

COMMISSION ON ACCREDITATION FOR CORRECTIONS
STANDARDS COMPLIANCE REACCREDITATION AUDIT

Arkansas Department of Corrections
Correctional Industries
Pine Bluff, Arkansas

April 9 - 10, 2019

VISITING COMMITTEE MEMBERS

Marilyn Lynn McAuley, Chairperson
ACA Auditor

Tony D'Cunha
ACA Auditor

A. Introduction

The audit of the Arkansas Department of Corrections, Correctional Industries, Pine Bluff, Arkansas was conducted on April 9-10, 2019, by the following team: Marilyn McAuley, Chairperson and Tony D’Cunha, Member.

B. Facility Demographics

Total Inmates Employed: 600
Security/custody Level: Minimum thru Maximum depending on program and unit
Gender: Male and Female Work Force
Full-Time Staff: 40
28 Administrative, 10 Program, 2 Other (PIECP)

C. Facility Description

Arkansas Correctional Industries (ACI) is a totally self-supporting division of the Arkansas Department of Correction (DOC). All expenditures from light bulbs to salaries, rent, utilities, etc. come from the sales of goods and services. No expenses or cost of doing business come from the general fund. ACI manufactures goods and provides services sold to tax supported agencies; non - profit organizations; and employee of DOC. Each purchase made from ACI ensures they will be able to further train inmates assigned to the various shops.

Eight different industrial divisions employing 40 free - world employees and 600 inmates are under the direction of ACI. The divisions include printing; vinyl bindery / signs; metal fabrication; furniture manufacturing and refurbishing; sewing, toilet paper, janitorial supplies, and coffee, and tea. Each program is an operation run independently by the program-specific manager and assisting staff. Inmates working in traditional industry shops do not receive pay for their work. Based on policy they may be able to receive good time. Inmates worked 467,535 hours during the last 12 months.

ACI also operates one Prison Industries Enhancement Certification Program (PIECP) owned by SmahTronix Corporation located in Flippen, Arkansas. Inmates working in the program are constructing wiring and harness mechanisms for: medical field, TSA, emergency vehicles, military, fire trucks, RVs, and school buses. Workers are paid a minimum of prevailing wage or comparable wage established by Workforce Services of \$9.25 per hour and can participate in the company’s 401K retirement plan. Wages paid to PIECP workers was \$233,520 during the last 12 months.

ACI administrative office is located at 6841 W. 13th Street, Pine Bluff, AR. The fiscal and purchasing staff is located at the Administration Annex East on Harding Avenue in Pine Bluff, AR. The ware house is located in Little Rock, AR and is 20,000 square feet. This is also the location of the transportation fleet which distributes ACI finished goods throughout the State of Arkansas.

Total Sales for Fiscal year ending June 30, 2018 were \$7,504,061.
Sales of ACI products and service are as follows:

State DOC 49%; PIECP 2%; other state agencies 23%; local government 4%; non-profit 2%; State employees 2%; and Education 18%.

ACI operates nine programs on seven units throughout the state:

McPherson Unit Newport, AR	PIECP Females Manufacture Wiring Harnesses
Wrightsville Unit Wrightsville, AR	Wood Furniture, Graphic Arts & Imaging
Grimes Unit Newport, AR	Coffee Grinding and Coffee/Tea Packaging
ACI Warehouse Wrightsville, AR	Eco-Correct Coreless Toilet Paper
Delta Regional Unit Dermontt, AR	Janitorial Products
Cummins Unit Grady, AR	Garment and Vinyl Bindery
Tucker Unit Tucker, AR	Metal Fabrication, Chairs, Upholstery, Athletic Equipment and Refurbishing (Bus Factory)

Graphic Arts, the first industry program began in 1972 at Cummins Unit located in Wrightsville, Arkansas. It started small by printing “punched” data cards in only black ink and moved to Wrightsville in 1985 to become a full service printer and engraver. Coffee and Tea and Eco - Correct Coreless Toilet Paper, the newest divisions, began in 2012 and provide work for 25 inmates.

The mission of ACI is “to train and educate inmates in marketable skills through various programs, enabling them to produce quality goods, products, and services. ACI will accomplish this by providing a work setting which replicates private industry. The inmates, once trained, will permit ACI to expand the revenue capabilities of the various tax-supported agencies and non-profit organizations by offering these groups quality goods and services at competitive price. Revenues derived from these efforts will permit ACI, in turn, to expand its ability to train more inmates, in more fields, by opening new programs that will offer additional products and services to its customers.

These efforts will afford the inmates the opportunity to be engaged in a worthwhile program while incarcerated and return to society with the ability to perform in a meaningful occupation upon release from confinement.

D. Pre-Audit Meeting

The team met on April 8, 2019, in Pine Bluff, to develop a preliminary schedule of activities and determine auditing assignments. The information provided by the Association staff and the officials from Arkansas Correctional Industries (ACI) was reviewed.

The chairperson divided standards into the following groups:

Standards # 1A-1 through 5A-8 to Tony D’Cunha

Standards # 6A-1 through 6G-2 to Marilyn McAuley, Chairperson

E. The Audit Process

1. Transportation

The team was escorted to facilities and ACI Office by Sandra Kennedy, Agency ACA Manager.

2. Entrance Interview

The Entrance Interview was held in the evening of April 8, 2019 at a “Meet and greet” dinner which was held at the home of Arkansas Department of Correction Director Wendy Kelley. The ACI Administrator requested the Entrance Interview be held at this time since Department staff and ACI staff from institutions and offices not to be visited by the auditors was in attendance at this function.

Team members introduced themselves and provided Agency and ACI staff with a brief summary of their backgrounds and credentials. In attendance was ACI staff that was at ACI operations at facilities that were not on the ACI tour. Staff attending the entrance interview introduced themselves.

The team was able to interview five ACI staff, not available during the scheduled tours, after this meeting. Staff is extremely proud of their operations and was glad they were able to talk with the auditors since their operations were not on the tour schedule.

The team expressed the appreciation of the Association for the opportunity to be involved with Arkansas Correctional Industries in the accreditation process. It was explained that the goal of the visiting team was to be as helpful and non-intrusive as possible during the conduct of the audit.

The chairperson emphasized the goals of accreditation toward the efficiency and effectiveness of correctional systems throughout the United States.

The following persons were in attendance:

Richard Cooper	Administrator
David Taylor	Assistant Administrator, Operations
Steve Strahan	Assistant Administrator, Sales
Wendy Kelley	ADC Director
Rory Griffin	Deputy Directory, Healthcare & Programs
Dexter Payne	Deputy Director, Institutions
Sandra Kennedy	Agency ACA Manager
Allison Corbitt	Administrative Specialist II
Debra Glover	Program Manager, Garment
Alice Miller	Administrative Specialist III
Charles Mayhew	Program Manager, Graphic Arts
Sandy Powell	Business Development Specialist
Lela Pennington	Administrative Analyst
Lynn Pevey	Assistant Program Manager, Vinyl Bindery
Katherine Stone	Program Manager, Janitorial
Jason Bowers	Program Manager, Warehouse
Charles Daniel	Program Manager, Bus Factory

The chairperson acknowledged the hard work ACI has done preparing for the audit. She stressed the Commission for Accreditation makes the final decision on accreditation, and the visiting committee is the eyes and ears of the commission.

3. Facility Tour

The audit tour started around 7:00 a.m. on April 9, 2019 leaving Pine Bluff for a tour of the PIECP program at the McPherson Unit in Newport, Arkansas arriving around 9:00 a.m.

The McPherson Warden joined the group as they toured the entire PIECP operation of SmahTronix from 9:15 a.m. to 10:20 a.m. This PIECP program is a collaborative effort between the SmahTronix Corporation and ACI; and around 60 female inmates manufacture wiring harnesses that are sold to various customers in the private sector. Wire harnesses were produced for the following vehicles: military Humvees; school buses; fire trucks; medical and emergency vehicles; and army tanks. The manufacturing area was clean and free of hazards. Various stages of production from measuring of wires through splicing, etc. to the production and final testing of the finished wiring harness. Quality Control checks were observed throughout the manufacturing process. All the inmates interviewed indicated that they were grateful to be paid wages, and they were learning skills that they intended to use on exit from incarceration.

The team left McPherson Unit in Newport, Arkansas at approximately 10:30 a.m. and traveled to Wrightsville Unit in Wrightsville, Arkansas arriving around 12:40 p.m. The Wrightsville Warden joined the group and the tour started with the Furniture Factory and the team was able to watch the process from beginning with the AutoCAD to finished product.

This division has the capability to both design and produce quality furniture from rough cut lumber. Various stages of production were observed to include AutoCAD drawings of projects in process; and the cutting, planning, sanding and assembly of components into the finished products. Male inmates are assigned to this operation to learn wood-working skills.

The tour of Wrightsville Unit ended with the Graphic Arts Division, the first industry program beginning in 1972 at the Cummins Unit and moving to Wrightsville in 1985. The shop is a full service printer and engraver producing printing products from conventional offset printing to the current digital market. This Division also has an engraving department for wall signs, name badges and custom plaques and trophies.

The following persons accompanied the team on the tours and responded to the team's questions concerning facility operations:

Richard Cooper	ACI Administrator
David Taylor	ACI Assistant Administrator, Operations
Steve Strahan	ACI Assistant Administrator, Sales
Sandra Kennedy	DOC ACA Manager
Toni Bradley	Warden, McPherson Unit
Randy Watson	Warden, Wrightsville Unit

4. Conditions of Confinement/Quality of Life

During the tour, the team evaluated the conditions of confinement at the facility. The following narrative description of the relevant programmatic services and functional areas summarizes the findings regarding the quality of life.

Security:

Security is maintained by industry staff through direct supervision, controlled movement, and frequent rounds through the work areas. Correctional officers from the respective units are either stationed in or travel through the industry shops. Chemicals were appropriately stored and inventoried with a weigh in and out system in place.

All shops toured exhibited excellent tool and key control. Random counts were conducted successfully in the tool rooms and all sensitive tools were accounted for according to ACI policies and procedures.

Environmental Conditions:

All of the industry shops toured, and offices have proper lighting, the temperature was comfortable and noise levels were appropriate.

Inmates had appropriate clothing and safety equipment for their or assignments. There were proper restroom facilities and water fountains.

Sanitation:

It was evident to the audit team that sanitation is of great importance in all the shops and offices as they were very clean orderly and well maintained. The audit team was impressed with the limit amount of dust present in the wood furniture factory.

Fire Safety:

The industry programs are protected by smoke detectors, fire extinguishers, and evacuation routes and exits that are clearly marked. The DOC employs an Agency wide fire and safety coordinator. A staff person is assigned at each facility to assure all fire routes, flow maps and fire extinguishers are up-to-date and ready to use in case of a fire. Regular fire drills are conducted as well as a yearly fire official inspection.

Inmates are trained and appropriately equipped with protective equipment. MSDS sheets were available and inmates and staff are trained and knowledgeable of the materials they are expected work with in the various shops. Smoking is not permitted.

Food Service:

Inmates who work in the industry programs are allowed ample time for meals. These are normally provided in the institution dining hall with the exception of the McPherson Unit where meals are provided on site in the factory. Interviews with inmates found they did not have any complaints regarding the quality or quantity of food.

Offender Work Programs:

Work programs are, of course, the primary function of ACI. Inmates have an opportunity to request and apply for a position in the Industry program. Applications are screened by Unit staff.

If accepted, the inmate undergoes training to assist the inmate to meet the objectives for that particular industry. Several Industry programs provide vocational training. Inmates that successfully complete the vocational requirements receive a certificate and the opportunity to earn good time. Work in Industries is voluntary.

ACI administration, working together with vocational Training, RedBall Oxygen Welding Certifications and Department of Labor Certifications has brought into the Bus Factory the ability for a worker to obtain DOL certificates and receive a valuable certificate that the inmate can use prior to release to obtain a job prior to release.

Medical Care, Recreation, Religious Programming, Academic and Vocational Education, Social Services, Visitation, Library Services, and Laundry are not applicable to a Correctional Industries audit. Each correctional facility where industry programs are located is accredited by the American Correctional Association and these areas are applicable there.

F. Examination of Records

Following the facility tour, the team proceeded to the break room to review the accreditation files and evaluate compliance levels of the policies and procedures. The ACA Accreditation files were electronic and very user friendly. They were well organized, properly highlighted, and had only the necessary amount of documentation for compliance determination. The facility has zero notices of non-compliance with local, state, or federal laws or regulations.

1. Litigation

Over the last three years, the facility had no consent decrees, class action lawsuits or adverse judgments.

2. Significant Incidents/Outcome Measures

The Significant Incident Summary reports for 2016, 2017 and 2018 showed no incidents reported. This is a reflection of good management. The Industries Outcome Measures were reviewed and found no concerns or issues and were consistent with the overall mission of ACI.

3. Departmental Visits

Team members revisited the following departments to review conditions relating to departmental policy and operations:

<u>Department Visited</u>	<u>Person(s) Contacted</u>
<u>McPherson Unit</u>	Tony Bradley, Warden Dominique Euell, Career Planning Specialist Mark Okonowski, Production supervisor Sherry Van Haden, Supervisor SmahTronix
<u>Wrightsville Unit</u>	Randy Watson Warden Kyle Nichols, Wood Saw Supervisor Anthony Davis, Sanding/Staining Supervisor Charles Mayhew, Graphic Arts Program Manager
<u>Administration</u>	Richard Cooper, Administrator David Taylor, Assistant Administrator, Operations Steve Strahan, Assistant Administrator, Sales

4. Shifts

Day Shift

The team was present at the Units during the day shift. Shifts vary with hours of operation, but no industry program operates an evening or night shift.

5. Status of Previously Non-compliant Standards/Plans of Action

There were no standards previously found non-compliant.

G. Interviews

During the course of the audit, team members met with both staff and offenders to verify observations and/or to clarify questions concerning facility operations.

1. Offender Interviews

The audit team spoke with approximately 30 inmates. The inmates spoke very highly about their jobs, the respect they receive from staff, the skills they are learning, and what they plan to do with the positive experiences they have received with ACI when they return back to their communities. The inmates confirmed: they have medical and dental services, religious opportunities, and recreation, visitation, and library services. The inmates stated they appreciate being ACI workers, feel safe in the Units, and were treated with respect and fairly by supervisors. Inmates working in the PIECP program were very proud of the fact that they were outperforming the outside company workers.

2. Staff Interviews

The audit team spoke to approximately 18 staff at various locations. All staff interviewed was professional, knowledgeable and very positive. Communication with administration, division staff and inmates was considered to be positive and good.

Staff indicated they had gone through a decline in sales a few years ago due to new DOC administration transition and budget cuts. Since DOC is 49% of ACI annual sales the cuts had a big impact on ACI. However, sales are continuing to increase, and management feels they will be back up or above previous sales amounts. The audit team based on observations of operations, interviews with staff and inmates are confident that the management team will meet or exceed their goals.

All staff appeared positively motivated regarding the organization's goals and took pride in the products they were producing, as well as the effect they were having on the inmates. It was evident to the audit team that employees of ACI are "family".

H. Exit Discussion

The exit interview was held at 11:00 a.m. in the Administration Annex East Auditorium with Richard Cooper, ACI Administrator and 20 staff in attendance.

The following persons were also in attendance:

Wendy Kelley	Director/ADC
Dale Reed	Chief Deputy Director
Rory Griffin	Deputy Director/Programs
Mark Cashion	Assistant Director/Finances
Gaylon Lay	Warden/Pine Bluff Complex
Lynn Bennett	Admin Assistant to the Director
Janie Runkle	Public Information Specialist
Tiffanye Compton	Research & Planning Administrator
Nicole Pugh	Attorney Supervisor
Lela Pennington	Administrative Analyst
Sandra Kennedy	Internal Auditor/Agency ACA Manager
Cyndi Vent	Unit Accreditation Specialist/Wrightsville

The audit member thanked the agency for the opportunity to audit the Arkansas Correctional Industries and for the great hospitality and professionalism displayed by the staff of ACI. He explained the procedures that would follow the audit. The team discussed the compliance levels of the mandatory and non-mandatory standards and reviewed their individual findings with the group.

The audit member expressed appreciation for the cooperation of everyone concerned and congratulated the facility team for the progress made and encouraged them to continue to strive toward even further professionalism within the correctional field.

AMERICAN CORRECTIONAL ASSOCIATION
AND THE
COMMISSION ON ACCREDITATION FOR CORRECTIONS

COMPLIANCE TALLY

Manual Type	Performance-based Standards for Correctional Industries, 2 nd Edition	
Supplement	2016 Standards Supplement	
Facility/Program	Arkansas Correctional Industries	
Audit Dates	April 9 - 10, 2019	
Auditor(s)	Marilyn McAuley, Chairperson Tony D’Cunha, Member	
	MANDATORY	NON-MANDATORY
Number of Standards in Manual	8	72
Number Not Applicable	0	0
Number Applicable	8	72
Number Non-Compliance	0	0
Number in Compliance	8	72
Percentage (%) of Compliance	100%	100%
	<ul style="list-style-type: none"> ● Number of Standards <i>minus</i> Number of Not Applicable <i>equals</i> Number Applicable ● Number Applicable <i>minus</i> Number Non-Compliance <i>equals</i> Number Compliance ● Number Compliance <i>divided by</i> Number Applicable <i>equals</i> Percentage of Compliance 	

Significant Incident Summary

This summary is required to be provided to the chair of your audit team upon their arrival. The information contained on this form will also be summarized in the narrative portion of the visiting committee report and will be incorporated into the final report. It should contain data for the last 12 months; indicate those months in the boxes provided. Please type the data. If you have questions on how to complete the form, please contact your regional manager.

Facility: Correctional Industry

Year: 2018

		<i>Months</i>											
<i>Incidents</i>		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Assault: Offenders/ Offenders*	Indicate types (sexual**, physical, etc.)	0	0	0	0	0	0	0	0	0	0	0	0
	# With Weapon	0	0	0	0	0	0	0	0	0	0	0	0
	# Without Weapon	0	0	0	0	0	0	0	0	0	0	0	0
Assault: Offender/ Staff	Indicate types (sexual**, physical, etc.)	0	0	0	0	0	0	0	0	0	0	0	0
	# With Weapon	0	0	0	0	0	0	0	0	0	0	0	0
	# Without Weapon	0	0	0	0	0	0	0	0	0	0	0	0
Number of Forced Moves Used***	(Cell extraction or other forced relocation of offenders)	0	0	0	0	0	0	0	0	0	0	0	0
Disturbances ****		0	0	0	0	0	0	0	0	0	0	0	0
Number of Times Chemical Agents Used		0	0	0	0	0	0	0	0	0	0	0	0
Number of Times Special Reaction Team Used		0	0	0	0	0	0	0	0	0	0	0	0
Four/Five Point Restraints	Number	0	0	0	0	0	0	0	0	0	0	0	0
	Indicate type (chair, bed, board, etc.)	0	0	0	0	0	0	0	0	0	0	0	0
Offender Medical Referrals as a Result of Injuries Sustained	#'s should reflect incidents on this form, not rec or other source	0	0	0	0	0	0	0	0	0	0	0	0

Escapes	# Attempted	0	0	0	0	0	0	0	0	0	0	0	0
	# Actual	0	0	0	0	0	0	0	0	0	0	0	0
Substantiated Grievances (resolved in favor of offender)	Reason (medical, food, religious, etc.)	0	0	0	0	0	0	0	0	0	0	0	0
	Number	0	0	0	0	0	0	0	0	0	0	0	0
Deaths	Reason (violent, illness)	0	0	0	0	0	0	0	0	0	0	0	0
	Number	0	0	0	0	0	0	0	0	0	0	0	0

*Any physical contact that involves two or more offenders

**Oral, anal or vaginal copulation involving at least two parties

***Routine transportation of offenders is not considered "forced"

****Any incident that involves four or more offenders. Includes gang fights, organized multiple hunger strikes, work stoppages, hostage situations, major fires, or other large scale incidents



Correctional Industries – Arkansas Reporting Period Jan 1 - Dec 31, 2018				
Standard	Outcome Measure	Numerator/Denominator	Value	Calculated O.M
1A	(1)	Total number of accidents resulting in injury in industries shops in the past 12 months.	12	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.00003
	(2)	Total inmate work hours lost in the past 12 months as the result of accidents.	13	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.00003
	(3)	Number of violations identified by external agencies such as OSHA or its state counterpart in the past 12 months.	0	
	divided by	Highest number of industry shops that operated at any time in the past 12 months.	9	0
	(4)	Number of worker compensation claims filed by inmate workers in the past 12 months.	0	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	0
	(5)	Number of worker compensation claims decided in favor of inmate workers in the past 12 months.	0	
	divided by	Number of worker compensation claims filed by inmate workers in the past 12 months.	0	0
	(6)	Number of worker compensation claims filed by correctional industries staff, volunteers and contractors in the past 12 months.	0	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	0

	(7)	Number of worker compensation claims filed by correctional industries staff, volunteers and contractors resolved in favor of the complainant in the past 12 months.	0	
	divided by	Number of worker compensation claims filed by correctional industries staff, volunteers and contractors in the past 12 months.	0	0
1B	(1)	Number of emergency events that interrupted production in the past 12 months.	10	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.00002
	(2)	Number of hours that industry operations were suspended due to industry emergency events in the past 12 months.	12	
	divided by	Number of emergency events in the past 12 months.	10	1.2
	(3)	Total time between start of emergency events and appropriate response in the past 12 months.	15 min.	
	divided by	Number of emergencies in industries in the past 12 months.	10	1.5
2A	(1)	Number of security events that interrupted production in the past 12 months.	155	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.0003
	(2)	Total number of inmate work hours lost due to security events in the past 12 months.	9,959	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.02
2B	(1)	Number of times serious contraband was discovered in work areas in the past 12 months.	2	
	(2)	Number of times serious contraband was discovered in work areas in the past 12 months.	2	

	divided by	Total number of industries shops that operated in the past 12 months.	9	.2
	(3)	Number of times other contraband was discovered in work areas in the past 12 months.	9	
	(4)	Number of times other contraband was discovered in work areas in the past 12 months.	9	
	divided by	Total number of industries shops that operated in the past 12 months.	9	1.0
2C	(1)	Number of incidents in which information or operating system security was breached in the past 12 months.	2	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.000004
3A	(1)	Number of inmate workplace violations in the past 12 months.	13	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.00003
	(2)	Number of inmates terminated from industries due to workplace violations in the past 12 months.	24	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.00005
4A	(1)	Number of inmate workers who found employment upon release in the past 12 months.	14	
	divided by	Number of inmate workers who were released in the past 12 months.	75	.19
	(2)	Number of inmate workers who received vocational and/or educational training during or prior to assignment to industries.	674	
	divided by	Number of inmate workers who were assigned to industries in the past 12 months.	900	.75
	(3)	Number of competency certificates awarded to inmate workers in the past 12 months.	286	

	divided by	Number of inmate workers assigned to industries in the past 12 months.	900	.32
	(4)	Average number of hours per week shops were open in the past 12 months.	320	
	divided by	40 hours.	40	8
5A	(1)	Number of grievances pertaining to industries resolved in favor of inmates in the past 12 months.	0	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	0
	(2)	Total number of inmate grievances pertaining to industries in the past 12 months resolved in favor of inmates.	0	
	divided by	Total number of inmate grievances pertaining to industries in the past 12 months.	3	0
	(3)	Total number of inmate court suits alleging violation of inmate rights pertaining to industries resolved in favor of inmates in the past 12 months.	0	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	0
	(4)	Total number of inmate court suits alleging violation of inmate rights pertaining to industries resolved in favor of inmates in the past 12 months.	0	
	divided by	Total number of inmate court suits alleging violation of inmate rights pertaining to industries filed in the past 12 months.	467,535	0
6A	(1)	Number of adverse legal findings against correctional industries in the past 12 months.	0	
	(2)	Cost of warrantee repairs in the past 12 months.	\$5,022	
	divided by	Total sales for the past 12 months.	\$7,579,009	.0007
	(3)	Number of customer complaints in the past 12 months.	48	
	divided by	Number of customer complaints for the previous 12 months.	12	4

	(4)	Number of on-time deliveries in the past 12 months.	3,184	
	divided by	Number of deliveries in the past 12 months.	5,917	.54
	(5)	Total hours industry operations were suspended in the past 12 months due to physical plant events	7,214	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.02
	(6)	Total number of lost work hours due to inmate callouts in the past 12 months.	74,128	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.16
6B	(1)	Total number of inmate work hours lost in the past 12 months due to searches.	887	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.002
	(2)	Total number of inmate work hours lost in the past 12 months due to security measures such as counts and lockdowns.	9,959	
	divided by	Total number of hours worked by inmate workers during the past 12 months.	467,535	.02
	(3)	Number of awards and recognition from external sources in the past 12 months.	95	
	(4)	Number of positive media coverage items relating to correctional industries in the past 12 months.	0	
6C	(1)	Number of individual correctional industries staff that left correctional industries employment for any reason in the past 12 months.	8	
	divided by	Average number of full-time equivalent correctional industries staff positions in the past 12 months.	42	.2
	(2)	Average number of full-time equivalent correctional industries staff employed in the past 12 months.	42	

	divided by	Average number of full-time equivalent correctional industries staff authorized in the past 12 months.	42	1
	(3)	Total number of professional development training credit hours earned by correctional industries staff participating in higher education in the past 12 months.	133	
	divided by	Average number of full-time equivalent correctional industries staff employed in the past 12 months.	42	3.2
	(4)	Number of disciplinary actions against staff in the past 12 months.	0	
	divided by	Average number of full-time equivalent correctional industries staff employed in the past 12 months.	42	0
	(5)	Number of staff who received unsatisfactory performance evaluations in the past 12 months.	0	
	divided by	Number of staff who were evaluated.	42	0
	(6)	Number of staff, volunteer or contractor drug tests which were positive.	0	
	divided by	Number of drug tests administered.	0	0
	(7)	Number of workplace complaints filed against correctional industries by staff, volunteers and contractors in the past 12 months.	0	
	divided by	Average number of full-time equivalent correctional industries staff employed in the past 12 months.	42	0
	(8)	Number of workplace complaints resolved against industries in the past 12 months.	0	
	divided by	Number of workplace complaints filed against industries.	0	0
6D	(1)	Number of complaints filed by staff in the past 12 months.	0	
	divided by	Number of full-time equivalent correctional industries staff employed in the past 12 months.	42	0
	(2)	Number of complaints filed by staff in the past 12 months which were found to have merit.	0	

	divided by	Number of complaints filed by staff in the past 12 months.	0	0
6E	(1)	Number of material audit findings by an independent financial auditor at the conclusion of the last audit.	0	
	(2)	Number of inventory turns.	12	
	(3)	Average days of sales in receivables (ADSR).	49	
	(4)	Accuracy (percentage) of inventory.	100	
6F	(1)	Number of outcome measures that showed a positive change in the past 12 months when compared to the previous 12 months.	10	
	divided by	53 (total number of outcome measures).	53	.19
6G	(1)	Number of findings of PIECP noncompliance in the past 12 months.	0	
	divided by	Total number of hours worked by inmates in PIECP programs.	53,272	0