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NCIA NEWS

2012

SUMMER



The **Green
Edition**

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About the National Correctional Industries Association

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

- Promoting excellence and credibility in the field of correctional industries through the professional development of its members
- Increasing public awareness of the benefits of correctional industries as work/training programs funded in part or whole by the sale of goods, services and commodities produced by inmates
- 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 Members

NCIA Members represent all 50 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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THE GREEN ISSUE

Whether it's recycling programs that save money or innovative green products that make money, Correctional Industries (CI) have been a fervent practitioner of green practices for a number of years. And every year, we learn of new green programs and practices that are being developed on the federal, state and local level.

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President's Message



Brian Connett

**Deputy Director
Industrial Programs
Nevada Department
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Silver State Industries**

Welcome to our annual “Green Edition.” For the past couple of years, NCIA has published this issue filled with articles focusing on Green products, sustainability and environmental awareness. And, judging from the articles of past issues, as well as this current issue, Correctional Industries has certainly been and will continue to be a leader in going green.

However, I want to look at this from another perspective and that is the “strictly business” aspect. In other words, while the idea of going green and helping our environment is worthy, does it make business sense to go green and does it help us with our mission of preparing offenders for re-entry? Why ask about re-entry? Because I’ve said this before, in this very column, that our mission has a dual nature ... re-entry is our business! The answers to these questions lie within the pages of this newsletter and it’s a resounding “YES” on all counts.

First, review the article from CALPIA on toner cartridge remanufacturing (page 38). I’m using this article as an example because I’ve seen this operation, firsthand, as it was part of the Correctional Industries Facility Tour of Folsom State Prison hosted by CALPIA at the Enterprise 2012 National Training Conference. Sales for this operation have increased and the value proposition for the customer is higher in that CALPIA provides the same or better product at a lower price. Additionally, the offenders are learning a relevant skill to help them obtain green collar jobs ... CALPIA is even looking for industry certification for the offenders.

Every article in this newsletter hits on these two points ... whatever it is we’re doing makes business sense while providing relevant skills and experience for offenders so that they can find a job upon release. In other words, green or not, we’d probably be doing it anyway.

Not to say that isn’t a worthwhile effort to be or go green ... it’s just better when we can make the business case to do so.

On another topic, I was proud to be the President of this association when we met in Sacramento, California earlier in the year. Between meeting with the exhibitors, attending the world-class education, networking with you all and taking the tour of the iconic Folsom State Prison, I had one of the best conferences of my Correctional Industries career. I look forward to doing it again next year in **Charlotte, North Carolina, March 24 – 27, 2013!**



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Executive Director's Update



Gina Honeycutt

Executive Director

Wow—what a tremendous conference NCIA had in Sacramento! From the outstanding CI Director Training prior to the conference to the excellent Opening Session keynote address, workshops and exhibit hall, NCIA's national conference was a fabulous success! I'd like to thank all of our conference participants, many of whom fought to get travel approvals, as well as our generous conference sponsors and exhibitors. We also owe a huge debt to Chuck Pattillo and his staff at California Prison Industry Authority for an outstanding job as conference hosts. Their tour to the iconic Folsom Prison was a fitting finale to an excellent week of professional development mixed with ... well, fun! I'd also like to thank the program chair, Mike Colwell (WA), and the track chairs including Chuck Pattillo (CA), Carla Young (CA), Danielle Wiles (WA), Paul Baum (CA), and Dean Mason (WA), who put on an exceptional slate of educational workshops.

In addition to all of the professional development opportunities and networking taking place with exhibitors and sponsors, the Awards Banquet was once again the highlight of the conference with special recognition to some very deserving people. Special congratulations go to Don Guillory, NCIA's Chairman of the Board, this year's Rodli Award recipient, as well as to NIC's Patricia Taylor as the McLaughlin Award recipient. Sales and Marketing Person of the Year Award recipient Christine Lansford (WY) and National Staff Award recipient Ron Jackson (OK) are also to be congratulated for their special awards, as are Annual Report Award recipient North Carolina Correction Enterprises and Corporate Member Award recipient Brulin Corporation. What better way to wrap the conference than with an evening with old friends and colleagues where we celebrate the best of the best in our field? It was a special evening indeed.

I'd also like to share for just a moment how mesmerized I was at our members' desire for training and professional development at the CI Director Training pilot. Participants were not only focused but they were, by far, the most participative group I have ever witnessed in a training program. That level of participation and enthusiasm told me not only that our curriculum team had done a great job 'hitting the mark' (see article on page 36) - but also that our members desperately want and need training curriculums written exclusively for Correctional Industries. When the new training rolls out this fall at NIC's Training Academy, it will be one of the biggest accomplishments NCIA has achieved for our field. Thank you, NIC!

Given all of the many wonderful things that took place at the conference, NCIA also received some terrific feedback from our members, both corporate and practitioners, on ways to improve the conferences moving forward - and we listened. We have already compiled a list of worthy suggestions from you, the members, and have met as a staff to start to task out initial work. We are committed to always listening to our members and striving to continue to improve our services so that they meet your needs. From our new website launch and our new webinar series to upcoming changes and improvements in the workshop tracks for 2013, we are striving to offer new benefits and to improve current services to our members. So don't be shy! Share your voice and your views—we really do listen!

Check out the conference recap on page 24!!

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North Carolina's Green Machine

BY **DON ELAM**, PLANT MANAGER, NORTH CAROLINA CORRECTION ENTERPRISES

The North Carolina Correction Enterprises' (NCCE) Sign Reclaiming Plant, located in Carthage, NC, is housed in a prison unit that was previously closed during facility realignment. Established in 1998 as a test plant for developing an efficient and profitable method to reclaim highway signs, it supports North Carolina's statewide initiative for recycling and is NCCE's "Green Machine."

In 1998 the North Carolina Department of Transportation (NCDOT) and NCCE worked together on a study to identify the most efficient

process for reclaiming signs. The Sign Reclaiming plant previously used a sanding process which proved to have a negative impact on the environment. The sanding of the signs used a lot of consumables, was dirty and not profitable. It also did not do a good job of preparing the signs for reuse. As a result of the study, hydrostripping was identified as the most feasible and efficient process for sign reclaiming.

The process begins with NCCE supplying large, scrap metal containers to NCDOT sign shops. Once these containers are filled with signs no



NCCE's "Green Machine" ... the Hydrostripper

longer in use, NCCE drivers collect and transport the signs back to the Sign Reclaiming Plant in Carthage. The signs are then processed through the Hydrostripper machine, which uses approximately 38,000 pounds of water pressure angled in such a way to remove all sheeting and adhesive from the signs while leaving the protective chromate conversion coating intact. The raw aluminum is then ready to have the new sheeting applied ... creating a brand new sign.

The Hydrostripper machine uses recycled grey water for the reclaiming process, significantly reducing the consumption of city water to less than 200 gallons per day. The sheeting and adhesive material that is removed from the signs have no negative environmental impact and can be sent to the local landfill. It is safe to say that a sign without damage to the aluminum could

Continued on page 10



Scrap metal containers hold signs ready for the sign reclaiming process

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Roger L. Baysden
Deputy Director, Iowa Prison Industries

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Continued from page 9

be recycled indefinitely, and some current signs are known to have been in circulation since the early 1980's.

The Sign Reclaiming Plant reprocessed and recycled over 445,000 pounds of aluminum road signs last year. In addition to reclaiming



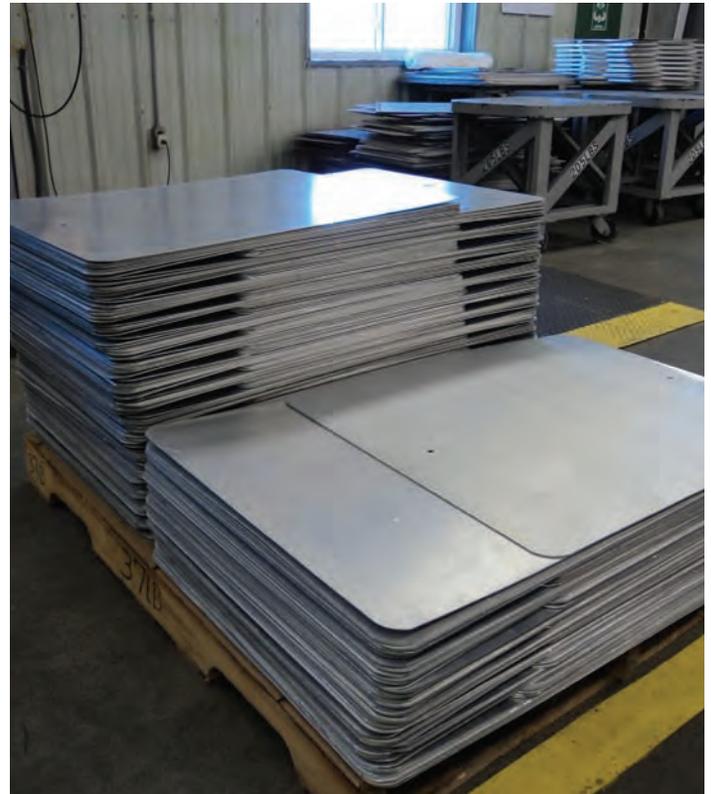
The hydrostripping machine removes sheeting and adhesive material

highway signs, the Sign Reclaiming Plant also recycles obsolete license tags received from the Department of Motor Vehicles. These tags are fed through a shredder and then sold through state surplus to metal recyclers. Last year NCCE generated over 333,408 pounds of recycled aluminum from this process.

Plant Manager Don Elam and Supervisor David Smith manage a team of 15 minimum custody inmates who work in the Sign Reclaiming Plant and are transported daily from the Sanford Correctional Center.

It is so impressive that representatives from other states have visited the operation. The growth potential for this service appears unlimited.

NCCE has recently begun processing signs for North Carolina municipalities and is also looking into potentially offering sign reclaiming for the North Carolina University System.



Reclaimed signs ready for reuse

Iowa Prison Industries Mitchellville Expands Green Operations

BY **MIKE SPOONER**, INDUSTRIES SUPERVISOR, IOWA PRISON INDUSTRIES AND **SHAWN PRESTON**, PLANT MANAGER, IOWA PRISON INDUSTRIES

The Mitchellville branch of Iowa Prison Industries (IPI) has long endeavored to promote green programs and practices. Some level of green practice is used in every area of Mitchellville IPI, which includes Panels & Seating, Plastics, Textiles, and Housekeeping/Chemicals Divisions. From recycling to green production, Mitchellville IPI strives to “Go Green” at every opportunity.

Mitchellville Panels uses recycled panel cores, support arms, draw rods, hanger frames, tackboards, tackboard clips, and hardware in its daily production. All standard-sized finished goods panels are produced with recycled cores, and all finished goods panels feature recycled hanger frames and hardware. Mitchellville Panels also refurbishes and sells used lateral files, pencil drawers, and shelves. In addition, most of the newer panel fabrics marketed by IPI Panels Division are made from recycled materials, adding a second green layer to recycled products.

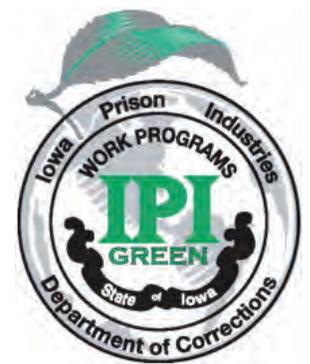
While Mitchellville Seating does not yet have the opportunity to use recycled components, it promotes reupholstery as the green alternative to buying new. In Fiscal Year 2010, Mitchellville Seating reupholstered a total of 3,474 pieces, which accounted for 44% of total pieces sold and 15.3% of total sales in Fiscal Year 2010. In Fiscal Year 2011, reupholstered pieces totaled 755, accounting for 10.6% of chairs sold and 5.5% of total Seating sales.

Mitchellville Plastics recycles pallets and cardboard for the entire Mitchellville plant. In 2010, Mitchellville Plastics recycled a total of 2,182 wooden pallets and 44 tons of paper. IPI estimates that this is the equivalent to saving 754 trees from being cut down. In 2011, Mitchellville

Plastics recycled 1,926 pallets, 58 tons of paper, and 54 fiber tons, which IPI estimates as the equivalent to preserving 203 cubic yards of landfill space. In addition, all of the bags and boxes from Mitchellville Plastics feature a minimum of 30% recycled material. Also, since May 2008, Mitchellville Plastics has produced and sold five sizes of 100% Biodegradable bags. Over the past twelve months 100% Biodegradable bags accounted for 8.5% of cases produced and 15.7% of total Mitchellville Plastics sales. Biodegradable raw material usage for Mitchellville Plastics totaled 2,488,828 ft. over this same time period, accounting for 13.2% of raw material usage.

Like Mitchellville Seating, Mitchellville Textiles does not yet have the opportunity to use recycled or green raw materials. Despite this, the Mitchellville Textiles has actively sought opportunities to reduce its carbon footprint. Mitchellville Textiles recycles all of its bobbin casings and has sold accumulated scrap denim for use as building insulation. This is a prime example of IPI staff seeking an opportunity to recycle waste material that would otherwise end up in a landfill. An IPI Industries Technician researched this opportunity and is looking for a similar program for recycling waste fleece.

While these Mitchellville plants are all making a notable green contribution, the flagship of IPI Mitchellville’s green operations is Mitchellville



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Housekeeping/Chemicals which features a total of fifty-nine 100% organic, biodegradable, non-toxic, recycled, and Green Seal Certified products, accounting for 44.4% of all products and 23.3% of all sales over the last twelve months. This percentage will increase as the State of Iowa moves into compliance with the Iowa Legislature's state-wide Green Mandate. IPI Mitchellville is excited about the new green opportunities this piece of legislation has brought to the plant.

“ IPI estimates that this is the equivalent to saving 754 trees... ”

As soon as the Iowa Green Mandate was passed, Mitchellville Housekeeping/Chemicals began working to stay one step ahead of the process. Early on in the Green conversion process, Mitchellville Housekeeping/Chemicals developed a “Green Transition Survey” to assist our sales force in helping customers “Go Green.” The survey helps our sales force, our plant, and our customers identify their Green purchasing needs.

As the July 1, 2012 deadline for Iowa's Green Mandate nears, Mitchellville Housekeeping/Chemicals Division has supported this initiative by taking steps to transition to more environmentally-friendly product offerings and production. In March 2009, we began the process of transitioning one of our major state universities to 100% Biodegradable cleaning products. This enormous undertaking involved Mitchellville Housekeeping/Chemicals, one of our major chemical vendors, and 16 university custodial teams. By May 2010, Mitchellville Chemicals/Housekeeping and the university converted approximately 92 buildings with 6.5 million total square feet to 100% green cleaning. The new green cleaning system in use at the university is comprised of just four cleaning products that use a single dispenser.

In 2010, Mitchellville Housekeeping/Chemicals, with the assistance of a second vendor, developed a comprehensive All-Facility 100% Green Seal Certified cleaning system. This system consists of only two products and a single dispenser. It also includes a training program and “cart cards” for handy reference by custodial staff. In addition, Mitchellville/Housekeeping has introduced a complete line of Green floor care

CHEMICAL DRUMS RECYCLED INTO RAIN BARRELS!

In their efforts to “Go Green,” creativity counts! Iowa Prison Industries staff saw that empty Housekeeping/Chemical drums could be recycled as rain barrels and went to work. The result: Less waste and even a small profit.



products that are as cost-effective and strong as our conventional floor products.

Going one step further in the Green conversion process, Mitchellville Housekeeping/Chemicals is currently working to expand our department to achieve on-site Green Seal production certification. We have already moved equipment and added a brand-new drainage system to accommodate additional equipment, and we are anxiously awaiting the arrival of our new Green mixer and bottler. Although this transition has already involved a tremendous amount of labor, we at Mitchellville Housekeeping/Chemicals are dedicated to the process of becoming a greater part of the world-wide movement toward greater environmental responsibility.

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Asbestos Abatement Down Under

BY **GEORGE HUNT**, OPERATIONS MANAGER, CORRECTIVE SERVICE INDUSTRIES - NEW SOUTH WALES, AUSTRALIA

The Cessnock Correctional Centre in New South Wales, Australia has just completed a purpose-built industrial complex comprising of four 2,000m² buildings housing commercial facilities that afford inmates real world employment opportunities. Supported with dedicated training programs to ensure inmates are prepared for post release employment one such venture, our maintenance of portable classrooms, certainly enjoys a challenge.

While the world wrestles with the health hazards associated with asbestos, Corrective Service Industries at Cessnock Correctional Centre is at the forefront of handling this material in a safe controlled environment via the “clean room.” The “clean room” is part of our maintenance facility for maintaining portable classrooms.

The maintenance of portable school class rooms is a long term commercial venture employing inmates in a large variety of trade skills. These classrooms contain bonded asbestos and while our procedures comply with legislative safety requirements, we also deemed it necessary to go beyond this and develop a self contained environment that would provide the maximum protection for all workers. This controlled environment, developed with the input from staff and inmates, was recently a finalist in the



Entrance to the “Clean Room”. Building modules move on rails into “Clean Room.”

New South Wales Workcover Safe Work Awards in recognition of the contribution to workplace safety.

Only inmates and staff who are licensed can participate in this function and to understand how they become licensed, we need to start at the beginning - when an inmate arrives at the centre.

This is a working Correctional Centre so when an inmate arrives at Cessnock they must complete and pass an examination for an occupational and safety program before commencing employment. We deem it mandatory that all workers understand their role in workplace safety. Once employed they will be given an induction

into the business unit and then commence a comprehensive training program aligned to their vocation. At this time inmates can enroll in vocational courses that include traineeships in a variety of trades, licenses for cranes, forklifts and other heavy equipment, electrical tag and testing, as well as bonded asbestos removal.

Having undertaken and passed the test for the removal and handling of bonded-asbestos the now licensed inmate becomes part of an elite team responsible for making safe the classrooms that are transported around the state to meet the accommodation needs of our school children.

Removal of the hazardous material commences with the risk assessment; this is required for each building. Having addressed all the criteria, notification is sent to the authorities advising

of intended removal and the prescribed methods to be used. The "clean room" is then prepared for the incoming building which is

Continued on page 16



Licensed inmates removing bonded asbestos in a negative air pressure environment.

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Continued from page 15

rolled into the facility for the work to begin. Inmates enter through the decontamination room and change into their prescribed personal protective equipment (PPE). The “clean room” is then closed and sealed and the negative air pressure system is activated. Only after these steps are made can the removal of the bonded asbestos begin. On completion of the removal process the area is thoroughly cleaned using a micro-filtered apparatus.

The room is then checked by the overseer and signed off as compliant. The inmates proceed to the decontamination room where they remove

their PPE, place it in a hazardous waste facility for disposal, shower and change into their clothing. The “clean room” has air monitoring stations that validate the safety of the process. Staff and inmates take comfort from the fact that we have provided an approved safe working environment for addressing a hazardous task. The bonded asbestos license and the experienced gained by inmates in our facility has prepared them for post-release employment in a growing vocational field.



Curtain ensures “Clean Room” remains sealed during bonded asbestos removal

PortionPac Wins Statewide Award for Reducing Carbon Use

PortionPac Chemical Corporation has won the Illinois Governor's Sustainability Award for Continuous Improvement.

PortionPac won the award for its actions to become carbon balanced this year. The company has converted its fleet to hybrid and clean diesel fuels; initiated public transit reimbursements for employees; and purchased equivalent offsets from Terra Pass for the remaining carbon production.

"Running a successful business creates emissions. By funding clean energy and efficiency projects, we sponsor a reduction in greenhouse gas emissions that is directly proportional to the emissions created by our driving, flying, and energy use," said Burt Klein, president of PortionPac. Each Terra Pass purchase is

verified on two levels; every greenhouse gas reduction project is verified by an independent environmental auditor, and every offset purchase and marketing claim is verified against industry leading standards by an independent third party.

Twenty-five Illinois businesses were recognized at the ceremony at the Illinois Sustainable Technology Center in Champaign. Dr. Manohar Kulkarni, the center's director, presented the award on behalf of Illinois Governor Pat Quinn to PortionPac board members Marvin Klein and Irv Vit; marketing director Caryn Stets; and accountant Sean Missey.

PortionPac won the Illinois Governor's Pollution Prevention Award in 2006, and was recognized with Continuous Improvement Awards in 2008, 2009, and 2011.



Sean Missey, Marvin Klein, and Caryn Stets accept the Illinois Governor's Sustainability Award on behalf of PortionPac.

Green Collar Jobs. The Next Product Line for Correctional Industries?

BY **TOMMY NORRIS**, PRESIDENT & CEO, GREENPRISONS, INC.

The last several years have been a period of rapid growth for sustainable projects in correctional facilities nationwide. Infrastructure improvements, recycling, composting and lighting changes are just a few of the ways that correctional facilities/agencies have begun to save money and in some cases generate revenue streams.

PROFESSIONAL ASSOCIATION'S RESPONSE

Professional associations, like NCIA and ACA, have responded to this emerging trend by documenting case studies and examples from throughout the country. This issue of NCIA News is dedicated to highlighting "Green" programs in Correctional Industries around the country. The April edition of the American Correctional Association's (ACA) Corrections Today, devoted the entire publication to "Eco-Friendly Corrections." Both publications featured numerous articles on the advantages of "Going Green."

At the Winter Meeting of ACA in 2010, the first permanent committee on sustainability was held as a result of its creation by ACA President Daron Hall. The energy behind creating the committee came from former Commissioner John Rees of Kentucky and former Secretary of Corrections in Louisiana Richard Stalder.

I was asked to chair the "Clean and Green Committee" (the name given to ACA's committee) and I quickly found out I had much to learn about the sustainability movement, and its potential in corrections. As a result I created a non-profit organization on sustainability in corrections ... GreenPrisons. The purpose of

GreenPrisons is to provide a bridge between correctional practitioners and providers of sustainable products and services in corrections.

At GreenPrisons we believe that sustainability in corrections can only be seen as successful if it does three things:

1. Saves money and/or generates revenue
2. Provides meaningful job assignments and job training for inmates
3. Helps improve the environment of the communities in which our correctional facilities operate.

I believe Correctional Industries can play a major role in each of these areas.

GENERATE/SAVE REVENUE

Sustainability's capacity to save money through energy conservation, updating of appliances to high efficiency models, and increased use of biofuels is well documented at both the residential and industrial environment. But how does that fit into the Correctional Industries model?

Because of the forward thinking of several correctional administrators there are a number of examples including:

- The assembly of solar panels by Federal Prison Industry (UNICOR) which employs 140 inmates and 14 staff members at FCI Otisville
- The HVAC training laboratory included as a part of an HVAC renovation with Johnson Controls by the Virginia Department of Corrections

- The statewide distribution of green cleaning chemicals as the result of a partnership between Kentucky Correctional Industries and PortionPac Chemical Corporation

Perhaps one of the most productive, and yet untapped sources of revenue and job training can be the effective management of the institution's waste stream. Most of us have been involved in the recycling of cans and to some degree paper, cardboard, etc., but are you getting the maximum benefit from your efforts? Further, the reduction or elimination of cartage fees for kitchen waste, cooking grease, motor oil, etc. can be not only a source of revenue but provide green collar job training as well.

The Putnamville Correctional Facility in Indiana is a classic example of the revenue that can be generated through sustainability efforts. As featured in a recent webinar hosted by GreenPrisons.org, Indiana shared their success in generating over \$94,000 in savings as a result of sustainability efforts over a three year period ending in 2011.

The Western Kentucky Correctional Complex has joined a six county consortium for recycling, generating \$70,000 in savings and revenue for the consortium last year and employing a number of female offenders who are learning new skills including resource management and fork lift operation.

Perhaps the most ambitious sustainable project today is the proposed plan to "deconstruct" the Maryland House of Correction. While saving the state money by using inmate labor for much of the work, these offenders will also be learning real world skills in how to abate asbestos and lead paint while salvaging materials that will have a high market value on the resale market. Maryland hopes to actually get this project started toward the end of 2013.

TRAINING IN GREEN COLLAR JOBS

So exactly what is a "green collar" job? According to Peter Angelides in a Time magazine article from 2008 "It has to pay decent wages and benefits that can support a family. It has to be part of a real career path, with upward mobility. And it needs to reduce waste and pollution and benefit the environment."

If that's not also a great definition for Re-Entry ... I don't know what is. After all, is not one of the main purposes of the correctional experience the desire to provide inmates with the skills they need to return to society as contributors not burdens? We are replete in our correctional history of stories of creative employees who have on their own initiative, and in some cases based on their own experience developed training programs designed to help offenders have a better chance for success once released.

During a visit to the Putnamville Correctional Facility in Indiana during the GreenPrisons Symposium last year, I had the opportunity to meet a dormitory sergeant who had so embraced the notion of sustainability in his institution that he had created a certified training program on the subject for inmates. What was really impressive was that he did this on his own with virtually no cost to state government. By researching various federal government websites he found a Department of Labor (DOL) training program in recycling that resulted in a DOL certificate when completed. He adapted the program for corrections, creating his own lesson plans for delivery of the program and presented it to the inmates. The result was a cadre of inmates who took pride in the sanitation of their dormitory and the accomplishment of this training goal. When we toured the facility, these inmates told us about their recycling program, how they collected and separated items, as well as involved their fellow inmates in the recycling process.

Of course there are great examples of mega projects from around the country like the aforementioned solar panel assembly project,

Continued on page 20

Continued from page 19

or the green cleaning distribution project by PortionPac Chemical Corporation that incorporates a certificate in green sanitation, but all of these efforts are clear examples of the ingenuity of correctional practitioners and the partnerships that can be formed to introduce new product lines to correctional industries.

BECOMING A BETTER NEIGHBOR

Correctional facilities by their very nature are large consumers of energy, producers of waste and in some instances, occupy very desirable real estate. It is for these reasons, if not for the intrinsic value traditionally associated with the “Green” movement that facility managers should make an effort to improve the communities in which they live.

Recycling projects similar to one at the Western Kentucky Correctional Complex is but one example of a number of community activities that correctional facilities are involved in. The State of Washington has long participated in the growth and preservation of some rare animal and plant species, cultivated by inmates as part of a cooperative project with Evergreen College. The Lafayette Parish (Louisiana) Sheriff’s Office Corrections Division has a number of these projects on the local level. Perhaps most unique of their projects is the recycling of worn out uniforms into pet beds for the local animal shelter.

The examples are there, and the opportunity to save money, generate revenue, provide meaningful work experiences and contribute back is all around us in corrections. It remains for the innovators among us to find the best way to do that in our own situation.

Tommy Norris is the President and CEO of GreenPrisons, Inc. Learn more about sustainable corrections at www.GreenPrisons.org

The National Correctional Industries Association would like to thank the Enterprise 2012 National Training Conference Sponsor



Please mark your calendar for the Enterprise 2013 National Training Conference

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NCIA Meetings at ACA—Denver

Make plans to attend the American Correctional Association's 142nd Congress of Correction to be held July 20 - 25, 2012 in Denver, Colorado. For event, registration and hotel information, please go to <http://www.aca.org/Conferences/Summer2012/home.asp>

NCIA has scheduled the following meetings for ACA's 142 Congress of Correction in Denver, Colorado (July 20 - 25, 2012)

Saturday, July 21, 2012

1:00 - 2:00 pm:

ACA Correctional Industries Committee
Colorado Convention Center
Room 304, Street Level

Sunday, July 22, 2012

9:00 am - 12:00 pm:

NCIA Board of Directors and Business meetings
Hyatt Regency at Colorado Convention Center
Capitol Ballroom 1, Fourth Level

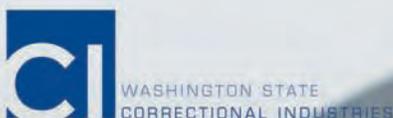


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Green License Plate Production

BY **GLEN DAVIS**, OPERATIONS SUPERVISOR, ARIZONA CORRECTIONAL INDUSTRIES AND **BRAD BARONDEAU**, MARKETING MANAGER, 3M

Arizona Correctional Industries (ACI) had been making plates with a conventional process that dates back 40 years. They screened license plate sheeting, applied ink to the raised alphanumeric characters and then dried the plates in an oven to remove the Volatile Organic Compounds (VOC's). The hundreds of gallons of diesel fuel burned to run the production line, the natural gas for the oven, the inks for printing and the VOC's emitted by the process affected the air quality in the state.

A GREENER SOLUTION:

ACI found the production of license plates with a digital process to be a more environmentally friendly method of producing license plates. Digital license plate production is a dry method of plate production that eliminates the diesel fueled production line, the natural gas oven,



printing inks and all emissions. An estimated 1100 pounds per year of VOC's are eliminated for each one million license plates produced by switching to the new dry printing method.



There are additional operational benefits as well. All plate art work is stored in the system's computer so ACI does not have to stock rolls of specialty plate sheeting. Another benefit is that all design work can now be done on site, reducing design and approval time for specialty plates. Plate production is now "just in time", which allows ACI to keep their inventories at much lower levels. To save production time, and cost, the general issue Arizona plate is preprinted and the digital system efficiently prints the alphanumeric characters. It is also estimated that the cycle time for specialty plates has been reduced from weeks to days using a digital printing system.

Arizona's Governor, the state's DOT and DMV approved moving to the new production system in June 2007. The new system was installed and production began in late 2007. This was a very

BEST PLATE OF 2011

Arizona was recently awarded the Best Plate of 2011 by The Automobile License Plate Collectors Association (ALPCA, Inc).



important step towards allowing the citizens of Arizona to breathe cleaner air!

Brian Radecki, CEO/General Manager, ACI commented, "We are pleased with all aspects of the digital printing process as it allows for smooth flow, a spotless production facility, just in time delivery and low inventory costs."

For more information on Arizona Correctional Industries' digital process please contact Glen Davis, ACI Operations Supervisor, 602-447-3112

For more information on digital license plate printing solutions, please contact your 3M Government Services Manager or visit www.3m.com/mvss

From the Associated Press - November 10, 2007, Interview with Motor Vehicles Division spokesman Cydney DeModica:

The change allows for more flexible production runs, doesn't increase costs and eliminates paint drying that produced chemical emissions, DeModica said. "It actually has worked out all around."

DeModica said Arizona is the 23rd state to switch to the new process offered by 3M Co., which already is the contractor to supply license material used by the Department of Corrections' inmate work program, Arizona Correctional Industries.

"It wasn't anything brand new and untried and untested," DeModica said.

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Enterprise 2012 Recap

A National Training Conference to Remember!

More than 400 Correctional and Jail Industries professionals gathered in Sacramento, California at NCIA's Enterprise 2012 National Training Conference. CI professionals from 43 states participated in dynamic, thought-provoking educational workshops and learned about the latest products, technologies and services available from the exhibitors packed into the sold-out exhibit hall. From all accounts, the networking opportunities were plentiful and productive and everyone enjoyed the social events that were part of the agenda.

Enterprise 2012 started early on Friday, March 31st as Correctional Industry Directors and up-and-coming CI staff participated in the pilot CI Director Training. This newly created pilot training program is a collaborative effort between the National Institute of Corrections and NCIA. (See pages 36 & 37 for an article on this new training program).

Sunday, April 1st was an action-packed day starting off with the Board of Director's Meeting and NCIA's Business Meeting. After a formal swearing-in of the new Board Members, the Board got down to business reviewing NCIA's reserve fund policy, the continued development of the Webinar program, and heard reports from the Reentry Task Force and UNICOR/FPI. Following the NCIA Business Meeting, a productive CI Director Roundtable was held. Directors from over 40 states shared ideas and discussed pressing issues in Correctional Industries.

As more attendees arrived and exhibitors completed their booth setups, everyone prepared for the Opening Session, Keynote Speech and the Exhibit Hall Grand Opening. And what a "Grand" opening it was as everyone jammed into a sold out exhibit hall to meet with our generous Corporate Members.

As the rest of the conference progressed, attendees and exhibitors participated in educational workshops, networked and attended the Annual Awards Banquet.

To close out the conference, nearly 70 attendees went on the Folsom State Prison Correctional Industries Facility Tour provided by CALPIA. Enterprise 2012 was a tremendous success! Please review the following pages for pictures and highlights of the conference.



NCIA Sponsor Thank You

NCIA EXTENDS ITS HEARTFELT THANKS
TO THE FOLLOWING SPONSORS OF ENTERPRISE 2012:




**Bodek & Rhodes, Colorado Correctional Industries,
Douglass Industries, Gojo Industries, Inc., Nightingale Corporation,
PortionPac Chemical Corporation, TRICOR**





Board of Directors Meeting

A productive NCIA Board of Directors Meeting was held on Sunday, April 1, 2012. Newly elected Board Members were sworn in by Brian Connett, NCIA's President, and reports were given to the board by officers and committee chairs, as well as by NCIA's Reentry Task Force, UNICOR/FPI and the National Institute of Corrections. The NCIA Business Meeting immediately followed the Board of Directors Meeting.



The NCIA 2012 Board of Directors



Brian Connett, NCIA President, swears in the newly elected Board Members



Betty Slack (WV), Tony Miller (PA), Steven Brooks (Jails) and Jerry Campbell (AR) are sworn in as newly elected Board Members



Joe Sommerville (MD), Michael Hurt (NY) and Gerry Adam (Corporate) are sworn in as newly elected Board Members

Opening Session and Keynote Speaker

The Opening Session was held on Sunday afternoon. Attendees were welcomed by Conference Host, Chuck Pattillo, CALPIA, as well as Sacramento's Vice Mayor, Angelique Ashby. After the welcome, Matthew Cate, Secretary of the California Department of Corrections and Rehabilitation, gave an inspiring keynote address. **NCIA would like to thank 3M for sponsoring the Opening Session and Keynote Speaker.**

The Honor Guard from the California Department of Corrections and Rehabilitation



Matthew Cate, Secretary of the California Department of Corrections and Rehabilitation, gives the keynote address



Conference Host Chuck Pattillo of CALPIA welcomes everyone to Sacramento



Sacramento Vice-Mayor Angelique Ashby is presented with a plaque by Chuck Pattillo, CALPIA and Brian Connett, NCIA President

International dignitaries, Bill Davie and Norma McLoughlin of the UK Ministry of Justice were recognized from the podium



Matthew Cate is presented with a plaque by Chuck Pattillo, CALPIA and Brian Connett, NCIA President

Exhibit Hall Grand Opening and Vendor Spotlight

Exhibit Hall Grand Opening

Immediately following the Opening Session, attendees rushed to the main entrance of the exhibit hall where NCIA President Brian Connett, NCIA Chairman of the Board Don Guillory, Keynote Speaker Matthew Cate, Conference Host Chuck Pattillo, and 3M Representative John Brueggeman welcomed everyone and “cut the ribbon.”



Vendor Spotlight

Returning for a third year, the Vendor Spotlight gave exhibitors the opportunity to provide a summary of their new technologies, products and services to the conference attendees. **Breakfast and coffee were sponsored by 3M and Mayer Fabrics**



Conference Workshops

World-Class Education for Correctional and Jail Industry Professionals

NCIA's conference planning committee and program track chairs developed workshops for two days of intense, informative and well-attended training.

NCIA WOULD LIKE TO THANK THE DEDICATED PROGRAM CHAIR, TRACK CHAIRS AND TRACK SPONSORS FOR THE ENTERPRISE 2012 CONFERENCE WORKSHOPS!



Enterprise 2012 Conference Workshop Program Chair

Mike Colwell, Washington State
Correctional Industries

Track A - Are Your Leaders Ready? Leadership and Management

Track Chair: Chuck Pattillo, CALPIA

Track B - Solving Your Operational Issues Using Lean, Website Development, Branding and Sales & Marketing

Track Chair: Danielle Wiles,
Washington State Correctional
Industries

Track C - Finding the Golden Opportunities for Reentry in Correctional Industries

Track Chair: Paul Baum, CALPIA
Track Sponsor: TRICOR

Track D - Jail Work Programs: Bridges to the Community

Track Chair: Dean Mason,
Washington State Department of
Corrections

**NCIA WOULD ALSO LIKE TO
THANK 3M FOR SPONSORING THE
AUDIOVISUAL EQUIPMENT IN ALL
THE CONFERENCE WORKSHOPS.**

Exhibit Hall and Grand Prize Giveaway

Correctional Industry professionals networked with vendors in the Enterprise 2012 exhibit hall to learn about the latest in technologies, products, services and innovations available to our industry. While networking in the exhibit hall, attendees were treated to **breakfast in the morning (provided by 3M and Mayer Fabrics)** and **lunch in the afternoon (provided by 3M, Avery Dennison and OEI)**.



GRAND PRIZE GIVEAWAY WINNER!

Robert Leon, Deputy Director of North Carolina Correction Enterprises (NCCE) is now the proud owner of two matching iPad3s, iTunes gift cards and two iPad3 accessory packages. Robert has been with NCCE for twenty years and in his role as Deputy Director overseas 31 manufacturing plants in 17 different industries. He lives with his wife in Raleigh, NC, has two grown children and plans to use his new iPad3s for photography and web surfing. Congratulations, Robert!

NCIA WOULD LIKE TO THANK 3M AND KEEFE GROUP FOR SPONSORING THE GRAND PRIZE GIVEAWAY



Correctional Industries Facility Tour

Folsom State Prison

On April 4th, the NCIA's Enterprise 2012 Conference came to a close with a tour of Folsom State Prison provided by California Prison Industry Authority staff. Sixty-seven industry professionals, vendors, and foreign guests took part in the tour of a cellblock, cafeteria, hanging chamber (no longer used), medical processing facilities, the main yard, and showers before moving on to CALPIA factories inside the prison.

The group saw a variety of CALPIA's line of Folsom produced goods being made, including custom metal fabrication, license plates, toner cartridge remanufacturing, printing, sign making, Braille transcription, eyeglass refurbishing, tactile maps, and modular buildings.

Folsom State Prison is located 20 miles northeast from Sacramento and is the second-oldest prison in the State of California after San Quentin State Prison. It opened in 1880 and was the first prison in the world to have electric power. The quarry at Folsom provided granite for the foundation of the state capitol building, as well as much of the gravel used in the early construction of California's roads. Johnny Cash performed live concerts at the prison in 1966 and 1968.

Designed to hold 2,469 offenders, Folsom reached its peak population level in 2009 with 4,427 offenders. As of March, 2012, the facility's total population was 2,912.

Folsom State Prison Warden Rick Hill met the group for lunch at CALPIA's Modular Building enterprise facilities to answer questions and thank the attendees for participating in the tour.



NCIA Awards Banquet

Celebrating the Achievements of Our Colleagues

NCIA members came together for the last night of the conference to celebrate the achievements of their colleagues at the Annual Awards Banquet. Sponsored by the John R. Wald Company, 3M and Keefe Group, attendees were treated to a lovely meal and a wonderful night.



Clockwise, from the top center:
Karen Brown accepts the 2012 Annual Report Award for North Carolina Correction Enterprises
• **Mike Falkowski** of Brulin & Company, Inc. accepts the 2012 Corporate Member Award •
Ron Jackson takes home the 2012 National Staff Award •
Chris Lansford accepts the 2012 Marketing and Sales Person of the Year Award • **Patricia Taylor** is award the 2012 McLaughlin Award • The 2012 Rodli Award is presented to **Don Guillory**





Robert Leon receives the 2012 Southeast Region Staff Award



Anthony Nutt receives the 2012 Western Region Staff Award



John Galzki receives the 2012 Central Region Staff Award



NCIA WOULD LIKE TO THANK 3M, THE JOHN R. WALD COMPANY, AND KEEFE GROUP FOR SPONSORING THE ANNUAL AWARDS BANQUET



Correctional Industries Director Pilot Training Hits the Mark!

After more than 18 months of work via a cooperative agreement sponsored by the National Institute of Corrections' (NIC), NCIA launched the pilot Correctional Industries Director Training at the Enterprise 2012 National Training Conference in Sacramento, CA. Held the Friday and Saturday before the official conference kick-off, the training was "sold out" with more than 30 practitioners consisting of current directors and future leaders in attendance. Verbal feedback during the training, as well as the post-training evaluations submitted by all in attendance, indicated that the pilot training was a phenomenal success! The average evaluation for the overall curriculum was a 4.8 out of a 5.0 possible score. Feedback from "I loved everything about it" and "It was incredible to finally have a training just for Correctional Industries" to "I would recommend this training to all my direct reports and their direct reports" reinforced that the curriculum and training completely hit the mark.

NCIA's CI Director Training curriculum team consisted of Martha Russell and John Rakis, both NIC consultants and OWDS-certified trainers, as well as Patricia Weiland, NCIA's Reentry Task Force Chairperson, who filled the role as

the subject matter expert on the curriculum team. In total, the curriculum consisted of an introductory webinar, four e-learning courses, a second webinar transitioning from the e-learning experience to the classroom training, and a LinkedIn social networking group, all of which was then capped off by the extensive two-day interactive classroom training held in conjunction with the Enterprise 2012 National Training Conference. The curriculum consisted of the following subjects:

- Marketing
- Balancing Internal and External Environments
- Developing Staff Workforce Competencies
- Establishing Financial Self Sufficiency
- Providing Dynamic Leadership
- Developing an Offender Workforce
- Managing Your Stakeholder Network
- Assuring Customer Satisfaction
- Developing Reentry Resources
- Evaluating Organizational Performance



The next step for this dedicated curriculum development team is to make any improvements to the curriculum based on the specific feedback received from the post-training evaluations. The most common criticism of the curriculum itself was that participants felt that the training could be and should be extended to a longer time period than the two days allotted for the pilot. NIC has indicated that the training can be extended to a longer length of time, so with that in mind, the curriculum team will work towards accomplishing that as part of their post-pilot modifications to the curriculum. NCIA will certainly keep the field posted as to the final curriculum deliverable. NIC plans to offer the CI Director Training at its NIC Training Academy in Colorado this fall.



California Agencies See Value in “Green” Remanufactured Toner Cartridges

BY LAUREN YANCEY, STUDENT INTERN, CALPIA

The California Prison Industry Authority (CALPIA) provides remanufactured printer and fax machine toner cartridges at competitive prices.

This “green” product is one of the fastest growing of all CALPIA enterprises. Sales have increased nearly 47% since the last fiscal year, with current revenue at \$255,891 and 6,664 cartridges sold as of April, 2012.

Since launching in November, 2010, CALPIA has sold over 10,000 remanufactured cartridges to California agencies.

CALPIA picks up used cartridges at no charge to the customer. This makes recycling an easy choice and also assists with marketing the replacement product. CALPIA is able to test, repair, and refill toner cartridges and list them for sale to customers through our product catalog.

In 2010, the toner cartridge refurbishing enterprise employed six offenders from Folsom

State Prison (FSP), and has since expanded to twelve fully trained offenders. CALPIA’s Inmate Employability Program (IEP) is looking into an industry certification to help offenders gain employment upon release.

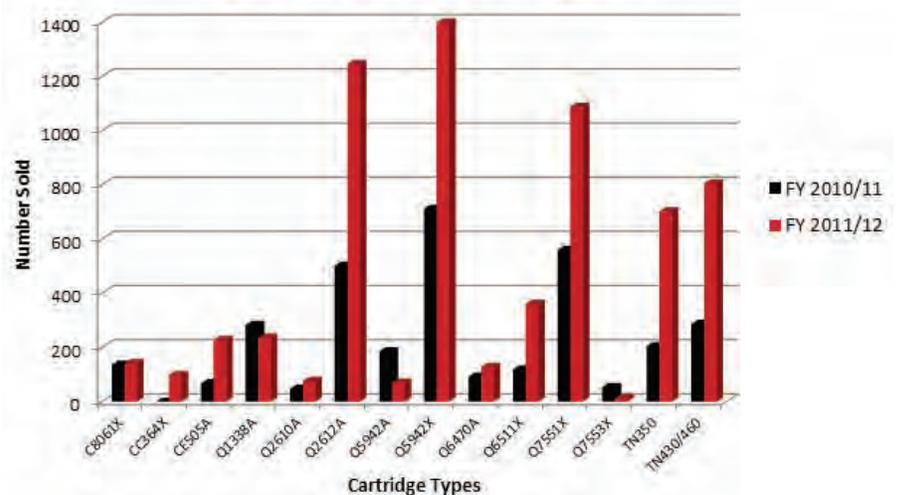
Vendors have assisted with maintaining the quality and consistency of our products as well as training of employees with both onsite instruction and video.

The enterprise recently moved to a location that has better ventilation, more spacious work areas, a central air system, and new innovative technology for the remanufacturing process, including tables that have built-in filtration systems that absorb the toner powders. This speeds the refurbishment process and helps maintain a cleaner work environment.

By streamlining the processes, entering into competitive cost comparisons, and negotiating with other vendors, costs have been reduced



Cartridge Sales by Fiscal Year



by over 40%. The enterprise has grown from producing only five to ten refurbished cartridges per day to now producing, on average, between 100 and 150 cartridges per day.

When CALPIA began the enterprise in 2010, only seven cartridge styles were offered. Now, CALPIA offers fourteen different types of cartridges. The quality of CALPIA's remanufactured printer and toner cartridges meets or exceeds the Original Equipment Manufacturer (OEM) standards, but are priced below commercial rates.

CALPIA also accepts cartridges that we do not yet remanufacture. Rather than throwing these away, CALPIA offers them to vendors who provide credits for CALPIA to purchase other parts that are needed for the remanufacturing process.

Increasing sales from agencies and collaborative partnerships with vendors are establishing

a bright future for CALPIA's toner cartridge remanufacturing enterprise, as well as providing offender training for employment in a growing "green" market.



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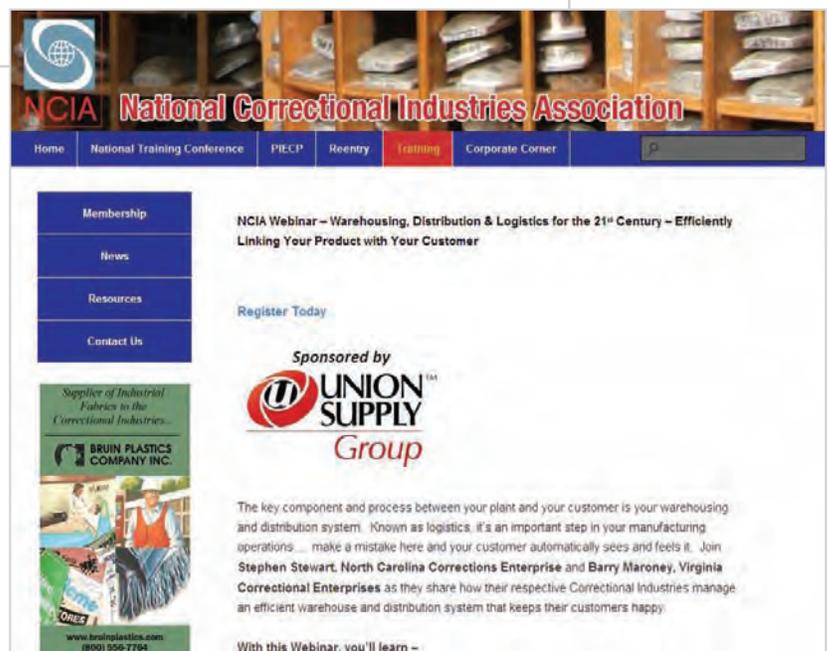
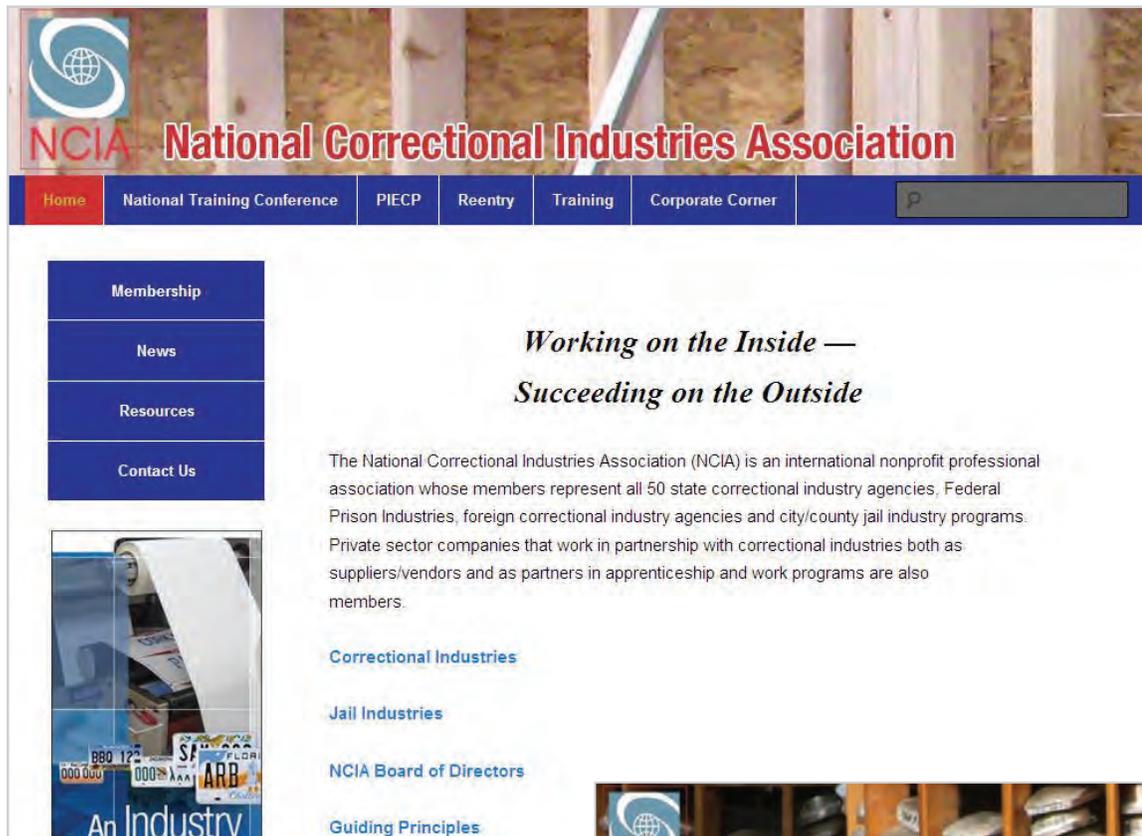
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NCIA Launches New Website

To better serve the membership, NCIA recently re-launched www.nationalcia.org. The newly designed site will be easier to navigate and provide members with more information, resources and opportunities to access member benefits.



Correctional Industries in the News!

The following Correctional Industries were recently featured in various media stories!

- *The Sedona Times* published an article on the transit shelters built by **Arizona Correctional Industries (ACI)**. The transit shelters feature a unique three-dimensional backdrop of a local landmark such as the Capital Butte.
- **Texas Correctional Industries'** computer repair labs at the Huntsville Wynne Unit were recently featured in the *Houston Chronicle* article, "Work programs for Texas inmates go high-tech."
- **Iowa Prison Industries (IPI)** was recently highlighted in *The Messenger* (Fort Dodge). Offenders participating in IPI's welding training program put their new skills to work erecting an entrance gate to Knudson Park in Badger, Iowa.

Have a news story that features your Correctional Industry? Please send it to Wil Heslop at NCIA (wil@nationalcia.org). We'll post it on the NCIA Website and include it in the next issue of *NCIA News!*

NCIA Welcomes New Members

Mack Aspinall

Arapahoe County Sheriff's Office
Practitioner

Mario Diaz

Arizona Department of Corrections
Retired

Bradford Glover

Nevada Department of Corrections
Practitioner

Sandra Gross

NAPA County Department of Corrections
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Sheila Lorance

Marion County Jail
Practitioner

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www.moduform.com

Momentum Group

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www.memosamples.com

MTJ American

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www.mtjamerican.com

Nightingale, Inc.

800-363-8954
www.nightingalechairs.com

NORIX Group, Inc.

630-231-1331
www.norix.com

Northwest Woolen Mills

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www.northwestwoolen.com

Nova Professional Group

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www.novapg.com

Novavision Ltd.

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www.novavisioninc.com

OEI

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www.oei-inc.com

Office Star Products

843-324-7719
www.officestar.net

Parisian Knitting Mills LTD.

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www.parisian-knitting.com

Parkland Plastics

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Plascon Inc.

231-935-1580
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PortionPac Chemical Corporation

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312-226-0400
www.portionpaccorp.com

Power Commissary, Inc.

631-563-7878
www.powercommissary.com

Quality Metals, Inc.

651-645-5875
www.qualitymetalsinc.com

Raytex Fabrics, Inc.

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Rudolph Foods

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SawStop

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www.sawstop.com

Simplex Textiles Inc

514-500-3747
www.simplextextiles.ca

Sonoma Leadership Systems

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www.sonomaleadership.com

Spec-Tex, Inc.

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www.spectexinc.com

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708-985-9230
www.tbtube.com

The Fox Company

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www.thefoxcompany.com

The Wolf Machine Company

513-791-5194
www.wolfmachine.com

Union SupplyGroup

310-603-8899
www.unionsupply.com

United Fabrics, Inc.

856-665-2040
www.unitedfabrics.com

UTSCH

440-358-9488
www.utsch.com

VIA Inc

800-433-6614
www.viaseating.com

Xante Corporation

251-473-6502 x4643
www.xante.com

Xerox Corporation

703-734-5078
www.xerox.com

////// **VENDOR CORNER**

The ECO Earth Leather

Coast To Coast Leather & Vinyl has been producing remarkable leathers with the goal of having no or minimal impact to our eco-system. Coast To Coast produces leathers under strict low emission mineral tanning procedures combined with elaborate recycling and water purification systems in place to manufacture ECOEarth.

After years of development, Coast To Coast is proud to introduce our EcoEarth™ collection, the next generation of eco-leather. This product consists of recycled manufactured from post industrial material and contains a 100% Polyurethane top coat. The leather is chrome free tanned, vegetable re-tanned, and features water based finishing (no solvents). Thus water conservation is observed from the very beginning. The polyurethane used is a polymer resin that is bio-degradable. This top coat offers protection against abrasion and still maintains the softness that you expect from the highest quality leather.

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The California Prison Industry Authority (CALPIA) is a State-operated agency providing productive work assignments for approximately 5,000 inmates in California's adult correctional institutions. CALPIA operates over 60 service, manufacturing, and agricultural industries at 22 prisons throughout California. CALPIA is self-supporting from the sale of its products and services and does not receive an annual appropriation from the Legislature.



CALPIA programs reduce recidivism.

Recent independent studies have shown the rate at which CALPIA inmate parolees return to prison is at least 25% lower than California's general population.

CALPIA inmates pay back society.

CALPIA inmates contribute 40% of their wages (\$.30 to \$.95 per hour) to pay court-ordered restitution and fees. This helps the crime victims as well as reducing the cost of the process.

Working inmates help make prisons safer for staff.

Reducing inmate idleness has been shown to reduce violence against staff and inmates. CALPIA inmate workers must have no disciplinary actions against them in order to keep their jobs.

CALPIA supports California Business.

CALPIA purchases raw materials from California owned businesses that employ California workers and pay California taxes.



The Joint Venture Program (JVP) employs people within California's correctional system who have a strong desire to work and learn valuable skills. It offers businesses attractive benefits for employing inmates, while providing inmates with employment and enhanced job skills within prison operations – allowing them to return more successfully to society as productive citizens after serving their time.
<http://jointventureprogram.ca.gov>



CALPIA has received the International Standards Organization (ISO) certification for implementing quality practices and procedures in its design and manufacturing of modular office furniture and fabric enterprises.
www.iso.org



CALPIA's Inmate Employability Program encompasses a comprehensive approach in preparing inmates to obtain employment upon parole.
www.calpia.ca.gov/IEP.html



For a full description of all our products and services, go to: www.calpia.ca.gov
 Please send questions and comments to: info@calpia.ca.gov



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