FINDING RESOURCES FOR JAIL WORK AND INDUSTRY PROGRAMS

This article is the first in a series that will describe creative ways to meet jail work and program needs. This series is based on material presented at the American Jail Association (AJA) Annual Training Conference in Salt Lake City, Utah.

Workshop presenters were:

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Joe Trevathan

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Lynn McAuley, Hawaii
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Rick Sparks, Nevada
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INTRODUCTION

Creating or expanding jail work and industry programs requires a variety of resources, including:

* space
* equipment and furnishings
* materials and supplies
* staff
* workers
* time
* information and expertise

Too often, we are quick to assume that the best way to acquire needed resources is by buying them--hence the refrain “we need money.”

We suggest that spending money should be considered a last resort, rather than a first choice. Money is hard to come by in these days of governmental cut backs, and it is often even harder to
In this series we describe some of the many ways to secure needed resources at no- or low-cost. This first installment examines needs for space, equipment and furnishings.

Suggestions are presented in outline form and readers are encouraged to submit additional ideas and variations to keep this list growing. All new submissions will be published, with attribution, in upcoming installments.

FINDING SPACE

Create the demand for space first—outgrow your space

Classify inmates-- for example, house working inmates in the same direct supervision dorm and use the dayspace and program areas for work

Get a “toe hold” and expand from there

Make better use of existing space--

-- multi-use of space(s)

--extend hours of operation for some spaces

--look hard at spaces that have specialized capabilities (e.g. kitchen, voc/ed, commissary, shops, chapel, etc.)

(consider doing a space use analysis for the jail...you will be surprised)

Convert space for industries/work uses (inside the jail, adjacent, or even away from jail)

Move buildings onto the site (adjacent or near jail)

Look for government surplus (federal, state, local)--

nonmoveable (you to to it)

moveable (not designed to move, but can)

mobile (designed to be moved)

*** don't forget the full range of government and quasi-government sources, such as schools, hospitals, etc.
Warehouses

Privately-owned space (especially in depressed areas)

Build space---

    with voc-tech crews

    with inmates (your own inmates and/or others)

    with assistance of National Guard

Build industries/work space into new construction or major addition (see the special JIA/AIA manual on space needs)

Use seasonal structures (tents, light buildings)

Use buildings that are available seasonally (e.g. summer camp in off season)

Make temporary use of facilities (e.g. weekends)

Look into enterprise zones, free trade zones

Consider industrial parks

Look for incubator programs that often provide space

Watch auctions and foreclosures

Share space with others (e.g. vo-tech school at night)

**FINDING EQUIPMENT AND FURNISHINGS**

Get it from the customer!

Use equipment you already have (e.g. kitchen, maintenance shop, etc.)

Rent it, or lease/purchase

Seek donations--make a “wish list” of your needs and distribute it broadly to service clubs, religious groups, and others in the community. Use Internet and E-mail too.

Explore salvage

Find surplus property--
government (federal, state, local)
quasi-government
non-profit
private.

Remember that businesses often have a lot of surplus (banks, corporations, hotels, etc.)
And the public sector as well (as programs move up or are discontinued).

*Better yet*, consider becoming a surplus property clearinghouse which gives you an
industry project and gives you first pick on property that comes in.

Borrow it for as long as you need it.

Partner or link with a state correctional industry program, or another jail's program

Ask inmates (you'd be surprised!)

Ask other agencies/department within your unit of government

Negotiate for freebies with inmate telephone providers when their contract it up.

Negotiate with other contractors who provide services/material to the jail.

Use it temporarily, such as nights or weekends (e.g. voc school shop or lab)

"Appropriate" equipment that is abandoned or left behind

Repair and/or upgrade older equipment

Cannibalize

Look in pawn shops

Look for confiscated items

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**EQUIPMENT AND FURNISHINGS**

Get it from the customer.
Use equipment you already have (e.g. kitchen, maintenance shop, etc.)

Rent it, or lease/purchase

Donations--make a “wish list” of your needs and distribute it broadly to service clubs, religious groups, and others in the community. Use Internet and E-mail too.

Secure from customer as part of your contract

Salvage

Surplus property--government (federal, state, local) quasi-government, non-profit, and private. Remember that businesses often have a lot of surplus (banks, corporations, hotels, etc.) And the public sector as well (as programs move up or are discontinued). ***Better yet, consider becoming a surplus property clearinghouse which gives you an industry project and gives you first pick on property that comes in.

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“Appropriate” equipment that is abandoned or left behind

Repair and/or upgrade older equipment

Cannibalize

Pawn shops

Confiscated items

MATERIALS AND SUPPLIES

(note many of the same strategies as were described for equipment and furnishings)
Get it from the customer.

Use materials and supplies you already have

Donations--make a “wish list” of your needs and distribute it broadly to service clubs, religious groups, and others in the community. Use Internet and E-mail too.

Salvage

Surplus property--government (federal, state, local) quasi-government, non-profit, and private. Remember that businesses often have a lot of surplus (banks, corporations, hotels, etc.) And the public sector as well (as programs move up or are discontinued). ***Better yet, consider becoming a surplus property clearinghouse which gives you an industry project and gives you first pick on property that comes in.

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Ask inmates (you'd still be surprised!)

Ask other agencies/department within your unit of government

Scrap materials

Vendors

Higher education, vo-tech

Group purchasing

Examine waste stream (dumpster--life skills...) and recycle

**STAFF (to operate the program)**

Customer provides staff

Classify (reclassify) and group inmates for work--take previously assigned staff and let them follow inmates to work assignment. (e..g. housing unit for kitchen workers)

Cross-train staff for additional duties/job enrichment (additional responsibility)

Use staff who have special interests and/or backgrounds

Staff in other departments or agencies in your jurisdiction (e.g. print shop, sign shop)

Other program staff (educators, vocational, computer-training, etc.)
Volunteers (you can even advertise for them!)

Retired persons

Interns

Loaned executives, loaned staff (usually from private sector)

Light duty employees

Labor/employment-- OJT, JTPA, PIC, etc.

Vendors provide

Carefully (critically) examine mandates of other agencies/organizations and identify services and programs to which your inmates are entitled without cost (e.g. schools, etc.)

National Guard (for special projects)

Apprenticeships

Job development programs with local employers

Partnerships with other entities (e.g. service providers) to provide your inmates as clients for their programs

Partner with others to reach an economy of scale-- within your jail
--other jails
--state or federal corrections

“Swap” inmates with other agencies

Self-funded from revenues/fees

Temporary workers (casual hire)

Contract out (with private, public)

Part-time staff

Staff with special interests and/or backgrounds
INFORMATION, EXPERTISE AND ASSISTANCE

A. GOVERNMENT SOURCES

At the FEDERAL Level

1. U.S. Department of Justice
   Office of Justice Programs (OJP)
   Bureau of Justice Assistance (BJA)*
   PIECP (Prison Indus. Enhancement)
   National Institute of Justice (NIJ)*
   Federal Bureau of Prisons
   Federal Prison Industries (UNICOR)
   National Institute of Corrections (NIC)*

2. U.S. Department of Education
   Office of Vocational & Adult Education (OVAE)*
   Carl Perkins Administration*
   Office of Correctional Education (OCE)*
   Nat'l Center for Career and Tech. Education*

3. U.S. Department of Labor (DOL)
   Employment and Training Administration
   Occupation Safety & Health Admin. (OSHA)
   Workforce Investment Act (WIA) (1998)

4. U.S. Department of Commerce
   Small Business Administration (SBA)*
   SCORE* (Service Corp of Retired Exec)

5. U.S. Department of Agriculture
   Cooperative Extension Services*

6. U.S. Department of Health and Human Services (HHS)
   Substance Abuse
   Mental Health
   Health

7. U.S. Department of Defense (DoD)

At the STATE Level

1. U.S. Department of Justice
   Byrne Memorial Grants*
   State Juv. Justice Councils*
   BOP Facilities

2. U.S. Department of Education
   State Education Agencies
   State Perkins Programs
   State and Local Public
   Colleges and Universities

3. U.S. Department of Labor (DOL)
   State Emp. Sec'y. Programs
   Welfare to Work Programs
   State OSHA Programs
   State WIA Programs
   "One Stop" Programs

4. U.S. Department of Commerce
   State SBA Programs*
   State SCORE Programs*

5. U.S. Department of Agriculture
   State and Local Programs*

6. U.S. Department of Health and Human Services (HHS)
   State and Local Programs
   State and Local Programs
   State and Local Programs
8. United States Congress
   Congressional Research Service
   General Accounting Office (GAO)

B. ORGANIZATIONS/ASSOCIATIONS

Just about every group of officials and professional has some sort of membership organization comprised of their colleagues. These organizations (associations, leagues, councils, etc.) nearly always operate at the national level (e.g. American Bar Association). Many, if not most, have state and/or regional affiliates (e.g. state Bar Associations). And in some instances, there are local affiliates or regional affiliates within a state (e.g. Baltimore Bar Association.)

These organizations can offer a wealth of information and expertise, and often provide a way to network with their members.

The following tables attempt to identify some of the organizations that may be of interest to persons who are developing or operating a jail work/industry program. The tables are organized by the characteristics of the members of the organizations.

1. Elected Officials

<table>
<thead>
<tr>
<th>Organizations and Associations---</th>
<th>National Level</th>
<th>State Level</th>
<th>Local</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Commissioners</td>
<td>NACo</td>
<td>State Associations</td>
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<tr>
<td></td>
<td>National Association of Counties</td>
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<tr>
<td>Sheriffs</td>
<td>NSA</td>
<td>State Associations</td>
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<tr>
<td></td>
<td>National Sheriffs' Association</td>
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<tr>
<td>Other County Officials (Treasurers, Clerks, etc.)</td>
<td>NACo and Affiliates</td>
<td>State Associations</td>
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<tr>
<td>Municipal Officials</td>
<td>NLC</td>
<td>State Associations</td>
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<td></td>
<td>National League of Cities</td>
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2. **Professional Organizations**

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<thead>
<tr>
<th>Organization</th>
<th>National Level</th>
<th>State Level</th>
<th>Local</th>
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</thead>
<tbody>
<tr>
<td>Finance and Purchasing</td>
<td>National Associations and Federal</td>
<td>State Agencies</td>
<td>Local Agencies</td>
</tr>
<tr>
<td>Juvenile Justice</td>
<td>Council of Juvenile Corrections Administrators (CJCA) National Juvenile Detention Association (NJDA)</td>
<td>Some State Affiliates</td>
<td>Some Local Affiliates</td>
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<tr>
<td>Jails</td>
<td>AJA American Jail Association</td>
<td>Some State Associations</td>
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<tr>
<td>Jail Inspectors</td>
<td>NAJI National Association of Jail Inspectors</td>
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<tr>
<td>Corrections</td>
<td>ACA American Correctional Association</td>
<td>Some State Associations</td>
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<tr>
<td>Jail Industries</td>
<td>JIA Jail Industries Association BJA-JWIC Bur. of Justice Assistance, Jail Work and Industry Center</td>
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<tr>
<td>Correctional Industries</td>
<td>NCIA National Correctional Industries Association</td>
<td>NCIA Regions</td>
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<tr>
<td>Correctional Educators</td>
<td>CEA Correctional Education</td>
<td>Regions</td>
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<tr>
<td>Association</td>
<td>Some State/Reg'l. Accreditation Managers Organ.</td>
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<tr>
<td>Accreditation</td>
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<tr>
<td>ACA, NCCHC, National</td>
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<tr>
<td>Commission on Correctional</td>
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<td>Health Care</td>
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<tr>
<td>Correctional Accreditation</td>
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<tr>
<td>Manager Association (CAMA)</td>
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<tr>
<td>Attorneys</td>
<td>State Bar Associations</td>
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<tr>
<td>ABA, American Bar Association</td>
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<tr>
<td>Prosecutors</td>
<td>State Associations</td>
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<tr>
<td>NDAA, National District</td>
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<tr>
<td>Attorney Association</td>
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<tr>
<td>Defense Bar</td>
<td>Some State Associations</td>
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<tr>
<td>NCDA, National Criminal</td>
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<tr>
<td>Defender Association</td>
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<tr>
<td>Courts</td>
<td>State Judicial Organizations</td>
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<tr>
<td>NJC, National Judicial</td>
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<tr>
<td>College</td>
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<tr>
<td>NCSC, National Center for</td>
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<tr>
<td>State Courts</td>
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<tr>
<td>SJI, State Justice Institute</td>
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3. Religious, Advocacy and Service

<table>
<thead>
<tr>
<th>Organizations and Associations---</th>
<th>National Level</th>
<th>State Level</th>
<th>Local</th>
</tr>
</thead>
<tbody>
<tr>
<td>Religious</td>
<td>National Council of Churches</td>
<td>State Councils</td>
<td>Local/Regional Councils</td>
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<tr>
<td>Prison Ministries</td>
<td>Several</td>
<td>Many</td>
<td>Some</td>
</tr>
<tr>
<td>Category</td>
<td>National Organizations</td>
<td>State Organizations</td>
<td>Local Organ.</td>
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<tr>
<td>Legal Advocacy Groups</td>
<td>ACLU American Civil Liberties Union</td>
<td>State Civil Liberties Unions</td>
<td>Some Local Branches</td>
</tr>
<tr>
<td>Prisoner Advocacy</td>
<td>Several National Groups (John Howard Society, Alston Wilkes, CURE - Citizens United for Rehab. of Errants)</td>
<td>Many State Organizations</td>
<td>Some Local Affiliates</td>
</tr>
<tr>
<td>Victim Advocacy/Rights</td>
<td>Several National Organizations</td>
<td>Many State Organizations</td>
<td>Some Local Affiliates</td>
</tr>
<tr>
<td>Service Organizations</td>
<td>Several National Organizations (e.g. Volunteers of America, Salvation Army)</td>
<td>Many State-Level Affiliates</td>
<td>Some Local Affiliates</td>
</tr>
</tbody>
</table>

4. Trade, Technical and Business

<table>
<thead>
<tr>
<th>Category</th>
<th>Organizations and Associations---</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>National Level</td>
</tr>
<tr>
<td>Business</td>
<td>NCC, National Chamber of Commerce</td>
</tr>
<tr>
<td>Technical Education</td>
<td>ACTE- Assoc. for Career and Technical Educ.</td>
</tr>
</tbody>
</table>
Specific Trades | Many National Trade Organizations (e.g. furniture, printing, etc.) | State Trade Groups
---|---|---

5. **Labor**

<table>
<thead>
<tr>
<th>Organizations and Associations---</th>
<th>National Level</th>
<th>State Level</th>
<th>Local</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Sector</td>
<td>e.g. AFSCME</td>
<td>Statewide Offices</td>
<td>Locals</td>
</tr>
<tr>
<td>Private Sector</td>
<td>e.g. UAW</td>
<td>Statewide Offices</td>
<td>Locals</td>
</tr>
</tbody>
</table>

### C. OTHER SOURCES

The following list describes a variety of other sources and resources that have proven helpful to jail work and industry programs.

- Advisory Boards, Policy Boards
- “Canned” training programs, correspondence courses, videos
- Conferences, Exhibits, Symposia, etc.
- Consultants (a last resort?)
- Criminal Justice Coordinating Councils
- Customers
- Education and higher education
- Inmates (and if you don't have one now...wait?)
- Internet
- Local businesses
- Magazines and newsletters
- Media (for information) and Editorial Boards (for guidance)
- Other jurisdictions (at your own level, or other levels)
- Others in your own agency/department
- Others in your own level of government (outside of your agency)
- Parks and Recreation
• Peers
• Regulatory/Inspection entities (federal, state, local)
• Sheltered workshops
• Specialized training (AMA, Red Cross, etc.)
• Sports organizations (golf, bowling, etc.)
• Staff members with specialized interests and/or backgrounds
• Training providers (e.g. crim. justice academy) at local, regional, state and national level
• Vendors
• Volunteers

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FUNDING

Strategies--

Look for funding for specific program or activity, not for general industries

Look for activities for which funding is available--then adapt to your population
(show me the money!)--
current hot topics include-- health, safety, crime prevention, employment/training,
juveniles, youthful offenders, families, dislocated workers, etc.

Don't beg--present well-conceived and well-presented business plans, not “budgets”

Loans--
from within your own department budget
from your jurisdiction
from inmate welfare fund
from a private bank or consortium of banks
from a foundation
from a business
from economic development/business development sources
from an individual
from a special fund that loans start-up money for new projects

Fees/charges for services/products
Contracts within your own agency/government
Charge partial or full cost for services that were formerly free

Fees/charges from inmates who participate in program
Share of inmate payments for room and board (from wages paid)

Customer payments (initial as well as ongoing)

Vendors

Unions/Trade groups

Court-ordered charges/surcharges

Portion of dedicated surcharges for offenses

Locally legislated fees and surcharges for offenders

**APPROPRIATIONS--**Appropriations from budgets (but let's move toward business planning)

Appropriation from inmate welfare fund

Grants, agreements, contracts with----

“Niche funding” targeted for programs that involve specific target inmate populations (e.g. MR, educational, ADA, drug and alcohol, special needs, etc.)

***GOVERNMENT***

<table>
<thead>
<tr>
<th>FEDERAL</th>
<th>STATE LEVEL</th>
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<tbody>
<tr>
<td>U.S. Department of Justice</td>
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<tr>
<td>Office of Justice Programs (OJP)</td>
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<tr>
<td>Bureau of Justice Assistance (BJA)</td>
<td>Byrne Mem'l Grant</td>
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<tr>
<td>National Institute of Justice (NIJ)</td>
<td></td>
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<tr>
<td>Federal Bureau of Prisons</td>
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<tr>
<td>National Institute of Corrections (NIC)</td>
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<tr>
<td>U.S. Department of Education</td>
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<tr>
<td>Office of Vocational Education (OVE)</td>
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<tr>
<td>Carl Perkins Administration</td>
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<tr>
<td>Office of Correctional Education (OCE)</td>
<td>State Offices</td>
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<tr>
<td>U.S. Department of Labor (DOL)</td>
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<tr>
<td>WIA (newer form of JTPA)</td>
<td>State/Regional</td>
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<tr>
<td>(statistical analysis)</td>
<td>(Priv Indus Council)</td>
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<tr>
<td>U.S. Department of Commerce</td>
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<tr>
<td>Small Business Administration (SBA)</td>
<td>State</td>
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<tr>
<td>U.S. Department of Agriculture</td>
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<tr>
<td>Cooperative Extension Services</td>
<td>State/Local</td>
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<tr>
<td>U.S. Department of Health and Human Services (HHS)</td>
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<tr>
<td>Substance Abuse</td>
<td>State/local</td>
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</tbody>
</table>
Mental Health
Health Issues

State/local

State/local

Historical preservation projects (DOT, NHPRC/records)

Dept. of Natural Resources (DNR), Forestry

Confiscated drug money (Law Enforcement Trust Fund)

Private Foundations

-- local

-- state

-- national

Contracts with grant writers

Higher education (universities, colleges, vocational/technical schools)

Local school districts (average daily attendance funds)

Public utilities (see liaison officers, and training people in their related trades)

Public utilities (sometime train inmates to set themselves up as vendors after release)

Business/business community

Bail bondsmen

Bar Association (IOLTA--Interest on Lawyers Trust Accounts)

Designated allocations for future work projects/contracts (set-asides for jail industries)

Drug money (rehabilitation facilities, treatment, etc.)

Service organizations and groups (Lions, Rotary, Kiwanis, etc.)

Economic development sources

Enterprise zones, foreign trade zones

Incubator funding/venture capital

Celebrities (Mike Tyson presents jail industries?)

Churches

Contractors (who serve any component of the jail)

Portion of fines collected by federal court for violation of jail conditions orders
Funds to develop pilot projects that will increase the overall collection of fines, costs, restitution and child support (SJI, NCSC, etc.)

CONTRIBUTE YOUR IDEAS TO THIS LIST! Call, write or email your suggestions and variations to the BJA Jail Work and Industry Center and see them added to the list in upcoming installments.

Contact: Rod Miller, Project Director
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Gettysburg, PA 17325
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