



NATIONAL
CORRECTIONAL
INDUSTRIES
ASSOCIATION

2023-2024 Draft Strategic Plan

Approved by the Board of Directors April 24, 2023

Introduction

The National Correctional Industries Association (NCIA) was founded in 1941 and is dedicated to promoting excellence in Correctional Industries.

NCIA serves the Correctional Industries (CI) community throughout the United States and abroad as the primary resource for Correctional Industries' best practices. NCIA provides networking, professional development and resources needed to create a successful future for CI organizations and the incarcerated individuals they serve.

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 which improve public safety, operations and successful reentry.

Values

- Integrity
- Accountability
- Growth
- Inclusivity
- Collaboration
- Innovation
- Sustainability

Strategic Objectives and Strategies

STRATEGIC OBJECTIVE #1: Strengthen financial position

- a. Maintain, develop and expand revenue sources
- c. Analyze operations, investments and financial statements to maximize efficiencies
- d. Increase Operating Reserve
- e. Contribute annually to the Long-Term Investment Fund and increase investment portfolio

STRATEGIC OBJECTIVE #2: Advance best and promising practices

- a. Continually review the *Correctional Industries: Reentry-Focused Performance Excellence*' Best Practices to ensure relevance
- b. Promote the use of *Correctional Industries: Reentry-Focused Performance Excellence*' Best Practices to CI organizations and stakeholders
- c. Ensure best and promising practices have a significant emphasis on safety and security
- d. Collect and share relevant studies

STRATEGIC OBJECTIVE #3: Promote the benefits of Correctional Industries

- a. Partner with stakeholders to promote NCIA's mission and values with an emphasis on incarcerated individuals' success
- b. Diversify the methods used to distribute public relations materials
- c. Create and strengthen partnerships with correctional agencies, professional associations, and other stakeholders
- d. Expand engagement with CI Directors
- e. Promote the value of NCIA membership

STRATEGIC OBJECTIVE #4: Provide professional development

- a. Expand specialized professional development offerings
- b. Ensure educational workshops, webinars and e-learning courses are relevant and available
- c. Identify additional educational partners and resources
- d. Foster networking opportunities for CI leadership and staff