



NATIONAL  
CORRECTIONAL  
INDUSTRIES  
ASSOCIATION

**National Correctional Industries Association**  
**2017-2018 Strategic Plan**  
*Approved by the Board of Directors, April 21, 2017*

**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 75 years, and remains committed to its mission.

NCIA serves the Correctional Industries community throughout the United States and abroad. NCIA strives to serve as the bridge between Correctional Industries 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.

**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 offender reentry.

**NCIA's Guiding Principles**

- Provide professional development that enhances education, training and leadership for membership
- 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
- Ensure long-term financial stability

## **Strategic Objectives and Strategies**

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

- a. Maintain, develop and expand revenue sources
- b. Pursue outside funding
- c. Analyze operations and financial statements to maximize efficiencies
- d. 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: Promote best and promising practices for Correctional Industries**

- a. Promote the '*Correctional Industries: Reentry-Focused Performance Excellence*' Best Practices
- b. Research and evaluate best and promising practices

### **STRATEGIC OBJECTIVE #3: Promote the value of Correctional Industries to all stakeholders**

- 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 supported by research
- c. Promote Correctional Industries to existing and potential customers, suppliers and partners
- d. Strengthen partnerships with correctional agencies, professional associations, and related organizations
- e. Recognize suppliers who support the mission of Correctional Industries
- f. Promote NCIA membership

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

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

### **STRATEGIC OBJECTIVE #5: Facilitate research of Correctional Industries' positive impact**

- a. Establish guidelines for a national research initiative
- b. Identify significant measurable outcomes
- c. Define, collect and analyze existing and new data
- d. Publish research findings to educate stakeholders and support best and promising practices