



NATIONAL  
CORRECTIONAL  
INDUSTRIES  
ASSOCIATION

**2019-2020 Strategic Plan**  
***Approved by the NCIA Board of Directors***  
***April 15, 2019***

## **Introduction**

The National Correctional Industries Association (NCIA), headquartered in Baltimore, MD, operates in a dynamic environment. The organization was founded in 1941 and remains committed to promoting excellence in Correctional Industries.

NCIA serves the Correctional Industries community throughout the United States and abroad. NCIA strives to serve as the bridge between Correctional Industries professionals and stakeholders by providing members the resources needed to shape the successful future of their organizations.

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

## **Vision**

**“Working on the Inside – Succeeding on the Outside”**

NCIA’s *Vision Statement* evolved from our shared beliefs and values and forms the foundation for the Association’s *Mission Statement*.

## **Mission**

**Promote excellence in Correctional Industries through professional development and innovative solutions that improve public safety, business operations and successful reentry**

## **Values**

- Integrity and Ethics
- Second Chances
- Professional Development
- Fiscal Responsibility
- Networking and Collaboration
- Innovation
- Stakeholder Engagement

## **Strategic Objectives and Strategies**

### **STRATEGIC OBJECTIVE #1: Strengthen financial position**

- a. Maintain, develop and expand revenue sources
- b. Pursue outside funding
- c. Analyze operations, investments and financial statements to maximize efficiencies
- d. Maintain a three-month Operating Reserve. Contribute annually to the Long-Term Investment Fund and improve investment performance sufficient to fund a minimum of 12 months of association's expenses.

### **STRATEGIC OBJECTIVE #2: Advance best and promising practices**

- a. Promote the '*Correctional Industries: Reentry-Focused Performance Excellence*' Best Practices
- b. Research and evaluate best and promising practices with significant emphasis on safety and security
- c. Encourage the collection, analysis and use of relevant data

### **STRATEGIC OBJECTIVE #3: Promote the benefits of Correctional Industries**

- a. Raise public awareness and support for Correctional Industries programs and their contributions to successful reentry, reducing recidivism and improving public safety
- b. Develop, publish and distribute public relations materials
- c. Create and strengthen partnerships with correctional agencies, professional associations and other stakeholders
- d. Recognize individuals and organizations who support the mission of Correctional Industries
- e. Promote NCIA membership
- f. Pursue research that supports the positive impact of CI

### **STRATEGIC OBJECTIVE #4: Provide professional development**

- a. Provide relevant and accessible education, training and professional development for Correctional Industries membership
- b. Identify additional educational partners and resources