



NATIONAL
CORRECTIONAL
INDUSTRIES
ASSOCIATION

National Correctional Industries Association
2015-2016 Strategic Plan
Approved by the NCIA Board of Directors April 12, 2015

Introduction

The National Correctional Industries Association (NCIA), headquartered in the Washington-Baltimore corridor, operates in a dynamic environment. The organization has a long history spanning more than 60 years, and remains committed to its central mission – enhancing the professionalism and image of correctional industries operations and personnel throughout the country.

The NCIA serves the correctional industries community throughout the United States and abroad. NCIA strives to serve as the bridge between correctional industry professionals and interested parties by providing information and facilitating members' access to the resources they need to shape the future of their organizations.

The NCIA Executive Committee is responsible for the actionable items identified in the Strategic Objectives and Strategies of this Plan.

NCIA's Vision Statement

“Working on the Inside – Succeeding on the Outside”

NCIA's *Vision Statement* evolved out of our shared beliefs and values and forms the foundation for the Association's *Mission Statement*.

NCIA's Mission Statement

National Correctional Industries Association (NCIA) promotes excellence and credibility in correctional industries through professional development and innovative solutions that improve public safety, business operations and successful offender reentry.

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NCIA's Guiding Principles

- Support Correctional Industries' efforts to improve public safety, business operations and successful offender reentry
- Provide professional development that promotes excellence in education, training and leadership
- Promote best and promising practices
- Cultivate relationships with stakeholders
- Foster ethics and diversity
- Enhance information sharing through meaningful communications and publications
- Facilitate networking by offering opportunities for personal interaction and exchange of ideas through national training events, regional meetings and other activities
- Ensure pertinent research is recognized, shared and widely distributed

Strategic Objectives and Strategies

STRATEGIC OBJECTIVE #1: Improve financial stability

1a. Develop consistent and stable revenue streams that will support required association operations

1a-1 – Pursue funding that supports NCIA's mission

1a-2 – Expand revenue sources

1b. Improve financial operations

1b-1 – Continually analyze operations and review financial statements to maximize efficiencies

1b-2 – Increase long-term investments sufficient to fund 12 months of association's expenses

STRATEGIC OBJECTIVE #2: Promote best and promising practices for Correctional Industries

2a. Support the implementation of the '*Correctional Industries: Reentry-Focused Performance Excellence*' Best Practices Model

2b. Continually research and evaluate best and promising practices

STRATEGIC OBJECTIVE #3: Promote the value of correctional industries to all stakeholders

3a. Raise public awareness and support for correctional industries programs and their contributions to successful offender reentry, reducing recidivism and improving public safety

3b. Develop, publish and distribute public relations materials supported by research

3c. Develop business partnerships

3c-1 – Promote correctional industries to potential customers and partners

3c-2 – Maintain a mechanism for referrals from NCIA to correctional industries programs

3d. Strengthen partnerships with professional associations and related organizations

3e. Promote NCIA membership

STRATEGIC OBJECTIVE #4: Provide professional development opportunities

4a. Provide education, training and professional development for correctional industries

4b. Identify additional educational partners and resources

4c. Foster ethics and diversity