only candidate with any manufacturing experience. Her results were so impressive that Hawaii later hired her to expand their CI operations. After ten years in Hawaii, she retired but was soon recruited by Idaho, where she built their CI program for 4 years before earning a Master’s degree in Criminal Justice in 2007, after which she ran industry operations in Arizona and finally Wyoming, where she has stayed for the last five-and-a-half years.

Lynn is driven by a deep desire to make a difference, which is why she pursues every opportunity she can to get involved in Corrections. “I like to travel, I like to be able to make a difference, I like to be involved. If I’m going to go to ACA [the American Correctional Association], I don’t want to just go. I want to go and be able to do something that will benefit ACA—the organization and the participants.” Over the course of her career, Lynn was an auditor for PIE, ACA, and PREA. She has served as Chair of the membership committee on ACA for many years, co-chaired a Corrections conference in San Francisco, and was the first female president of the Correctional Industries Association, now known as NCIA. She co-hosted the first national CI training, the seed of NCIA’s National Training Conference, and was the first female president of NCIA. She is also very active on the board of the Association of Women Executives in Corrections.

Lynn says she has seen considerable change in CI during her career: “When I started in 1980, it was very difficult for women to get advancement in corrections, and the only reason that I was able to come in from the outside at the level that I did was the fact that it was just so specialized to have manufacturing. When I was director [in the 1980’s], I think there were four females. Now I think we have around ten of them. It’s improved quite a bit in the last ten years.

“In the 80’s there was a lot of networking, a lot of ideas, but in the 90’s they started using these ideas…the last ten years have been amazing. What NCIA has been able to do for

Industries is just awesome. Before, we didn’t have an area where we could get information and assistance…NCIA has such credibility and accountability now…Before, we didn’t have a voice. Now we have a voice, and it’s a very respected voice.”

Her favorite part of working in CI is her colleagues’ willingness to help others through the difficulties of being a CI director. She says, “the reason I’ve been so successful is when I first began, I got to know a lot of the different directors in different areas…I utilized all my friends, the directors from the other states. I think it’s the knowledge that all of us in industries understand the difficulties of it and know how we can help each other.”

Looking back on her career, Lynn is grateful for the challenges and rewards of working in Correctional Industries: “To think that a lot of people do what they do because they have to—the things that I do, I do because I want to…every morning I get up and I think ‘okay, let’s see, what can we do today? What can we get done today?’ and it’s just been a wonderful, wonderful experience.” She considers it a career highlight to have supported her fellow CI professionals by mentoring incoming directors and nominating her peers for the Rodli award. Other career highlights include being the first woman to receive the Rodli Award, achieving accreditation for her Correctional Industries in Hawaii and Wyoming, and helping develop ACA’s new performance-based accreditation standards.

Although she believes this retirement will be her last, Lynn won’t let being retired keep her from doing what she does best. “I will still be involved as long as I can, as long as I can make a difference, and as long as I can contribute.”
**KEEPPING SHOPS SUPPLIED**

By Clark DesSoye
Marketing Director
Arizona Correctional Industries

“It’s a fun job,” says Vicki Fitzpatrick, CPPB, Purchasing Manager at Arizona Correctional Industries (ACI). “There’s something new every day: sometimes daunting challenges, sometimes tremendous satisfaction!” Her job impacts the central office, sales and every shop throughout ACI. Without the efficient purchasing and delivery of raw materials, the shops cannot fabricate finished products for the sales team’s customers. And the pricing for many of these finished products are fixed as part of state contracts, so she can’t simply pass along rising material costs—she constantly needs to find ways to save.

Vicki regularly purchases products—from office supplies to raw fabric and steel by the ton—from more than 200 different vendors. And though some of it arrives via UPS, FedEx and the USPS, most of the products she buys each month arrive by the truckload (or several trucks). “Freight costs are a huge part of our overall expenses,” Vicki explains. “Buying 40,000 pounds of aluminum from a supplier in Chicago is a lot different than ordering two dozen sets of shampoo and conditioner to restock the shelves in the hair salon I owned 20 years ago in West Virginia.”

Born and raised in Arizona, Vicki began her family here and enjoyed a comfortable life as co-owner of a hair salon in Glendale, just outside Phoenix. But when her mother-in-law got ill they headed east to help with her care. “I really loved the four seasons in the Appalachian hills,” she recalls, “that was totally new for me coming from the desert here.”

She had settled in nicely, started a new business and dealt with her teenagers’ complaints about uprooting them to move east, when her husband, a West Virginia native, suggested they move back to Arizona. With most of her family still here and their children off to college, she quickly agreed. She had grown tired of the salon business by then, so decided to explore other options when she moved back to Glendale. As a small business owner she had learned by necessity many accounting, payroll, purchasing, invoicing and management skills that she could provide in many different business environments. Little did she know that when she accepted an offer as the account receivables clerk at ACI in 1997, she’d be working at an organization that in itself is many different business environments.

Over the years since she started, Vicki has also applied and enhanced the other skills she learned in her own business. She moved to offender payroll, then accounts payable, becoming a buyer in 2000. Two years and two promotions later, she was named Purchasing Manager, taking responsibility for all procurement actions at
ACI. At the same time, she was taking online classes to earn her Bachelor of Science degree in Business Management (2004) and her designation as a Certified Professional Public Buyer (CPPB, 2005). She has also taken other classes in contract administration, purchasing negotiation and other related topics to increase her skills to the benefit of ACI.

Today Vicki supervises two buyers as well as three offender clerks and writes all RFPs (Requests for Proposals) and IFBs (Invitations for Bids). She serves as chairperson at proposal evaluation committee meetings, evaluates contracts and researches current procedures and procurement rules and regulations. In addition to writing and reviewing contract components, negotiating contracts and monitoring contract compliance, she also develops policies and procedures for contract management and relays them to the staff.

On her résumé all this seems like a typical career in a typical business. But to really understand the challenges of her job, you need to understand ACI. Not quite a private business, not really a state agency, Correctional Industries are a truly unique place to work. “Running your own business,” Vicki explains, “you make all your decisions based on what makes the most sense for the business. But here, there are all kinds of other considerations. The big ones for me are the State Procurement Office (SPO) regulations.”

As with any government agency, there are rules established to ensure that certain contractors and suppliers do not receive special treatment in the goods and services they sell to the agency. These rules protect taxpayers who can be assured that companies are not unfairly profiting from government contracts. Over the years these rules have generated good and bad reviews, famously soliciting questions like, “Do you really want that bridge built by the contractor with the lowest bid?”

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“If all I had to do was put out bids and then buy from the lowest one, my job would be easier,” Vicki explains, “But there’s a lot more to it than that. I need to consider the reliability of the supplier, their soundness as a company (if I sign a five year contract with them, will they still be around in five years) and a myriad of other intangibles.”

The biggest challenge for Vicki when she moved from private industry to ACI was managing staff and offenders. “When you’re the boss and owner,” she explained, “you can hire, promote, incentivize and let people go based on your own judgment. Done. But here it’s a whole process with HR and management and sometimes even waiting for legislative approval when it comes to staffing.”

“The offenders I work with have surprised me with their professionalism and positive approach to their jobs. I really enjoy working with them,” she grinned, “I constantly have to be careful not to blur the lines. As much as we want to treat them exactly the same way we treat paid staff, they are offenders in our custody and we need to keep that separation.”

Another difference working with ACI, as opposed to a private business, is the variety of products and services offered. Usually a sign maker just makes signs and a metal fabricator just makes fences or benches or enclosures. At ACI there’s a sign shop and a metal fabrication shop and a print shop and several sewing shops and wood and upholstery shops, “then one day a couple of years ago they tasked me with purchasing food for 64,000 catfish and 100,000 neons (baby tilapia)” Vicki exclaimed. “You’re always learning new markets, researching possible suppliers, evaluating purchasing options.”

During her 18 years at ACI it has grown and evolved and, in many respects, become more business-like in its operations. “It’s still a challenge with the constantly changing rules and regulations,” Vicki concludes, “But I enjoy the work. I like training new staff and offenders and discovering new vendors and contractors. I’ve seen how we do change the lives, for the better, of the offenders we work with and that makes it all very fulfilling.”
NCIA MOVED TO A NEW OFFICE!

During the first week of January, NCIA’s national office moved to a new space at 800 North Charles Street. Located in the historic Mount Vernon district of Baltimore, the new office will make our work faster and more efficient.

We weren’t looking forward to the stress of moving our desks, chairs, and conference table into the new office. Thankfully, a team of offenders from Maryland Correctional Enterprises stepped in to lend a hand and transported our furniture to the new building!

Thank you, Maryland Correctional Enterprises!
Colorado Correctional Industries’ (CCi) total staff account for 200 employees. Of that, our female work force consists of just over 20 percent, but of that percentage, there is 100 percent compassion, dedication and integrity that emerges from each of our female staff members. We are a strong part of the success CCi realizes each year, and we are proud of it! However tempting it would be to highlight each female staff contributor, we have selected a handful of female leaders within CCi who deserve special acknowledgement for their ideas, their actions, their honesty, and their strengths—they all represent the qualities of our typical CCi female staffer throughout the state of Colorado. You go girls!
Our Communicator: Amy Bradley, CCI Colorado Offender Phone System Supervisor

Amy Bradley, CCI’s Colorado Offender Phone System (CIPS) Supervisor started with the Colorado Department of Corrections (CDOC) IG department in 2000 and was transferred to CIPS just two short years later when this program still fell under the CDOC. In 2008, CCI took over this operation, and within two years, Amy was promoted to her current position of CIPS Supervisor.

Over the next five years that followed, there have been numerous internal improvements implemented, under the guidance of Amy, for the benefit of CCI and our offender population. One such project was automating Canteen orders via the phone system. This has saved staff input time, thus decreasing costs for CDOC, and increasing profits for CCI. Externally, our offender population has also benefited by making this process more efficient and user friendly, not to mention shifting the responsibility to our offenders for the accuracy of order placement!

This project has been running smoothly since 2012, and Amy’s leadership continues to be a contributing factor to its success! “Amy’s program is one that runs quietly in the background, but when the system goes down, from time to time, Amy and her team step up and tackle each issue with verve until resolved. She always has a great attitude and is very proud of her program,” states Amy’s supervisor Dennis Dunsmoor, CCI Canteen Manager.

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Our Provider: Mary Provost, CCI Goat Dairy Supervisor

When Mary Provost stepped foot onto CCI’s Goat Dairy in 2009, there was a lot of work to be done. At that time, we had 300 goats in need of proper facilities. There was no appropriate milking parlor, no suitable sheds, nor a baby barn for the occasional birthing’s. That didn’t stop Mary! In short order, she was able to utilize her resources and started converting old buildings into usable work space.

Over the last six years, we have grown from 300 head to 2,100 head, with most being milked twice a day. CCI now occupies a milking parlor that will milk 56 head at one time, eight housing barns, and one birthing barn. The birthing barn was converted from an old chicken house, and can house 1,000 babies at any given time. Mary’s entrepreneurialship and keen eye for tapping into usable resources has impacted our goat program tremendously!

Today, Amy is hard at work, implementing a pilot program for video relay phoning for the hearing impaired. Currently, hearing impaired offenders must use a TTY kiosk, which requires typing on a screen to a relay operator, and the operator reads those messages to the called party. Having direct video access would allow offenders to sign to a translator, who would then quickly relay the conversation to the called party, and visa versa. Sign language is the preferred method of communication for the hearing impaired, and having this capability would save time during phone calls, allowing for better and increased communication between calling parties within a limited amount of calling time. Statistics have shown that hearing-impaired offenders who are able to continually communicate with loved ones, contributes to decreased recidivism rates—a win-win for Colorado taxpayers and our offenders. This pilot program is scheduled to launch this year and CCI is anticipating great success! Now you’re talking, Amy!

Over the last four years, in an effort to offset and manipulate breeding schedules to produce kids during off seasons, Mary started experimenting with light breeding. Goats exposed to fluorescent lights in their pens for 16 hours per day results in a close to 60% success rate for pregnancies! This new method will allow CCI to keep milk production rates higher during off season. It not only improves on CCI’s bottom line, but helps to keep 32 offenders working without a lot of down time. Now that’s thinking outside of the box!

100 percent of CCI’s goat milk is purchased weekly by three joint venture partners who produce artisan goat cheese. One long-term partner has stated, “If CCI had

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not provided excellent quality milk and service, our dairy would not be in business today—there are no private dairies in Colorado which can provide us with the amount of excellent, quality milk, as provided by CCI.” When asked for a statement about Mary, CCI Agribusiness Division Manager, Jim Heaston, stated, “Mary is a dedicated employee and always does a great job. She has handled any responsibility assigned to her and has been the backbone of our goat dairy since the day she was hired. Mary has grown our dairy into a profitable business, and we are lucky she's on our team.” Mary continues to be instrumental in the success of CCI’s goat dairy, as well as contributing to the business of our joint venture partners. Mary is an asset to CCI, and we're not "KIDDING!!"

Our Originator: Patricia Hart, CCI Southern Canteen Supervisor
Patricia Hart has spent the last 17 years working in correctional facilities. Patricia originally came to CDOC as a temporary administrative assistant, and it only took one year for CCI to notice Patricia, and recruited her to assist in our Sales and Marketing division. Patricia used that time to learn about CCI’s divisions, and got a taste for working in our production shops which would serve her well later in her career. She took a detour for four years, working in various CDOC departments, before “coming home” to CCI in 2009 to work in our fiscal division. After a few years crunching numbers, Patricia was promoted into our specialty sewing shop. Patricia loved working in, and excelled in this shop for over three years, but due to unforeseen circumstances, this program recently moved to another part of the state. At the end of 2014, Patricia was reassigned to our Central Canteen program.

Patricia is a working supervisor; she enjoys “getting her hands dirty” by working with our offenders, and creating solutions to new projects that arise. Her positive attitude was infectious while working in the sewing shop, as offenders were showing improvements on their quality and quantity, while under her direction. She consistently instilled positive work ethics, customer service, quality products, pride, and value in the products produced by this shop. Patricia is quick to acknowledge her offenders’ accomplishments, and always gave her team the credit for jobs well done. Dennis Dunsmoor, CCI Canteen Manager and Patricia’s supervisor notes, “Patricia’s innovative approach to taking sample products, redesigning with faster and simpler methods, without losing the quality, has allowed many products being manufactured in foreign countries to be brought back to Colorado.”

Some of Patricia’s proudest moments came in the form of her offenders. “Seeing the change in our offenders’ demeanor, their confidence, pride, and knowing that they have achieved a skill to take with them when they leave, is the ultimate reward. I feel like I’ve made a difference in some lives and that is great!” CCI agrees with this sentiment; we are “SEW” happy Patricia is part of our circle and is making a difference for CCI on a daily basis!

Our Innovator: Sandy Gray, CCI CAD/GIS/DMV Call Center/Website Supervisor
Sandy Gray is a mover and a shaker! In 1998, after working for the CDOC for two years, Sandy came to CCI to assist with development of CCI’s web site, which was in its infancy stage. She was given a small staff of offenders to help with website programming in what used to be called “cijvp.” Our web site has since been renamed coloradoci.com, and encompasses 13 manufacturing programs, 13 service centers, two gift shops, and six agricultural departments. Program pages within our web site are expected to increase substantially over the next three years.

CCI’s web is the only site in the United States to be maintained by offenders, trained through our web student program. Offenders perform programming and graphics in house, and test on our intranet. Sandy is responsible for overseeing the uploading and quality control to the outside site. In 2001, Sandy’s shop implemented on-line ordering for our customers. Sales during that first year amounted to $53,693; 13 years later, in 2014, CCI booked $11,036,406 in sales!!

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Automation has come a long way since the earlier days, and so have the many projects our web program has implemented. Some web projects include: Canteen searches; Colorado Auto Sales through eBay motors; Juniper Valley Dairy; Old Max Chopper products and sales; and our newest creation Colorado Print On Demand (www.coprintondemand.com). This site is used for activating specialty license plates once received through the mail. Over the last seven months, CCi has activated over 1,600 plates!

Additional programs under Sandy’s direction include DMV customer service information call center for all DMV offices in Colorado; CCI customer service phone center designed to provide CCI customers status of their pending orders; and, AutoCAD and CAPS programs for producing model 2D and 3D drawings of modular furniture, seating products, lounge furniture and case goods. When referring to public access to CCI’s web based programs, Sandy’s favorite tag line is, “If we build it, they will come.” This rings true every day—Sandy was instrumental in building and implementing CCI’s web based programs for public use, and yes, “they” continue to come!

Chris Sanchez, CCI Site Manager and Sandy’s supervisor for nearly 16 years declared, “Sandy’s contributions, not only to her programs but to CCI as a whole, are remarkable. I could not ask for a more dedicated employee. She is extremely hard working, and has an attention to detail which is very impressive.”

When Sandy was asked what she was most proud of during her tenure, Sandy stated, “My greatest success and accomplishments come when I hear that any one of my offenders, who have been released, is doing well on the outside. I am proud to say I have made changes in many of our offenders’ lives.” Sandy’s contributions are substantial, and will leave a lasting mark on CCI’s, and our offenders’, success.

Our Go-To Girl: Brenda Marino, CCI BT Administration Supervisor
When any of CCI’s Canon City Agribusiness programs are in need of administrative assistance, Brenda Marino is on speed dial! Brenda started her CDOC career in 1993 as a Warden’s assistant. Within four years time, CCI picked up Brenda to support our Manufacturing division. In 2002, after five years of additional training, Brenda was promoted to our Agribusiness division as Supervisor/Office Manager. She ran a small crew in the administration offices, working with both male and female offenders.

Today, Brenda oversees 11 female offenders, assisting with CCI’s accreditation process and ACA security audits. Brenda’s responsibilities are varied from day to day, as any administration office would flow. Some key areas of responsibility Brenda is charged with include vulnerable assessments, tool and key control, background investigations for visiting personnel, payroll for both staff and offenders, as well as setting up and assisting with agribusiness tours.

In 2008, Brenda was voted to the NAIA board as an auditor, and has held the offices of Vice President, President Elect and President. She volunteers her time for this organization and is highly respected by her peers. Brenda’s agribusiness division manager, Jim Heaston, states, “Brenda is very dedicated to her program. She excels at offender job training and administration. She has very good working relationships with staff and offenders alike, and is an asset to the BT administration program.”

One of Brenda’s brightest accomplishments is that of helping to set up the CCI/BT Help Desk program where offenders answer/log phone calls received by CDOC staff when computer problems arise. Brenda’s offenders are the first line of support to customers, and they must be trained and ready to field any number of problem areas on any given day. When CCI’s agribusiness program staff need something done, they go to our “go-to girl!” Brenda will get the job done!
Our Rescuer: Debi Stevens, CCI Prison Trained K9 Companion Program Supervisor

Debi Stevens, CCI’s Prison Trained K9 Companion Program (PTKCP) supervisor, has been training dogs since she was age 17 (let’s just say for over 30 years!). She received her training at the Belleville Dog Obedience Club in Nebraska and in 1984, opened and operated her own dog training business. Debi and her dog, Buff, achieved recognition as one of the top scoring Labrador Retrievers in obedience competition in the United States, scoring high enough to receive Buff’s World Dog Award.

Debi was approached by Steve Smith (CCI Director, retired) in October, 2002 to start a service dog socialization program on our behalf, but after much discussion and research, Debi convinced CCI to focus on rescue adoptions, adopting out dogs for a fee and generating revenue for the program. CCI quickly hired Debi in 2003 to implement and expand this new program, and we haven’t looked back since!

Our PTKCP program started with five female offenders in 2002, and in just over 14 years, CCI currently employs 146 offenders (28 of whom are female) within eight prison facilities. Debi’s vast accomplishments include authoring our offender training textbook, setting up the required testing program, teaching the program, and continues to increase offender employment. Debi has written or been interviewed for articles for many national magazines, television programs, and radio stations. She is frequently requested to speak at female leader or animal related seminars due to the success she has achieved for CCI.

Debi’s accomplishments don’t stop at CCI’s program. She has helped hundreds of offenders receive apprenticeship credits from the U.S. Department of Labor and is looking to find a way to expand further credit hours for the offenders. Debi is working with the University of Denver, Institute of Human Animal Connection, in quan-

Continued on page 20
Continued from page 19

tifying the positive effects dogs have on offenders. Debi’s supervisor, Jim Heaston, CCi Agribusiness Division Manager, said, “Debi is one of the premier trainers in the state of Colorado. She is extremely dedicated, and takes personal pride in her program. She always goes above and beyond to get the job done, taking the dog’s intelligence, needs and training in consideration. She is like no other!”

Debi’s success is noteworthy and quantified. “When I take a look back at the number of people and dogs I have helped come through our program, I’m overwhelmed. Our canine program has helped rehabilitate hundreds of offenders, and have trained over 9,000 dogs, their owners and family members. Touching so many lives makes me feel pretty fantastic. I would have never imagined that I would help make over $3 million for CCi with “throw away” dogs! With all the offenders and clientele who have been affected by this program, it makes me wonder, ‘Who is saving who?!’”

For further information on any of our CCi programs or services, please visit our web site at www.coloradoci.com, or call Cheryl Ahumada at (719) 226-4200.

NCIA WELCOMES NEW MEMBERS

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Laurie Cochran’s new furniture manufacturing operation and her recent promotion are more than enough to prove her success as a leader. Laurie began her career in corrections at the Mt. Pleasant Correctional Facility in June, 2000 as a Storekeeper III. For eight years, she was responsible for entering and monitoring all maintenance work orders for this facility and for purchasing, marking and the complete inventory of all institutional tools and equipment.

In January 2008, Iowa Prison Industries (IPI) hired Laurie to be a State Industry Technician at the Mt. Pleasant Correctional facility to help meet increasing demand for dorm furniture. Due to Laurie’s excellent rapport with the Mt. Pleasant facility, Laurie was able to set up the operation, finalize policies and procedures, and interview and hire offenders for this new operation quite quickly. Laurie and her team excelled. They far exceeded IPI’s expectations on production turn around, quality, and the overall efficiency of the shop—it seemed no matter how much production IPI placed on Laurie and her team, they were able to meet increasing demand with a can-do attitude.

In December 2014, Laurie was promoted to Senior State Industries Technician in recognition of the excellent leadership skills she had demonstrated in meeting very large dorm orders with high quality products.

Mt. Pleasant Correctional Facility is a treatment facility, so the turnover rate in her shop is high compared to other industry operations. Even with constant turnover, Laurie and her team continue to meet production dates with high-quality products under her guidance.

Laurie has exceptional teamwork skills and has led her team at the Mt. Pleasant operation through her vision, tenacity and strong leadership. She has high expectations, but does not expect anything from her team that she is not willing to give. Laurie has high standards for quality and you will see her on the shop floor, personally inspecting the furniture before it leaves her shop.

While undertaking all of this work and responsibilities, Laurie is also a devoted family woman and is deeply involved with her church, volunteering much of her time helping with church activities. She and her family also enjoy riding horses and camping. Between work, family responsibilities, and all of her time volunteering and helping at her church, Laurie has little to no “me time,” but you’d never know it because she has a wonderful, positive attitude, a smile on her face, and a great sense of humor. You could not ask for a better role model for a woman in corrections than Laurie, and I am very proud to have her as part of my team.
PATRICIA TAYLOR
CI’s Passionate Advocate

P. Elizabeth “Pat” Taylor is all about achieving measurable results. As a Correctional Program Specialist with the National Institute of Corrections (NIC), she studies the latest research and trends in corrections in order to inform and improve CI operations all over the country. A key part of her job is starting conversations, entertaining notions and adding the best and promising practices to CI training curricula. Among her many accomplishments, her contributions to CI include spearheading three national conversations about CI and its impact on offender reentry via satellite broadcasts, planning regional offender workforce development trainings led by an all-CI OWDS team, developing and implementing the CI Leadership Training (formerly called CI Director Training), participating on the NCIA Reentry Task Force’s CI Reentry-Focused Performance Excellence initiative, and being recognized with NCIA’s esteemed McLaughlin Award in 2013.

Pat stays on the cutting edge of corrections by reading articles, attending trainings and spending time in the field, which she considers essential to understanding Correctional Industries. In conversation with Pat, she says her personal goal is to be both effective and efficient, which means going out into the field and getting to know the elements of CI firsthand. “I have to go to the institutions, I have to sit down and have conversations with people on probation, people who are incarcerated, and also the staff to have a better idea of what the reality is…The only way I can stay current is to get back out into the field and ask questions and have conversations with people.”

On the NIC side, Pat is a project manager. Part of her responsibility to the federal government is to develop plans of action and identify goals and objectives with measurable outcomes. But when she comes to NCIA with a plan or idea, it is a collaborative process that gives her unique insight into Correctional Industries. “The only way to work effectively is to work with and know the people that I’m working with and working for. And it’s funny—on certain levels I almost feel like I’m part of NCIA. I don’t have a CI program, but I feel like I’m part of the family as well because I’ve been around people for so long that I can appreciate the struggles and issues… I can understand their challenges as organizations fighting their way to the table.”

When Pat was assigned to work with Correctional Industries, she wasn’t sure what to expect. But when she met them, “there was such eagerness, this receptive group.” She saw in CI staff a genuine interest in improving their services and training, not just for the sake of their industries, but for their offenders’ sake as well.” Seven years since that first meeting, Pat is deeply invested in helping CI reach the next step. She likens the collaboration and spirit of progress to her experience with the satellite broadcasts: “When we did our first broadcast, we were talking during the evaluation, and then we were talking about the next one, we did the next one and we started talking about where do we go now, and we started developing a curriculum.”

NCIA doesn’t know where it would be without Pat Taylor. Her contributions add up to an extraordinary seven years creating new opportunities for Correctional Industries and enhancing current operations with the implementation of cutting-edge research. “We have in collaboration developed a CI leadership training that non-CI professionals are trying to gain admissions to… When does that happen? … In the end I look at the deliverables. We have the regional offender workforce development training, we have the leadership training, we have the online toolkit, we have the three broadcasts… We have good solid products that can inform the up-and-coming CI leadership but also inform the corrections field: this is what CI stands for. This is what they provide. This is your partner in reentry on a national level.”
WOMEN WORKING IN NORTH CAROLINA CORRECTION ENTERPRISES

By Mary Helen Bullard, Plant Manager and Tracey Goodwin, Correction Enterprise Manager III North Carolina Correction Enterprises

The Quick Copy Center and the License Tag Plant are two North Carolina Correction Enterprises facilities whose workforce comprises female offenders. Both plants are located adjacent to the North Carolina Correctional Institution for Women in Raleigh, NC. The facility opened in 2002, replacing plants that had been in operation at Central Prison, a maximum custody male facility.

The Quick Copy Center started its operation at Central Prison in 1959 with slow, single copy duplicating machines. Today it has evolved into a networked, digital production publishing operation capable of producing high resolution documents at a rate of 288 pages per minute. When this plant was located at Central Prison, the offender workforce was male. Now each print order is produced by a female offender and involves a unique specification that must be accomplished in an efficient manner with the highest standard of commercial output. Work is performed on several technologically advanced pieces of digitally-networked high-speed printers and bindery printing equipment. Approximately eighteen pieces of equipment are computer or electronically controlled and require considerable technical skill to operate. They also handle the shipment of finished products and the receiving of supplies in the Enterprise Quick Copy Center.

In 2010, the Quick Copy Center added a framing operation as well as an office signage division in an effort to extend services to its customers. The framing/office signage division utilizes female offenders from the North Carolina Correctional Institution for Women minimum custody facility. The matting and framing operation has had the opportunity to work on some very challenging and intricate artwork, from a priceless pair of ballet slippers, several Egyptian papyrus scrolls and military uniforms for our retired soldiers to various signed and numbered fine art prints, posters and collage artworks. The female offenders provide exceptional attention to detail and extreme pride in the work that they produce.

The License Tag Plant began manufacturing tags for the North Carolina Division of Motor Vehicles in 1927 at Central Prison. In 2002, the operation was relocated to a new facility at the North Carolina Correctional Institution for Women, making North Carolina the first state to utilize female offenders in the production of license tags.

The License Tag Plant manufactures an average of 16,000 tags per day (approximately 3 million per year) utilizing a workforce of 61 offenders and 7 staff. The NC Division of Motor Vehicles offers more than 150 options of collegiate, sports, special interest group, charity, club or other organization specialty tags.
that the plant manufactures. In July 2015, North Carolina will begin offering two general issue plates to the public: the historical First in Flight background and the new First In Freedom background, honoring the Mecklenburg Declaration of 1775 and Halifax Resolves of 1776. In addition to manufacturing, the offenders at the License Tag Plant gain valuable experience in raw materials management, production scheduling, quality assurance, packaging, forklift operation and graphic design. Through in-depth technical and soft-skills training, these female offenders are well prepared to work in any manufacturing environment upon release.

As part of the current NCCE Strategic Plan, Tracey Goodwin, Assistant Plant Manager of the License Tag Plant, and Gayla Smith, Correction Enterprises Supervisor II of the Quick Copy Center, have both obtained General Instructor Certification to further staff development and training. The Strategic Plan also included the objective to increase offender training opportunities. Ms. Goodwin and Ms. Smith are currently teaching a course for female offenders in the Thinking for a Change curriculum. Ms. Goodwin and Ms. Smith teach the class two days per week once production has been completed. NCCE is committed to providing marketable job skills and transitional opportunities for female offenders in a professional and safe work environment while providing quality goods and excellent service to our customers at a savings to the citizens of North Carolina.

Two offenders work on the blanking line at the license tag plant

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• Seat: 18 1/2" x 18 1/2" 11 ga. sheet steel
• Back: 15 1/2" x 14 7/16" 11 ga. sheet steel
• Lt. gray powdercoat finish
• Can be bolted to the floor.

Metal Single Bunk Bed
• Heavy-duty institutional bunk bed features 11 gauge hot roll steel pan sleeping surface with 15- 3/4" holes
• Heavy welded steel construction with
• 32 7/8"H x 28"W x 80"L - Single Bed (Mattress not included)

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• Heavy ga. metal construction, welded throughout for added strength.
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• Provisions have been made for bolting bench to the floor if desired.
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The National Correctional Industries Association’s 2015 Conference is an unrivaled event in the field of Correctional Industries. It will provide great opportunities for professional growth while strengthening and building partnerships. The training workshops and networking opportunities are matched nowhere else, and an extensive exhibit hall allows for a hands-on look at the most current products and services in Correctional Industries.

Join your colleagues at this groundbreaking event, where NCIA will kick off the CI Best Practice Model, which will provide our field with the direction and tools necessary to make significant contributions to the national reentry initiative. After two years in development, NCIA will launch its national CI Best Practice Model, entitled “Reentry-Focused Performance Excellence,” at the NCIA National Training Conference! The Best Practice Model is comprised of 10 separate components that fully integrate into a comprehensive approach that maximizes what a CI program can accomplish through the context of work. By utilizing this roadmap of best practices, CI agencies can improve operations and reduce recidivism at the same time.

NCIA has combined the ten best practices into the five workshops offered at this year’s conference. Conference registrants will cycle through all five workshops to introduce themselves to an overview of each of the ten best practices. At the conference’s close, the Correctional Industries Reentry-Focused Performance Excellence Online Guide will be available to everyone in the field. From strategic planning to staff development to providing post-release employment services, the workshops will provide registrants with the best and promising practices in the field that are sure to improve and enhance your unique Correctional Industries.

Prepare | Strengthen | Succeed
NCIA 2015 WORKSHOPS

Building the Foundation
Incorporate Strategic Planning | Maintain Financial Sustainability
Strategic Planning is the cornerstone of implementing and sustaining reentry-focused performance excellence. This session will focus on defining your organizational direction, financial sustainability, resource allocation, cost controls, measurements and tools to get you started.

Investing in Your Assets
Engage Stakeholders | Recruit, Develop and Retain Staff
Correctional Industries operate under three spheres of influence: government, business and societal. It is important to understand the requirements and impact of each, as well as their relationships to each other. This session will focus on developing and maintaining relationships with stakeholders including employees who are technical experts, work coaches and mentors.

Equipping Offenders
Provide Certified Technical Skills Training | Implement Certificate-Based Soft Skills Training
By equipping offenders with certified technical and soft skills training, the likelihood of their successful reentry into the community increases. As the former offender transitions to the community, technical skills ensure that they can perform the job tasks while soft skills enable them to retain employment. This session will share best practices for training offenders.

Strengthening Opportunities
Maximize Offender Job Opportunities | Replicate Private Industry Environment
Taking a systems approach to maximizing offender participation in CI programs is important to increase successful reentry for the greatest number of offenders. Reentry success is enhanced for offenders when your CI utilizes the same processes, controls, procedures, and equipment as private industry.

Achieving Reentry Success
Create a Culture of Offender Employment Readiness and Retention | Provide Post-Release Employment Services
There must be a change in the focus of CI organizations from making products to building lives. Research confirms that employment is a critical component of successful reentry. Creating a culture of offender success through employment readiness goes hand in hand with employability and job retention. Post-release employment services connect offenders to long-term employment and promote gainful attachment to the workforce.
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Look for your Exhibit Hall Bingo Card in your registration packet when you pick up your badge and visit every exhibitor in the exhibit hall to get your card stamped. Make sure you visit the grand prize sponsors’ booths to complete the game requirements!

The Grand Prize Giveaway drawing will be held at 1:15 pm on Tuesday, April 14th. Remember, you must submit your bingo card by 12:30 pm and you MUST be present at the drawing to win! Please see the NCIA Conference Program Book for the Exhibit Hall Grand Prize Giveaway Official Rules and Regulations.

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BARBARA AUERBACH: A Lifetime Dedicated to PIECP and Correctional Industries

As this issue goes to press, a member of our community will start turning in her retirement papers and while this individual never spent a day of her life as a practitioner in Correctional Industries, her work has and will continue to positively affect the world of CI. This person is Barbara Auerbach and after 30+ years working with Correctional Industries, she is planning on retiring by the end of 2015.

In the early years of her career, Barbara directed a number of national research and demonstration projects focused on prison-based public/private partnerships for the Bureau of Justice Assistance (BJA) and the National Institute of Justice (NIJ) of the U.S. Department of Justice. For more than 15 years now, she has served as the primary Technical Consultant to NCIA in the association’s role as the technical assistance provider for BJA’s Prison Industry Enhancement Certification Program (PIECP). In this capacity, Barbara has designed, conducted, and analyzed project compliance reviews; provided assistance to BJA and NCIA in the development of policies and procedures for the program; provided advice to practitioners on how to establish partnerships within the bounds of federal and state statutes governing prison labor; and worked with the Justice Department’s Office of General Counsel to resolve legal issues and develop compliance plans for participating jurisdictions.

But she has done much more than that for NCIA. For the last 15 years, Barbara has been the resource that NCIA has turned to for all things “PIE”. Her knowledge and experience have been invaluable to NCIA, from her historical perspective of the program to her masterful knowledge of the PIE legislation and Guideline, which she helped to co-author in the 1970s and 1990s respectively. She has been a mentor and teacher to NCIA grant staff as they have come on board at NCIA and is always available to NCIA staff on a daily basis for questions and concerns from the field. She has been a recognizable face at NCIA conferences and has come to know many CI directors and PIE managers personally over the years. Recognizing these contributions to the industry, NCIA awarded Barbara with the NCIA Distinguished Service Award in 2011.

NCIA Executive Director Gina Honeycutt stated, “NCIA and the entire field of Correctional Industries are extremely indebted to Barbara Auerbach for her lifelong commitment and tremendous dedication in the work of Correctional Industries and PIE. We will miss her vast knowledge and expertise, but more than that, we will miss her thoughtful guidance and incredible passion for the PIE program and the positive impact it has on the offenders it serves.”

NCIA wishes Barbara all the best in her retirement!
UP TO THE CHALLENGE

Kim Zimmerman joined Iowa Prison Industries (IPI) in January of 1996 at the Anamosa State Penitentiary’s sales office in Anamosa, Iowa. This prison is classified as a medium/max security facility with approximately 1,050 male offenders. The IPI work program includes about 200 of the total prison population. Initially working with the furniture division, she quickly learned the many products and services offered. Kim has a unique desire to understand something thoroughly, from how a desk is built, to why IPI does various tasks in the processing of an order. Customers appreciated her depth of knowledge and enjoyed working with her on projects.

In 2002 Kim took on the challenge of implementing our new ERP software. She agreed to take on the challenge to be the lead person in coordinating the various departments including the business office, plant operations, sales and distribution, to utilize the software. This was a difficult challenge and required a complete understanding of all aspects of the software and the leadership skills to follow it through to implementation. Kim continues to be a resource to all of those groups as questions come up. Kim was promoted to Supervisor of the Custom Wood and Warehouse divisions in June of 2008. Her leadership in the Custom Wood division helped the operation grow from annual sales of $466,000 to over $2,000,000 last fiscal year. The shop has also modernized during her career as Supervisor, with the addition of CNC equipment and safer saws for the offenders.

Kim is the point person on safety for the IPI operations at the Anamosa location and works closely with water and air quality divisions of Natural Resources to ensure we are in compliance with all established guidelines. She has worked with OSHA consultation on several occasions to have our safety processes evaluated.

She has also dealt with challenges. A serious fire in the finishing booth of the Custom Wood Shop in 2013 happened during a busy time. Her actions during the emergency demonstrated her concern for the safety of staff and offenders. After the fire, she quickly reorganized the shop’s production flow, and our customers continued to receive their products while our finishing system was being repaired. Her shop has also helped other plants during extended lockdowns. To be better prepared for prison emergencies, Kim has also taken additional security training.

Kim has earned the respect of staff and offenders in her many roles within IPI. She does her work with poise and determination. Her experience and work ethic have helped her become a valuable asset to the work program and prepare offenders for their next step in life. People enjoy working with Kim and appreciate her willingness to go above and beyond to meet the customer’s needs.

Kim holds a Bachelor’s degree in Business Administration from Cornell College. She has participated in several correctional development training events and various safety training. Kim was a member of T.T.T., a philanthropic organization that provides educational camping experiences to girls that might not otherwise have that opportunity. Kim has been a big part of the success not only with IPI but the Department of Corrections’ role in changing behaviors and preparing offenders for reentry into society. This not only helps the offender but also creates a better future for our state.

By Alan Reiter, Associate Warden-Industries Iowa Prison Industries

Kim Zimmerman, Supervisor of IPI’s Custom Wood and Warehouse divisions

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PCI COUNTS ON SUSAN GAUGHAN

By Tracey E. Meyers, Sales and Marketing Manager, Pennsylvania Correctional Industries

Susan Gaughan is the Pennsylvania Correctional Industries (PCI) Accountant who handles the books for the entire Laundry Services Operation. She knows the generally accepted accounting principles backwards and forwards but Susan brings a lot more to the table and one of them is adaptability.

Hired in 2008, when PCI had only two laundries in our system, Susan was charged with accounting for the $4.5M our laundry operations contributed to PCI’s bottom line. When PCI opened a regional laundry at SCI-Frackville in 2011, Susan was a natural to take over the accounting for that site as well. In 2014, a new state-of-the-art facility came on-line at SCI-Benner Township. A fifth operation at SCI-Phoenix is scheduled for a 2015 opening. PCI now services 37 customers with current total production of 27M lbs. annually and represents sales in FY 2013-14 of $7,406,791. Susan is responsible for the accounting for them all. To the penny.

And since she has the laundries in order, she was tasked with taking over the accounting for one of PCI’s garment cost centers as well. Far from complaining about it, she takes on everything she’s given and motivates the people around her to be accurate, be timely, and always remember the mission of PCI: “Teaching offenders to work in Pennsylvania.” That’s professionalism and she represents it every day.

“Then I started here,” Susan says, “the accounting was done on green ledger spreadsheets. I thought I had gone back to the eighties! So that was an adjustment. We were able to move forward from the manual system to QuickBooks several years ago and now we have migrated our systems to SAP. That was hard for some of the accountants but I couldn’t wait until it happened. It was SO far overdue!” She further credits her manager, Richard Lipka, PCI Financial Operations Manager, for getting the accounting division on board with endlessly complex SAP systems.

Flexibility is another term one generally does not associate with the science of accounting, but that is one of Susan’s strengths and it has served her well at PCI! “I was all kinds of things in the past and worked a whole lot of jobs,” she states. “I worked retail during college. I sold small computer systems to dentists and doctors during the infancy of Information Technology. I was an accounts receivable clerk, an accounts payable clerk and an auto insurance clerk. I finally settled into an Office Manager’s job that I would probably still be in if I hadn’t moved from the Philadelphia area up to Retreat, PA.”

That’s when I got a job as an accountant in a manufacturing firm that was so small that I did some of the HR work, too! I was offered a job as the controller of a larger company and then took a position as branch office manager for Leggett and Platt, a Fortune 500 furniture manufacturer. That was a huge adjustment but I loved the work…Finally, I applied for and was hired as an Accountant for the Commonwealth of Pennsylvania and I never looked back!”
Susan is also modest to a fault and characteristically uninterested in the spotlight. She’s quick to recognize her staff and co-workers for their part in the laundry’s success but it is Susan who reviews every credit and debit.

“I work with a great bunch of people who care very much and are very knowledgeable about what they do. I am so fortunate to work with them all. We all like each other and I’ve been around long enough to know what it’s like when people don’t! Previous to my hire, the accountants only did the month-end work and didn’t really integrate themselves into the day-to-day operation of the plants. When I arrived, I brought a long list of work experience with me and the PCI field staff realized how quickly I responded to their needs and that they could ask for my help because I was able to help them or find out how to get it.” Susan works to keep information flowing upward, downward and across divisions. “When I ask for information, I get it as soon as they can get it to me; when they ask me for information, they get it just as fast. When anyone needs help, they get it.” That’s responsiveness.

Adaptability, professionalism, flexibility, responsiveness—all of that coupled with a work ethic that never quits and a positive attitude that elevates everyone she contacts. We call that package leadership and we are proud to call Susan Gaughan one of ours.
IT’S ALL IN THE THREAD

By Ashley Lohr, Executive Assistant
Maryland Correctional Enterprises

Overseeing a staff of over 400 men and women may seem like a daunting task for many, but for Donna Beck, it is just another day in the sewing business. Since joining the Maryland Correctional Enterprises’ (MCE) team in 1996, Donna has experienced a constant fluctuation in MCE product diversification ranging from state uniforms, to mattresses, to our iconic state flag. You name it; her team will sew it and even embroider it. Considered a dying industry, the apparel and textiles business has faced a growing number of challenges from outsourcing to seemingly unreachable technological advances. Regardless of the changes, the MCE textiles team has managed to stay at the forefront of the industry under the supreme leadership of our Textiles Regional Manager, Mrs. Donna Beck.

Affectionately referred to as MCE’s “Road Warrior,” Donna oversees the operations of five plants from central Maryland to the Eastern Shore. Although she is stationed at the Eastern Correctional Institution in Westover, Maryland, Donna is always willing to travel when one of her shops is in need of some extra guidance. Through snow, rain, and sleet (and Chesapeake Bay Bridge traffic) she is always just a phone call away. With a firm, but calming demeanor, Donna is quick to solve problems and keep her business units running as efficiently and effectively as possible. Over the past fiscal year, Donna was able to increase textile revenues for MCE by nearly 30 percent. For textiles, business is booming.

This year’s new uniform production will create an added stress on the textile’s team, but Donna is taking the challenge in stride. Her “we can get it done” attitude is contagious and has rallied her employees behind her to provide exceptional service to MCE’s customers. Traditionally, the correctional field has been considered a male dominated world, but that is something Donna has never had an issue with since her introduction to Correctional Industries. “Coming from the private sector where challenges for women in leadership are more common, I really haven’t confronted those challenges within MCE,” says Beck. “In my opinion, I believe there will always be someone who discounts a female’s opinion/recommendation over a counterpart male’s opinion/recommendation just because he appears to be the better source or has a more confident (louder) tone. Even that has improved over the years, though - maybe our voices have gotten louder as well!”

No matter who you talk to, it is evident that a strong female voice of MCE is being heard. With nearly twenty years of experience in the MCE textiles industry, it is hard to imagine an executive staff without Donna Beck. She exudes leadership and is well respected by all levels of management and staff. Stephen Shiloh, CEO of Maryland Correctional Enterprises, has worked with Donna since she came on board. “It has been nothing short of an honor to work with Donna Beck for such a large part of my career,” says Shiloh. “I have had the privilege of watching Donna rise within the ranks of MCE taking each well-deserved step in stride. As we all know, Correctional Industries can create a stressful environment, but not once have I seen her falter in her duties or our mission.”

As a former member of the private sector Donna was well equipped to handle the daily highs and lows of running a business, but she did not stop there. As noted by Stephen Shiloh, “Donna changes the lives of the men and women she encounters by offering a positive outlook on nearly every situation. She is an inspiration to our staff and an inspiration to me. I consider myself immensely lucky to have such an intelligent, talented and dedicated woman as part of my executive staff.” Since joining the MCE team Donna has embraced a new mission to impact the lives of the men and women she encounters every day. So far, she is exceeding all expectations.
OFFENDERS ON THE RIGHT

By Kristy Schreiner, Communications Manager
Washington State Correctional Industries

Washington State Department of Corrections, Correctional Industries (CI)’s TRAC program is designed to provide female offenders with work training in trades-related jobs. Through education and job training, the program expands employment opportunities to non-traditional female jobs as laborers, carpenters, and iron workers with the intention to reduce the probability of returning to prison.

The TRAC program runs a session every 16 weeks, with up to 12 participants. The sessions provide offenders with 460 hours of theoretical and practical instruction aimed at preparing them for competitive eligibility within a variety of union trade apprenticeship programs. In addition to academic, safety, and technical skills training, TRAC program participants also receive behavioral, lifestyle, and soft skills training, providing them the resources to build their self-confidence and self-esteem.

Once the requisite 460 hours of training are complete, participants’ skills are tested. In order to graduate, participants must past at least one of the three tests, linked to the skills required for pre-apprenticeship with the laborers, carpenters, and iron worker unions. Since its inception in 1997, the program has graduated over 300 women. Over the past 18 months there have been 28 graduates who have earned a total of 83 certificates. Even more impressive is all but one participant have earned all three certificates, with the one exception having earned two certificates. Of the recent program graduates, 20 offenders have been released and of those eight have joined a local union and are working or awaiting dispatch. Upon release and back within their communities, graduates are in a good position to become apprentices for the International United Brotherhood of Carpenters and Joiners; the International Association of Bridge, Structural, Ornamental, and Reinforcing Iron Workers; and/or the Laborers International Union of North America. The apprenticeship programs offer free structured training and step increases in pay until journey level status is reached. The starting wage for all three trades is over $20.00 per hour. Additionally, workers receive a benefit package which includes defined pensions and medical, dental and vision insurance coverage to include family members.

In order to qualify for the TRAC program, participants must meet certain criteria and be assessed though a process of screening and evaluations based on the following:

- Major infraction free for at least 90 days
- High School Diploma or Equivalent (or ability to obtain an equivalent degree)
- Willing to work in all weather
- No less than 5 months to their ERD (Earned Release Date)
- No more than 15 months to their ERD
- Able to obtain a valid driver’s license
- Able to physically lift and carry 50 lbs.

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Trades objectives include, but are not limited to the following:

**Safety and Technical Training:**

- Ergonomics
- Scaffold Use
- Flagging
- Oxy/Acetylene Cutting and Burning
- Construction Site Safety and Etiquette
- Fall Protection
- Personal Protective Equipment (PPE)
- Basic Blueprint Reading
- Common Hand and Power Tools

**Soft Skills/Life Skills Training:**

- Financial Tools for the Trades (5 hours)
- Survival of the Fittest (20 hours)
- Makin’ it Work (20 hours)
- Trades Related Math (32 hours)
Washington State CI recently received a letter from a former offender, Tristain Frye, who completed the TRAC program, here is what she had to say:

“When I first left prison, after 12 years, I left as the ‘Teacher’s Aide’ (T.A.) to Steve Petermann of the Trades Related Apprenticeship Coaching (TRAC) program. I had been a participant and TA for close to a year. It had become a piece of my life and part of who I was. I loved hard work and labor and I loved helping other women realized their capability to do the same. I wanted to pursue my career in the carpentry trade immediately. I had already sent in my application from prison and Local 59 accepted me with the articulation agreement prior to my transfer to work release.

When I first started this journey I hit a lot of brick walls and I won’t deny that it was a little discouraging. One day on the bus I was talking to some guys who were working for this one construction company. I thought it was non-union so I called my business reps. and talked to them and they both really got on it for me and made some calls. They got back to me and let me know that Garco Construction Inc. needed an apprentice and if I wanted to work then I need to show up and put myself at their jobsite in the morning. So I did. I got up and walked 30 minutes with my tools to show up 20 minutes before their start time. The Foreman told me “yes but that today was a busy day to do the new hire, so come back on Friday.” So I walked back to my work release with my tools. As I walked in the door my work release staff told me that the Foreman had called and wanted me to get back there and work, so I turned right around with my tools and walked immediately back down there…did I mention this was not a light box of tools? I started that day and have been working ever since. I work 7 am to 5:30 pm Monday through Friday and half a day on Saturday. I never turn down a work hour. I walk to and from work every day but luckily I leave my tools on–site now. THANK GOD!

The other day my business reps showed up on my jobsite and let me know that I’ve been chosen to go to the Sister in the Brotherhood convention in February in Las Vegas. I almost cried! I am so excited to be chosen for something like this. I want to learn and grow and this is a great opportunity to do just that. I hope to see some of my “sisters” who come from the TRAC program there. I really enjoy working for this company. I am learning every day and the guys teaching me are pretty patient for the most part. There are actually three other women on the jobsite. Only one is a carpenter with me but they all work hard and have great attitudes. I was asked if I think being a female on a job site is an advantage or disadvantage in the trades—I have to say both. There are definitely things that are a little harder for me because I don’t have the height or strength (which I hate to admit) yet but the men are very helpful… I try my best not to rely on them through because I want to be a great carpenter not a great “girl” carpenter. I wake up every night to my hands numb and hurting but I’m told that goes away and when I see those $700 weekly pay checks, it’s worth it.

I feel totally blessed and grateful to everyone who has helped me become the Union Carpenter that I am today. Thank you so much to all of you.”

CI’s unique program provides female offenders the skills training needed to seek opportunities within traditionally male dominated fields. All offenders face challenges when reentering society after being incarcerated. The TRAC program allows direct transition to the trades unions, greatly increasing their chances of finding employment and decreasing the likelihood of them returning to prison.
The MSI A-Team
By Tujuana White, Marketing Specialist, Michigan State Industries

As prison industries managers, supervisors, and delivery/shipping coordinators, an increasing percentage of Correctional Industries operations are led by women professionals. Michigan State Industries (MSI) operates 14 prison industry programs of which 4 operations along with a delivery/shipping hub are amongst the largest manufacturing, and shipping operations run by effective, efficient and well-organized women professionals. We would like to refer to them as our own “MSI A-Team.” Each of the women highlighted here have demonstrated each day that it is the knowledge, skill, training, and not the gender, which make up a successful and valuable corrections professional. They also recognize that working behind the walls of women and men correctional facilities carries the weight of responsibility, patience, and teamwork. How do they do it? How do they manage their operations so smoothly without a hitch? How do they motivate prison workers? How do they motivate themselves? Well, the drive and motivation has a direct correlation with our mission of the desire to teach prisoners hard and soft skills that will be valuable to their employment after release. Each of these ladies are aware that job skills, teamwork, discipline, conflict resolution, manners and respect for others on the job are habits that will easily transfer to the free world, and they are proud to be part of creating a road to reentry.

Mary Reid - MSI receiving/ delivery/shipping guru and logistics expert has 37.5 years of service with MDOC of which 27 years has been with MSI. Mary’s responsibilities are invaluable within the MSI program for the coordination, instruction and training of prisoners in loading, packaging, inventory, receiving, and shipping of MSI products and state-wide prisoner property. She is also the mastermind behind the set-up and creation of MSI’s Officer Uniform and Distribution hub for the timely delivery of uniforms to correctional officer’s state-wide. She is also responsible for inventory control, processing supply requisitions, assisting the Fleet Transportation Manager with logistics and delivery scheduling, processing all shippers for delivered items and forwarding to MSI Billing Dept. timely while working closely with MSI factory operations to verify shipments, returns, and shipping inquiries. Mary’s many years of service to MSI has set a high standard and created a road map for others to follow once she retires in the Spring of this year. Thanks for your valuable and unwavering sacrifice Mrs. Mary Reid!

Charleen Scott – MSI Plant Manager, Garment Operations located at the Kinross Correctional Facility. Char previously held the position of Industries Production Leader at the same facility and was promoted to plant manager in 2013. Char’s service with MSI has spanned the course of 18 years which has been met with challenges in factory operations, but her management style and garment experience has successfully launched the operation to the top, grossing over $2,000,000 in sales for fiscal year-end 2014. Char, along with 3 very knowledgeable and experienced civilian staff, train 92 offenders in the manufacture of women and men uniform shirts, Squad BDU & ERT uniform clothing, Rainwear, embroidery services, and Prisoner Personal Property outerwear. The garment operation also inherited product lines that were transferred to them due the closure of the MSI Marquette garment operation. Char was also instrumental in the development of a unique partnership involving “Green Recycling”. An endeavor recently discontinued, and involved the creation of new products out of old and used materials. The process prevented these items from landing in the local landfills. Char is definitely an innovator within the industries program and continues to seek out new ideas and products to manufacture.

Kathy Kimmel – MSI Acting Plant Manager, Mattress Operations located at the G. Robert Cotton Correctional Facility. Kathy has dedicated 16 years of service to training, supervising, and managing 36 prisoner workers in the manufacture of high-quality mattress and linen products. Prior to stepping into the role of Acting Plant Manager, Kathy held the position of Industries Production Leader providing guidance, leadership and expertise in the production of institutional mattresses and bedding to all state-wide MDOC facilities in Michigan, spring unit mattresses to state and nonprofit organizations such as MDNR state parks, homeless shelters, summer camp programs, colleges and more. Other products manufactured at the mattress operation include laundry bags, prisoner duffle bags, shower and window curtains, box springs, mattress covers, security garments, wool blankets, sheets, pillows, and pillow cases. In Kathy’s current role, she continues to maintain the highest level of quality in all manufacturing operations as well as introduce new products to the marketplace such as the very innovative hospital foam pressure reduction mattress, and the very popular neoprene
foam core mattresses just to name a few. The MSI Mattress Operation has continued to grow each year under Kathy’s direction and management with gross sales of $1,700,000 during fiscal year 2014.

Jennifer Huntoon – MSI Plant Manager, Garment Operations located at the Ionia Maximum Correctional Facility. Jennifer has been employed with MSI for 13 years, and has gone above and beyond to ensure that two of MSI’s most productive garment operations operate efficiently and effectively. As Plant Manager of the Carson City Garment Operations, a position she held up to the first quarter of 2014, a total of 120 prisoner workers were trained in the cut-n-sew manufacture of prisoner pants, shirts, thermals, pajamas, boxer shorts, prisoner dress out clothing, shorts, socks, officer uniform pants, modesty vests, and more. Currently, Jennifer has been relocated to the Ionia Maximum Correctional facility where she and a civilian staff of two most valuable players assist in the supervision of 80 prisoner workers. Jen is no stranger to the challenges that can be an integral part of running a top producing industries operation, and with the unfortunate closure of MSI's Marquette Garment facility, she was ready to take on the transfer of products headed her way. She ramped up and prepared for increased production and capacity to take on the manufacture of American Flags, Ballistic/Tactical Vests, Officer Uniform Accessories, along with products currently being produced. The garment operation has a unique private partnership with the Smart Bottoms Corporation in production of innovative modern cloth diapers and accessories that provide reliable, high-quality alternatives to common single-use waste products (such as disposable diapers and wipes). The garment operation provide the cut-n-sew productions for the specially milled, certified organic cotton liners in a variety of styles. Another unique partnership is the manufacture of robotic arm covers for major auto manufactures in Michigan. Jennifer has been an invaluable employee of MSI garment operations which continues to grow and expand with over $1,200,000 in sales for fiscal year ending 2014.

Amy Szabo – MSI Industries Production Leader, Garment Operations located at Women’s Huron Valley Correctional Facility. Amy has been employed with the industries program for 3 years but has proven that she can lead, train, motivate, and produce high volumes of products each day by single-handedly supervising 27 women prisoner workers with no civilian staff present. The staple product of the women's garment operation are the winter coats manufactured for all prisoners state-wide, maintenance outerwear, polar jackets, coveralls, jumpsuits, bib coveralls, women's athletic shorts, t-shirts, hot stamping, and name tags. Amy must run a very tight ship, and organization was key to her development of a very effective tool control tracking system. The well-designed and extremely effective tool control board which Amy created herself is designed to match each tool being used with an actual prisoner profile and image. The profiles were made using enlarged copies ID tags used by prisoners. A quick look at the tool control board, and within seconds she knows which tools are checked in, out and by whom. Amy took the initiative to create a secure atmosphere not only for herself but for the 27 women prisoners under her supervision. The cut-n-sew operation teaches women prisoner’s soft skills as well as work skills that will be a valuable asset upon their reentry to society, and many of the women working in the garment operation are experienced veterans at their jobs. The Huron Valley Garment Operation realized sales of over $900,000 for fiscal year end 2014 due to many efforts set forth by Amy’s professionalism, drive, vision, and very hard work.

All of these women exemplify excellence in their job roles and demonstrate respect for their staff and prisoner workers. MSI is very proud to honor and recognize all that they do and represent as women in Correctional Industries.
NCIA WELCOMES | Sheri Duffey

Sheri Duffey was appointed as Chief of Ohio Penal Industries on December 14, 2014 by ODRC Director Gary Mohr. The Deputy Director of Administration felt her accomplishments with conservation initiatives and leadership abilities would benefit the department’s Correctional Industries. Sheri received a Bachelor of Science degree in Organizational Management from Wilberforce University in 2002. She began her career in Corrections in 1988 at the Ohio Reformatory for Women as a corrections officer. She worked her way up through the operations/security ranks (Sgt., Lt., Capt., and Major). In 2003 she was promoted to Deputy Warden of Operations and in 2007 she was appointed to the warden’s position.

While serving as Warden, she started a fish farm and began making revenue from recycling. Both areas are making revenue for the institution. She has always believed that institutions should work towards being more self-sufficient. She is very excited to learn about another aspect of Corrections and looks forward to creating new industries that exhibit conservation measures, teach and train offenders, and provide services and products to the community. She is learning that things happen at a much slower pace in CI than in the institutions. She is used to making a decision and then seeing it happen immediately—not so in this position. She brings a willingness to take risks and she thrives on developing teams. She believes everyone has ideas and everyone should get to have input. She always challenges the status quo and question why things are done a certain way. Sheri is in a relationship and they are raising two daughters in Ashville, Ohio.

NCIA WELCOMES | Teri Cline

Teri Cline took on the MSI Administrator assignment in June 2014. The state legislature became very interested in Industries operations so she took over the Administrator’s position which had been vacant for over 2 years. She completed her Accounting/Business dual degree at Madonna University and earned an MBA at Michigan State University. Her professional career started in the State of Michigan’s Biologic Products program, where she established cost accounting systems, a subject that has interested her since before she started college. Teri looks forward to helping facilitate change not only in the Industries Michigan currently operates, but to help improve the skills of staff and the CI workers. She supports a system of focusing on what MSI can do well, pursuing niche markets where MSI has excess capacity and skill sets, and developing new opportunities across Michigan’s various markets. According to Ms. Cline, “Missouri said it right when they said at the recent CI director’s training that Industries’ best product is an employed law abiding parolee citizen. I’d like to help make that happen in Michigan.”

Teri values embracing change and encouraging others to do so, and conveying to others why it is important to expand MSI’s services and responsibilities to better equip parolees to get and retain good jobs. She feels fortunate to have so much knowledge of the Michigan Department of Corrections and state government, as well as a background in cost accounting and budgetary decision-making. Teri resides on a farm near Lansing, Michigan, where she trains dogs in her spare time.
COLORADO FEMALE OFFENDERS: THE MIGHTY 12 PERCENT

By Cheryl Ahumada, Marketing Coordinator/Customer Relations, Colorado Correctional Industries

Colorado Correctional Industries (CCI) has over 80 varied programs within Services, Agribusiness, and Manufacturing divisions. CCI employs upwards of 1,800 offenders each month within these programs, but our female offender employment rate logs in at just over 200, or 12% of our workforce.

Most of these women have never held a job; have never achieved a major professional accomplishment; have very low self-esteem; and have never been given a chance to improve on their education or self worth. This is a very sad reality, but in CCI, our female offenders are given the chance to blow those negative connotations out of the water, and persevere! Our six female programs, out of two correctional facilities, are filled with hard-working, dedicated women who want to make a difference, and participate in something much bigger than themselves.

Continued on the next page
Prison Trained K9 Companion Program (PTKCP) - Denver Women’s Correctional Facility, 28 Female Offenders

The year was 2002 when CCi launched its first prison trained dog program at our Colorado Women’s Correctional Facility. This program was the brain child of Steve Smith (CCI Director, retired) who sought out lifelong dog trainer, Debi Stevens, to solidify his vision and bring to fruition CCI’s Prison Trained K-9 Companion Program (PTKCP). Debi recalls, “This was the start of years of enriching the lives of both four and two-footed castaway creatures, all seeking solutions to challenges, with emotional rewards that bring you to tears.” Debi’s first crew consisted of five hand selected female offenders who were “crash course” trained in the art of dog obedience. The program quickly grew in popularity at the prison, by staff, offenders, and citizens who started hearing about this unique opportunity. Within seven months, a second location was added at the Colorado Territorial Correctional Facility, and by the end of 2005, six additional prisons had PTKCP programs, all full to capacity.

The PTKCP, a state licensed rescue and boarding-in training facility, has rescued, vetted and trained over 3,500 dogs. Another 5,500 privately owned dogs have gone through the program, providing funding that allows the program to operate like a business in true Correctional Industries style. One of the shining features of this program is the ongoing training program for the dog owners. Success has been found in changing the unrealistic expectations of many dog owners, while teaching methods to deal with every dog. This makes for a happy relationship between dog and owner and makes ongoing training that much more successful.

All offenders, male and female, participate in the U.S. Department of Labor apprenticeship program where offenders receive on-the-job training credit and a certificate at the end of training, to be used to further their education. Of the 28 female offenders who continually rotate in and out, many have gone on to work in pet stores, grooming facilities, and other animal-related jobs after release. All in all, offenders learn a vocation, helping them to obtain employment when they return to society, which helps to keep recidivism rates down. For Colorado citizens, and surrounding states, that’s pretty doggone impressive!
Print Shop - Denver Women’s Correctional Facility, 42 Female Offenders
The CCI print shop program, which moved from a male facility to a female facility approximately 10 years ago, supplies printed materials for government, private sector and individual use. We utilize second generation printing presses, going from computer to printing press. CCI offers a wide range of colors, sizes, and variable data. One of our largest customers is the Department of Motor Vehicles (DMV) for the state of Colorado. We have been in the development and production for more than one year now, of secure forms for the DMV and will produce close to 1 million pieces per year.

CCI also produces forms and publications for other state agencies within Colorado. Some of our production jobs include printing magazine covers, and newsletters for civic groups and private companies. The state of Colorado has recently undergone new branding for all state agencies, which was a milestone project for our print shop.

New manufacturing programs are always being looked at to improve this unique program. Housed within the print shop is a television manufacturing program where offenders assemble the televisions purchased by offenders through the Canteen. We are currently launching a pilot program for electronics recycling as well. All components will be broken down for recycling by material type, under the direction and training of a joint venture partner. We expect to employ five additional offenders.

The female offenders who are employed at our Print shop are very detail oriented, have superior fine motor skills, and take pride in their workmanship. These traits are evident in the massive amounts of work produced from this program, and are a requirement to be competitive in the market today.

Garments/Power Sewing Program - Denver Women’s Correctional Facility, 20 Female Offenders
CCI has a satellite garment shop which produces large run items for the CDOC. Products produced include

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male/female t-shirts, socks, female greens, and other female specific items. The gals in this shop all work extremely hard and fast to produce the best-quality garments possible. The majority of these females are enrolled in a seamstress/tailor apprenticeship program which will provide superior job skills if starting a home-based business or working in a production garment shop.

One of our newest projects is producing PREA-approved shower curtains for all correctional facilities in Colorado. The curtains are divided into three sections: one portion is clear, the second portion is opaque and the third portion is mesh. These curtains maintain offender safety while providing modesty and individual privacy. To date, the 20 females from the CCi Power Sewing program have produced 100+ shower curtains, helping to keep Colorado offenders safer and incidents at bay.

General Services Program - La Vista Correctional Center, 80 Female Offenders
CCI’s General Services program, located in Pueblo, Colorado, provides general labor services to the farmers in Pueblo County, Pueblo Wood Products and other businesses when needed. In 2007, when migrant workers were forced to leave the area due to tough immigration restrictions, several family farms were left with virtually no laborers to work their fields. CCi was contacted to provide said labor to weed, fertilize and harvest farmlands. Relying on CCi to perform the seasonal labor has kept local farms in business and has resulted in many other farms requesting our services. Today, we provide quality work for 17 different farm owners from April through November, employing 80 workers during this peak season.

In addition to working farmlands, the ladies from the CCi General Services are also contracted to perform office moves, painting projects, and occasional interior construction for State agencies during the course of the year. These gals are impressive; they aren’t afraid to lift or move anything! We also supply fire-wood year round to Pueblo State Park and Lathrop State Park from the forest thinning CCi’s Trails crew removes.

One of the biggest improvements over the last five years has been employing enough offenders during farming season, and the fact that more farmers and businesses are relying on CCi’s female offender crews year after year. It is evident the female offenders work very hard and they care about the work they perform. They are willing to take on any job that is asked of them and are very loyal to the program.

Administration Services - La Vista Correctional Center, 11 Female Offenders
The CCi Business Technologies (BT) Support Center was implemented in 2005. It is the first line of computer support for all CDOC staff and the Department of Public Safety agency. On any given day, the 11 female offenders employed can be seen answering incoming phone calls, providing support at the BT help desk, imaging computers, shipping and receiving new computers, compiling ACA files, and creating documents and presentations for several CCi agribusiness programs it supports.

The female offenders hired within this program are required to have a high school diploma, or GED, as well as a computer background. Several have graduated from the CDOC Cisco apprenticeship program. A computer peripheral operator apprenticeship requires 2,000 hours of on-the-job training and 144 hours of related instruction to complete 6,000 hours, if a computer operator apprenticeship is sought. Once completed, these female offenders can look forward to receiving a certificate of completion, provided by the Department of Labor, and the experience necessary to attain successful employment upon release. Several offenders who have been paroled have landed jobs related to this program, and have stayed successful working in the community.

CCI’s program administrator, Brenda Marino, is able to help these female offenders overcome and learn some of the obstacles women encounter in the outside work force. “It is gratifying to see these women succeed in the business community, once they apply themselves, and stick to a plan for success.”

Northern Canteen Services - Denver Women's Correctional Facility, 25 Female Offenders
The Northern Canteen Services program supplies offender purchased snacks and goods to nine prisons in the Denver region, Limon, Sterling, Pueblo, and Kit Carson (private facility) areas. These 25 female ware-
house offenders work long and hard each week to pull, package and prepare for shipment, between 1,100-1,300 orders per day (over 22,000 per month), resulting in almost $700,000 in sales per month!

Pull lines look somewhat different when compared to ten years ago. Raised staff towers were built to make ticket checking more ergonomic, provided better security, and allowed for easier supervision down the line. Heated bag sealers were also implemented, which improved upon the speed in which bags were secured, and orders were tamper proofed. In an effort to improve automation, scanners were considered, but the Canteen realized that offender labor is much less expensive and every bit as accurate; Canteen offenders maintain a 98.9% accuracy rate in inventory. This is quite impressive, based on the volume of orders going out per week!

When asked why these women are so efficient, Bruce Bradley, Northern Canteen Manager, stated, “After working with both male and female offenders, I have found that women tend to be more detail oriented, and have superior work ethic. The ladies within the Denver Canteen are highly efficient, clean, and have a great attitude about learning a skill!” Over the years, it has become apparent that many of the women who start working in CCi’s Denver Canteen have never held a job before, so being able to teach them a skill, which will enable them to work in most retail or warehousing environments is very rewarding. Bruce further stated, “Seeing these ladies go from timid and unsure, to achieving self worth and personal gratification makes me pleased to be a part of their success!”

For further information on any of our CCi programs or services, please visit our web site at www.coloradoci.com, or call Cheryl Ahumada at (719) 226-4200.
CORPORATE AND CORPORATE PLUS MEMBERS

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Mayer Fabrics, Inc.  
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