

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.

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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

keep.

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 day space 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

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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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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.

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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

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INFORMATION, EXPERTISE AND ASSISTANCE

A. GOVERNMENT SOURCES

At the FEDERAL Level

at the STATE 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)*

Off. of Juv. Justice & Delinq. Prev. (OJJDP)*

Federal Bureau of Prisons

Federal Prison Industries (UNICOR)

National Institute of Corrections (NIC)*

Byrne Memorial Grants*

State Juv. Justice Councils*

BOP Facilities

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*

State Education Agencies

State Perkins Programs

State and Local Public
Colleges and Universities

3. U.S. Department of Labor (DOL)

Employment and Training Administration

Occupation Safety & Health Admin. (OSHA)

Workforce Investment Act (WIA) (1998)

State Emp. Sec'y. Programs

Welfare to Work Programs

State OSHA Programs

State WIA Programs

"One Stop" Programs

4. U.S. Department of Commerce

Small Business Administration (SBA) *

SCORE* (Service Corp of Retired Exec)

State SBA Programs*

State SCORE Programs*

5. U.S. Department of Agriculture

Cooperative Extension Services*

State and Local Programs*

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

Substance Abuse

Mental Health

Health

State and Local Programs

State and Local Programs

State and Local Programs

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

Service branches
National Guard

State Guard Units

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

	<i>Organizations and Associations---</i>		
	National Level	State Level	Local
County Commissioners	NACo National Association of Counties	State Associations	
Sheriffs	NSA National Sheriffs' Association	State Associations	
Other County Officials (Treasurers, Clerks, etc.)	NACo and Affiliates	State Associations	
Municipal Officials	NLC National League of Cities	State Associations	

2. Professional Organizations

	<i>Organizations and Associations---</i>		
	National Level	State Level	Local
Finance and Purchasing	National Associations and Federal	State Agencies	Local Agencies
Juvenile Justice	Council of Juvenile Corrections Administrators (CJCA) National Juvenile Detention Association (NJDA)	Some State Affiliates	Some Local Affiliates
Jails	AJA American Jail Association	Some State Associations	
Jail Inspectors	NAJI National Association of Jail Inspectors		
Corrections	ACA American Correctional Association	Some State Associations	
Jail Industries	JIA Jail Industries Association BJA-JWIC Bur. of Justice Assistance, Jail Work and Industry Center		
Correctional Industries	NCIA National Correctional Industries Association	NCIA Regions	
Correctional Educators	CEA Correctional Education	Regions	

	Association		
Accreditation	ACA NCCHC, National Commission on Correctional Health Care Correctional Accreditation Manager Association (CAMA)	Some State/Reg'l. Accreditation Managers Organ.	
Attorneys	ABA American Bar Association	State Bar Associations	Some local Bar Assoc.
Prosecutors	NDAA National District Attorney Association	State Associations	
Defense Bar	NCDA National Criminal Defender Association	Some State Associations	
Courts	NJC, National Judicial College NCSC, National Center for State Courts SJI, State Justice Institute	State Judicial Organizations	

3. Religious, Advocacy and Service

	<i>Organizations and Associations---</i>		
	National Level	State Level	Local
Religious	National Council of Churches	State Councils	Local/ Regional Councils
Prison Ministries	Several	Many	Some

	National Organizations	State Organizations	Local Organ.
Legal Advocacy Groups	ACLU American Civil Liberties Union	State Civil Liberties Unions	Some Local Branches
Prisoner Advocacy	Several National Groups (John Howard Society, Alston Wilkes, CURE - Citizens United for Rehab. of Errants)	Many State Organizations	Some Local Affiliates
Victim Advocacy/Rights	Several National Organizations	Many State Organizations	Some Local Affiliates
Service Organizations	Several National Organizations (e.g. Volunteers of America, Salvation Army)	Many State-Level Affiliates	Some Local Affiliates

4. Trade, Technical and Business

	<i>Organizations and Associations---</i>		
	National Level	State Level	Local
Business	NCC, National Chamber of Commerce	State Chambers	Local Chambers
Technical Education	ACTE- Assoc. for Career and Technical Educ. NASDVTEC- Nat. Assoc. of State Directors of Voc/Tech. Educ. Consortium	State Organizations	

Specific Trades	Many National Trade Organizations (e.g. furniture, printing, etc.)	State Trade Groups	
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5. Labor

	<i>Organizations and Associations---</i>		
	National Level	State Level	Local
Public Sector	e.g. AFSCME	Statewide Offices	Locals
Private Sector	e.g. UAW	Statewide Offices	Locals

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

FEDERAL

STATE LEVEL

U.S. Department of Justice

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Bureau of Justice Assistance (BJA)

National Institute of Justice (NIJ)

Off. of Juv. Justice & Delinq. Prev. (OJJDP)

Federal Bureau of Prisons

National Institute of Corrections (NIC)

U.S. Department of Education

Office of Vocational Education (OVE)

Carl Perkins Administration

Office of Correctional Education (OCE)

U.S. Department of Labor (DOL)

WIA (newer form of JTPA)

(statistical analysis)

U.S. Department of Commerce

Small Business Administration (SBA)

U.S. Department of Agriculture

Cooperative Extension Services

U.S. Department of Health and Human Services (HHS)

Substance Abuse

Byrne Mem'l Grant

State Councils

State Offices

State/Regional
(Priv Indus Council)

State

State/Local

State/local

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 National Jail Work and Industry Center and see them added to the list in upcoming installments.

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