



**DEPARTMENT OF PUBLIC SAFETY  
REPORT TO THE 2008 LEGISLATURE**

**HRS 354D-3.5**

**FY 2008 ANNUAL REPORT  
OF  
HAWAII CORRECTIONAL INDUSTRIES**

**"Building Great Products & Services Through The Building of Great People!"**

**December 2008**

***Correctional Industries . . .***

## I. WHO WE ARE...

*A Rich History Since 1935!*

As a division of the Department of Public Safety, **Hawaii Correctional Industries (HCI)** provides work related skills for offenders, which increase their employment prospects upon release. Qualified, able-bodied inmates are utilized in the manufacturing or production of goods and services needed for the construction, operation and maintenance of any office, department, institution or agency supported in whole or in part by the state, cities, or counties of Hawaii.

Current programs located at Halawa Correctional Facility include the Department of Public Safety Canteen, which services the Oahu institutions with their inmate stores, a printing plant with products ranging from business cards to instant document reproduction; a sewing plant currently manufacturing Adult Correctional Officer uniforms for all Department of Public Safety institutions; a furniture plant specializing in the refurbishing of school furniture, manufacturing of seating systems and assembly and installation of panel systems. There is a furniture plant at Kulani Correctional Facility on the Big Island specializing in the manufacturing, assembly, and installation of panel systems and refurbishing of school furniture; and maintenance labor forces out of the Oahu Community Correctional Center and Hawaii Community Correctional Center.

## II. OUR VALUES...

At HAWAII CORRECTIONAL INDUSTRIES, our product is People!

### Our Mission:

*Building Great Products and Services through the Building of Great People.*

### Our Mantra:

*"Work That Changes Lives!"*

### Our Values:

**Character:** *doing everything with sound integrity and a positive attitude!*

**Capabilities:** *increasing in our strengths and performance.*

**Collaborating:** *working with, building new relationships and strengthening existing ones.*

**Commitment:** *being committed to the [3-C's]*

- *The **Cause** (The Vision & Mission of HCI)*
- *The **Community** (External)*
- *The **Company** (Internal)*

### III. FINANCIAL HIGHLIGHTS...

<u>Fiscal Year</u>	<u>Sales Revenue</u>	<u>Inmates Employed</u>
1993	\$2,300,000	280
1994	\$5,500,000	350
1995	\$7,000,000	350
1996	\$6,408,340	380
1997	\$6,064,189	421
1998	\$5,551,853	450
1999	\$6,096,715	400
2000	\$5,180,648	443
2001	\$5,219,188	450
2002	\$4,650,351	902
2003	\$4,175,221	616
2004	\$3,509,860	918
2005	\$5,042,896	734
2006	\$4,739,130	825
2007	\$5,985,105	456
2008	\$6,623,006	474

*15 Year Revenue / Inmate Comparative*

**STATEMENT OF REVENUE AND EXPENSES**  
**Years Ending June 30, 2008 and June 30, 2007**

	<u>FYE 6/30/08</u>	<u>FYE 6/30/07</u>
REVENUE	\$6,623,006	\$5,985,105
EXPENDITURES		
Personnel Services:		
Salaries	\$1,475,581	\$1,316,136
Fringe Benefits	<u>\$528,598</u>	<u>\$431,045</u>
Total Personnel Services	\$2,004,180	\$1,747,181
Supplies & Services:		
Raw Material	\$2,159,953	\$2,058,103
Inmate Wages	\$119,205	\$111,355
Other Supplies & Services	<u>\$1,812,902</u>	<u>\$1,578,694</u>
Total Supplies & Services	\$4,092,060	\$3,748,151
TOTAL EXPENDITURES	<u>\$6,096,240</u>	<u>\$5,495,332</u>
CASH PROFIT (LOSS)	<u>\$526,766</u>	<u>\$489,773</u>

*2 Years Comparative Summary of Financial Statement*

<b>REVENUES BY AREA OF OPERATION</b>	
FOR YEAR ENDED JUNE 30, 2008	
CANTEEN	\$1,531,327
DOT WORKLINE	\$856,149
FURNITURE	\$641,458
HPHA WORKLINE	\$19,857
INSTALLATIONS	\$636,715
MATTRESS PLANT	\$10,151
KCF FURNITURE	\$347,361
LIGHT CONSTRUCTION	\$47,351
PRINT SHOP	\$2,353,490
SEWING	\$137,416
TROPICAL HAWAIIAN PKG	\$23,048
MISC	\$18,683
TOTAL	\$6,623,006

*Statement of Revenue by Area of Operation FY 07-08*

REVENUE BY CUSTOMER			
AG	51,106	PERCENTAGE OF REVENUE	99.57%
AGR	17,670	FROM STATE AGENCIES	
DAGS	13,288		
DBED	47,883	PERCENTAGE OF REVENUE	0.43%
DBF	20,034	FROM OTHERS	
DCCA	3,475	(INCLUDING JOINT VENTURES	
DHHL	27,572	& NON-PROFITS)	
DHRD	2,875		
DHS	204,340		
DLIR	36,678	TOTAL	100.00%
DLNR	26,262		
DOD	5,593		
DOE	724,077		
DOH	601,147		
DOT	931,125		
FED	6,185		
GOV	2,880		
JUD	599		
LEG	50,941		
LGOV	7,880		
NPO	21,970		
PSD	1,908,011		
TAX	1,788,347		
UH	123,068		
TOTAL BILLED	6,623,006		
PARAMETERS ARE FROM 7/01/07 TO 6/30/08			

**FY 2008 Inventory of Position Class Titles Established for Correctional Industries**

As of FY 2008, the following 15 position classes had been established for hiring Correctional Industries staff.

<u>CI Position Title</u>	<u>Minimum Monthly Salary</u>	<u>Maximum Monthly Salary</u>
CI Administrator	\$4,775	\$7,062
CI Secretary III	\$2,730	\$4,204
CI Specialist V	\$3,691	\$5,254
CI Business Manager V	\$3,691	\$5,254
CI Sales Specialist III	\$3,030	\$4,545
CI Sales Specialist II	\$2,804	\$4,328
CI Specialist III	\$3,030	\$4,545

CI Specialist II	\$2,804	\$4,296
CI Specialist I	\$2,715	\$3,691
CI Furniture Specialist II	\$2,804	\$4,296
CI Furniture Specialist/Supervisor I	\$2,715	\$3,691
CI Sewing Shop Sup I	\$2,715	\$3,691
CI Clerk I	\$1,755	\$2,702
CI Clerk II	\$2,057	\$2,925
CI Light Truck Driver	\$2,439	\$2,439

### **Correctional Industries Exempt Positions**

Hawaii Correctional Industries is authorized sixty (60) exempt positions within the Correctional Industries Division, Department of Public Safety. These positions are required to staff all of the Correctional Industries programs and all expansion plans.

While Correctional Industries has a total of 60 exempt positions authorized, 45 have been established and 34 of those have been filled as of June 30, 2008. The remaining 11 established positions are in active recruitment and the balance of 15 new positions will be established and filled as Correctional Industries expands and new sustainable revenue streams are developed. We are currently developing new revenues streams with State, County, and private sector agencies. Once in place, the new revenue streams will provide additional work opportunities to more inmates. The exempt positions currently filled are utilized in the following areas: PSD Canteen, PSD/DOTAX Partnership - Printing, Light Construction Operations, Sewing, Mattress, PSD/DOE Partnership - Furniture Manufacturing and Refurbishing, Business Office/Marketing and Sales, Distribution/Warehouse, Furniture / Panel Plant at the Kulani Correctional Facility, and Joint Venture Programs on all islands.

Although Correctional Industries has had a decrease in inmate employment, 825 in FY 2006 verses 474 in FY 2008, the decrease is due to inmates staying on the job for longer spans of time and with fewer turnovers. Correctional Industries will be expanding its current programs and will continue looking for new programs to increase sales and inmate employment. These programs provide quality products at cost savings to the State of Hawaii. They also provide inmates with vocational training, keep inmates productive, and/or redirect inmates to have a trade and or work ethic when released.

<u>1. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
102349	CI Administrator	\$5,408

Duties and Responsibilities: This position is responsible for all Correctional Industries programs, which can employ up to 45 civilian employees and an average of 500 inmates. This incumbent is responsible for the administration of industries operations, financial management of the overall program, marketing of goods and services, development of program plans and directions, establishment of standards, development and implementation of business plans, implementation of new business and joint venture programs and management of a broad range of industries which include the Department inmate canteen,

print shops, furniture shops, garment and mattress manufacturing, maintenance labor forces, and sales and marketing.

Usual Work Site: Department of Public Safety, 919 Ala Moana Boulevard.

<u>2. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103139	CI Specialist I - Production	\$2,715

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to this work line or shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line or shop.

Usual Work Site: Halawa Correctional Facility.

<u>3. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103141	CI Furniture Specialist I (Vacant)	SR-NA

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to the Furniture Shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this shop.

Usual Work Site: Halawa Correctional Facility.

<u>4. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103142	CI Specialist I - Canteen	\$2,715

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to the Canteen Shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this shop.

Usual Work Site: Halawa Correctional Facility.

<u>5. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103143	Light Truck Driver (Vacant)	BC-04

Duties and Responsibilities: This position is directly responsible to the CI Warehouse Specialist I and operates as a truck driver as a major work assignment in transporting a variety of cargo. The incumbent is responsible for the timely delivery of goods produced by Correctional Industries. The incumbent is responsible for supervision of two-five (2-5) inmates in the loading, unloading and delivery of cargo between private companies, government offices and other destinations. In addition, the incumbent delivers mail, prepares delivery receipts and logs, prepares "bill of lading" for shipment by U.S. Post

office or common carrier. The incumbent is responsible for the maintenance of Correctional Industries Vehicles by checking and servicing fuel, oil, water, fluids, tires and maintaining vehicle logs.

Usual Work Site: Halawa Correctional Facility.

6. <u>Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103144	CI Specialist I – Production (Vacant)	F1-NA

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to this work line or shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line or shop.

Usual Work Site: Kulani Correctional Facility.

7. <u>Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103145	CI Sales Specialist II	\$3,559

Duties and Responsibilities: This position is directly responsible to the CI Specialist V for all sales in Correctional Industries. The incumbent is responsible for sales exceeding \$1.0 million during each fiscal year. The incumbent is also responsible for developing strategies to expand sales and market share in the state, maintain close communications with customers, quality control programs, marketing programs, and represents Correctional Industries at conventions, trade shows and conferences. Submits weekly reports, assists in sales forecasting, conducts research and surveys and develops customer product lines in furniture, printing, and garments manufacturing goods and expands maintenance labor force services.

Usual Work Site: Department of Public Safety, 919 Ala Moana Boulevard.

8. <u>Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103146	CI Specialist I – Install	\$3,058

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to the Canteen Shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this shop.

Usual Work Site: Halawa Correctional Facility.

9. <u>Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103147	CI Secretary III	\$3,953

Duties and Responsibilities: This position is responsible for all administrative support required for Correctional Industries Division. The incumbent works under the general supervision of the CI Administrator to provide support services and to develop, coordinate, and monitor Correctional Industries programs. This position is critical due to the responsibilities of coordinating meetings with Department



Administrators, Representatives of the Legislature, Business Owners/Managers, and the Correctional Industries Advisory Committee.

Usual Work Site: Department of Public Safety, 919 Ala Moana Boulevard.

<u>10. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103148	CI Specialist I - Install	\$2,715

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of up to ten (10) inmates assigned to the DOT Work line. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, servicing of vehicle, safety training, and overall operations of this work line.

Usual Work Site: Halawa Correctional Facility.

<u>11. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103159	CI Specialist III - Production (Vacant)	SR-NA

Duties and Responsibilities: This position is directly responsible to the CI Specialist V for managing a wide range of Correctional Industries programs, including the Kulani furniture shop, all maintenance labor force work lines, and sewing and also manages the CI Specialist II who oversees the Halawa furniture plant, centralized inmate canteen, and distribution. The incumbent is responsible for direct supervision of all Specialist I and or IIs as delineated above and is responsible for all performance ratings and measurements. This incumbent is also responsible for planning, developing and conducting program activities for these shops and for submitting weekly reports; assists in developing improvements to all production methods and standards and quality assurance; and serves as the liaison to the facility.

Usual Work Site: Halawa Correctional Facility.

<u>12. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103160	CI Clerk I	\$2,407

Duties and Responsibilities: This position is directly responsible to the CI Specialist V for clerical support to the Operations and Business Divisions. The incumbent will process requisitions; manage tracking and filing systems; draft correspondence; arrange meetings; take notes; arrange travel; control equipment, supplies and materials; and provides receptionist functions. In addition, the incumbent will assist with time and attendance and any statistical and financial reporting as well.

Usual Work Site: Halawa Correctional Facility.

<u>13. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103163	CI Specialist I - Administration	\$3,799

Duties and Responsibilities: This position is directly responsible to the CI Business Manager V for supervising the Correctional Industries Business Office. The incumbent is responsible for all business affairs, directs budget activities, provides assistance to the staff on financial matters, and plans, develops, and conducts CI Budget executions. Other responsibilities include property and inventory accountability, purchasing, order entry programs, time and attendance of civilian employees and inmates and supporting the business office.

Usual Work Site: Halawa Correctional Facility.

<u>14. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103168	CI Sales Specialist II	\$4,501

Duties and Responsibilities: This position is directly responsible to the CI Specialist V for all sales in Correctional Industries. The incumbent is responsible for sales exceeding \$1.0 million during each fiscal year. The incumbent is responsible for developing strategies to expand sales and market share in the state, maintaining close communications with customers, developing quality control and marketing programs, and represents Correctional Industries at conventions, trade shows and conferences. Submits weekly reports, assists in sales forecasting, conducts research and surveys and develops customer product lines in furniture, printing, garments manufacturing goods and expands maintenance labor force services.

Usual Work Site: Department of Public Safety, 919 Ala Moana Boulevard.

<u>15. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103170	CI Specialist I - Delivery	\$2,715

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of up to ten (10) inmates assigned to the Delivery Work line. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, servicing of vehicles, safety training, and overall operations of this work line.

Usual Work Site: Halawa Correctional Facility.

<u>16. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103424	Business Manager V	\$4,683

Duties and Responsibilities: This position is directly responsible to the CI Administrator for managing the Correctional Industries Business Office. The incumbent is responsible for all business affairs; directs budget activities; provides assistance to the staff on financial matters; and plans, develops and conducts CI budget executions. Supervises three (3) civilian employees on procurement procedures, purchase orders, invoices, and fiscal records. The incumbent is also responsible for property and inventory accountability, purchasing, order entry programs, and overall management of the Business Office. This position is essential to the operations of the Correctional Industries Business Office.

Usual Work Site: Halawa Correctional Facility.

<u>17. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103425	CI Specialist V - Administrative Manager (Vacant)	SR-NA

Duties and Responsibilities: This position is directly responsible to the CI Administrator for developing all programs in Correctional Industries. The incumbent is responsible for the CI Business Office, Joint Venture Programs, Kulani Furniture Plant, sales and marketing, policies and procedures, personnel matters, recruitment and classification actions for civilian staff, inmate training programs, and Correctional Industries safety programs. The incumbent is also responsible for developing and conducting vocational training programs and coordinating the promotion and maintenance of support from public, private, and governmental entities.

Usual Work Site: Halawa Correctional Facility.

<u>18. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103426	CI Specialist I - Production (Vacant)	SR-NA

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to this work line or shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line or shop.

Usual Work Site: Halawa Correctional Facility.

<u>19. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103636	CI Sewing Shop Supervisor I	\$3,687

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to the Sewing Shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this shop.

Usual Work Site: Halawa Correctional Facility.

<u>20. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
103637	CI Sewing Shop Supervisor I	\$3,687

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to the Sewing Shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this shop.

Usual Work Site: Halawa Correctional Facility.

<u>21. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
106465	CI Specialist I - DOT	\$2,715

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of up to ten (10) inmates assigned to the DOT Work line. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, servicing of vehicles, safety training, and overall operations of this work line.

Usual Work Site: Halawa Correctional Facility.

<u>22. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
106466	CI Specialist I - Delivery	\$2,715

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of up to ten (10) inmates assigned to the Delivery Work line. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line.

Usual Work Site: Halawa Correctional Facility.

<u>23. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
106467	CI Specialist I - Production	\$2,715

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to this work line or shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line or shop.

Usual Work Site: Halawa Correctional Facility.

<u>24. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
106469	CI Specialist I - Install	\$3,621

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of up to ten (10) inmates assigned to the DOT Work line. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, servicing of vehicles, safety training, and overall operations of this work line.

Usual Work Site: Halawa Correctional Facility (Medium).

<u>25. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
106470	CI Clerk I - Steno	Vacant

Duties and Responsibilities: This position provides clerical support to the section managers, supervisors and works under the general supervision of the CI Secretary III. The incumbent is responsible for typing formatted letters and memorandums, purchase orders, and contracts; time and attendance reports, maintaining office supplies, and filing systems. In addition, the incumbent is responsible for travel arrangements and receptionist duties.

Usual Work Site: Department of Public Safety, 919 Ala Moana Boulevard.

<u>26. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
106472	CI Specialist I - Production (Vacant)	F1-NA

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to this work line or shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line or shop.

Usual Work Site: Halawa Correctional Facility.

<u>27. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
106473	CI Specialist V - Operations Manager	\$4,162

Duties and Responsibilities: This position is directly responsible to the CI Administrator for managing the PSD Canteen Operation, Furniture/Light Construction Plants, Sewing Plant, Mattress Plant, Print and Bindery Shop, Instant Document Reproduction Plant. The incumbent is responsible for planning, developing and conducting program activities for the above sections. The incumbent is also responsible for the operating budget, financial statements, accounting procedures, invoices, purchase orders, inventory of warehouse goods and overall operations for the above sections.

Usual Work Site: Halawa Correctional Facility.

<u>28. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
106883	CI Specialist I - Production (Vacant)	SR-NA

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to this work line or shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line or shop.

Usual Work Site: Halawa Correctional Facility.

<u>29. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
106971	CI Furniture Supervisor I	\$2,947

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to the Furniture Shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this shop.

Usual Work Site: Kulani Correctional Facility.

<u>30. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
109312	CI Clerk II - Pre-Audit	\$2,407

Duties and Responsibilities: This position is directly responsible to the CI Specialist I, for Business Office clerical support. The incumbent is responsible for assuring compliance to established procurement

practices, invoicing standards, and payroll processing methods. Assists with follow-up and tracking of accounts payable and receivables and provides receptionist and clerical as necessary.

Usual Work Site: Halawa Correctional Facility

<u>31. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
109313	CI Specialist I - Production	\$2,715

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to this work line or shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line or shop.

Usual Work Site: Halawa Correctional Facility.

<u>32. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
109314	CI Furniture Specialist II	\$3,873

Duties and Responsibilities: This position is directly responsible to the CI Specialist V for supervising the CI Kulani Furniture Shop. The incumbent is responsible for planning and organization of work schedules and work assignments, production planning, quality control and general supervision of ten-twenty (10-20) inmates assigned to the CI Kulani Furniture Shop. Position is responsible for production reports, job cost estimates, inventorying controls, work in progress, maintenance of tools and equipment, shop safety training, and overall operations of the Specialty Shop. In addition, the incumbent is responsible for separate budget requirements due to the location.

Usual Work Site: Kulani Correctional Facility.

<u>33. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
109315	CI Specialist II - Production	\$4,624

Duties and Responsibilities: This position is directly responsible to the CI Specialist V for managing the CI Print Shops. The incumbent is responsible for direct supervision of all Specialists I or II's in this plant area and is responsible for all performance ratings and measurements. This incumbent is also responsible for planning, developing and conducting program activities for the print shops and for submitting weekly reports; assists in developing improvements to all production methods and standards and quality assurance; and assists with all expansion plans for this shop.

Usual Work Site: Halawa Correctional Facility.

<u>34. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
109316	CI Specialist III - Sales	\$4,112

Duties and Responsibilities: This position is directly responsible to the CI Specialist V for overseeing and monitoring various contracts and or memorandums of agreements. This includes the Department of Education Refurbishing project, the Department of Transportation Land Maintenance Work lines, and all Department of Public Safety agreements, including but not limited to ACO uniforms, mattresses, and centralized inmate canteen. Submits weekly reports, assists in sales forecasting, conducts research and surveys and develops customer product lines in furniture, printing, garments manufacturing goods and expands maintenance labor force services.

Usual Work Site: Halawa Correctional Facility.

<u>35. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
109317	CI Specialist II - Production	\$4,275

Duties and Responsibilities: This position is directly responsible to the CI Specialist III for managing the Halawa Furniture, Canteen and Distribution Sections. The incumbent is responsible for direct supervision of all Specialist / Supervisor Is in these plant areas and is responsible for all performance ratings and measurements. This incumbent is responsible for planning, developing and conducting program activities for these shops and for submitting weekly reports and assists in developing improvements to all production methods and standards and quality assurance.

Usual Work Site: Halawa Correctional Facility.

<u>36. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
109318	CI Sales Specialist III (Vacant)	SR-NA

Duties and Responsibilities: This position is directly responsible to the CI Specialist V for all sales in Correctional Industries. The incumbent is responsible for sales exceeding \$1.5 million during each fiscal year. Position develops strategies to expand sales and marketing shares in the state, maintaining close communications with customers, developing quality control and marketing programs, and represents Correctional Industries at conventions, trade shows and conferences. Submits weekly reports, assists in sales forecasting, conducts research and surveys and develops customer product lines in furniture, printing, and garment manufacturing goods.

Usual Work Site: Department of Public Safety, 919 Ala Moana Boulevard

<u>37. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
109321	CI Clerk I	SR-NA

Duties and Responsibilities: This position is directly responsible to the CI Specialist V for clerical support to the Operations and Business Divisions. The incumbent will process requisitions; manage tracking and filing systems; draft correspondence; arrange meetings; take notes; arrange travel; control equipment, supplies and materials; and provides receptionist functions. In addition, the incumbent will assist with time and attendance and any statistical and financial reporting as well.

Usual Work Site: Halawa Correctional Facility.

<u>38. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
111471	CI Specialist I – Delivery/Installation	\$3,034

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of up to ten (10) inmates assigned to the Delivery/Installation Work line. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line.

Usual Work Site: Halawa Correctional Facility.

<u>39. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
111537	CI Specialist I - Install	\$3,034

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of up to ten (10) inmates assigned to the DOT Work line. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line.

Usual Work Site: Halawa Correctional Facility.

<u>40. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
111596	CI Specialist II - Production	\$3,124

Duties and Responsibilities: The incumbent is directly responsible for Correctional Industries Print Shop, Graphics Section, Laser Printing and Docutech Shop. The CI Specialist II is directly responsible for the general supervision for the Graphics Section, Laser Section and Docutech Shop, subordinate supervisors and clerical staff. Responsibilities include supervision, guidance and training of assigned staff and inmates; planning, developing and conducting program activities; coordinating activities within the section and units; and promoting and maintaining the support and cooperation of public, private sector entities.

Usual Work Site: Halawa Correctional Facility.

<u>41. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
111597	CI Specialist V - Program Manager	\$5,002

Duties and Responsibilities:

This position is directly responsible to the CI Administrator for Production Control, Order Entry, Customer Service, Joint Venture Programs, policies and procedures and all new and special projects in Correctional Industries. The incumbent is responsible for developing strategies to expand sales and marketing shares in the state, maintaining close communications with customers, quality control programs, marketing programs, and assist CI Administrator in expanding Joint Venture Programs.

Usual Work Site: Department of Public Safety, 919 Ala Moana Boulevard.

<u>42. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
112139	CI Specialist I - Canteen	\$2,715

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to the Canteen Shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this shop.

Usual Work Site: Halawa Correctional Facility.

<u>43. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
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112140

CI Specialist III - Production  
(Vacant)

SR-NA

Duties and Responsibilities: This position is directly responsible to the CI Specialist V (Operations Manager) for managing the Correctional Industries Sewing Shops located at Halawa Correctional Facility, Waiawa Correctional Facility, and the Women’s Community Correctional Center. The incumbent is responsible for planning, developing and conducting program activities for the above sections. Other responsibilities include the operating budget, financial statements, accounting procedures, invoices, purchase orders, inventory of raw material, delivery of goods and services and the overall operations of the sewing shops.

Usual Work Site: Halawa Correctional Facility.

<u>44. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
112871	CI Specialist I – Delivery/Installation	\$2,715

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of up to ten (10) inmates assigned to the Delivery/Installation Work line. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line.

Usual Work Site: Halawa Correctional Facility.

<u>45. Position Number</u>	<u>Position Title</u>	<u>Salary Rate</u>
112872	CI Specialist I - Production (Vacant)	SR-NA

Duties and Responsibilities: This position is directly responsible to the CI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to this work line or shop. The incumbent is responsible for job cost estimates, production planning, inventorying controls, controlling cost analysis on jobs, inspecting work in progress for quality, production reports, and other production standards. The incumbent is also responsible for maintenance of tools and equipment, safety training, and overall operations of this work line or shop.

#### **IV. GOALS, & FUTURE ENDEAVORS...**

Hawaii Correctional Industries also, provides external work lines for The Department of Transportation highway maintenance and other state agencies providing construction, renovations, demolitions, installation and moving needs.

The canteen is planning to expand operations to the neighbor island institutions. The sewing plant anticipates expanding their services through providing BDU coveralls for the Adult Correctional Officers statewide. CI will be looking into expansion of furniture refurbishing and maintenance labor forces programs to the neighbor islands as well.

Correctional Industries currently has a joint venture with a private sector company on the Big Island, where a workforce of approximately eight inmates at a time is employed to assist with fruit picking or packing. Offenders receive minimum wage up to prevailing wages.

Since 1935! Hawaii Correctional Industries goals . . . . .

Upcoming, CI is joining efforts with the Department of Education and National Safe Surfacing Initiative out of Iowa to renovate and produce brand new playgrounds for Hawaii's children. More than 260 playgrounds throughout the State of Hawaii are currently being considered for renovation.

After the heavy rains and storms we had for the past several years the State of Hawaii roads are in serious need of upkeep and maintenance. Department of Transportation has notified CI of starting additional work lines including pothole repair.

Additionally, Construction work lines have expanded with the most recent hiring of experienced and well trained employees in areas of painting, drywall, carpentry, renovations, carpet and hard floor installation to name a few.

Our most major challenge to date stems from the lack of inmates available for work lines. With our multiple levels of opportunity for inmate's development and growth, our expansion on offering these opportunities to inmates have been limited.

Other areas of concern are the shortage of available storage space and facility gate hours of operation have hindered CI workflow and operations. Through providing great service to our customers all jobs require the shipment of products to our warehouse for example: Canteen products, office furniture, panel systems, refurbish school furniture, adult correction officer uniforms, carpentry tools and equipment.

This report is in response to:

"354D-3.5 Annual Report. The department shall submit to the legislature an annual report at least twenty days prior to the convening of each regular session, which shall include:

- (1) A listing by position number and title of all positions established under section 354D-3;
- (2) The salaries paid to the employees in these positions;
- (3) A description of the duties and responsibilities of each employee;  
And
- (4) The usual work site of each employee."

### **Purpose of Appropriation**

Correctional Industries is a field division under the Deputy Director of Corrections, Department of Public Safety. Hawaii Revised Statutes Section 354-D requires that Correctional Industries programs be expanded to provide comprehensive work programs

for all qualified, able-bodied inmates. These programs are mandated to: Generate revenue to sustain their operation and allow for capital investment; provide specific training skills for offenders which increase their employment prospects when they return to their community; provide a maximum level of work for all qualified, able-bodied inmates; provide an environment for the operation similar to that of a private business operation; encourage cooperative training ventures with the private sector; and provide low-cost construction, renovations, and repairs of facilities for government agencies and non-profit organizations.

Correctional Industries operates programs using sound fundamental business practices to provide quality goods and services on time to customers, whether those customers be the public, governmental agencies, non-profit organizations or the correctional system itself.

Correctional Industries is mandated by law to be self-sufficient. A Correctional Industries revolving fund was created and is administered by the Department. All monies collected by the Department from the sale or disposition of goods and services produced in accordance with Chapter 354D HRS are deposited into the Correctional Industries' revolving fund. The proceeds in the Correctional Industries' revolving fund are utilized for: The purchase or lease of supplies, equipment, and machinery; the construction, lease, or renovation of buildings used to carry out the purposes of Correctional Industries; the salary of personnel necessary to administer the enterprises established; payment of inmates for worker assignments and all other necessary expenses. **Correctional Industries does not receive any general fund monies.** The Correctional Industries revolving fund appropriation is developed based on a forecast of revenues expected as a result of manufacturing products and providing services.

Growth of Correctional Industries programs is necessary to attain the mandate to provide a maximum level of work for all qualified, able-bodied inmates. The salaries of personnel necessary to administer the enterprises are required to come out of the Correctional Industries revolving fund and not the state general fund. Civil service positions to run manufacturing and service operations are not available. The time frame to establish the necessary positions would prohibit the required growth of the operations. Exempt positions were necessary to ensure that the enterprise could continue and expand.