



DEPARTMENT OF PUBLIC SAFETY REPORT  
TO THE 2015 LEGISLATURE

Section 354D-3.5, Hawaii Revised Statutes

Fiscal Year 2014

ANNUAL REPORT OF  
HAWAII CORRECTIONAL INDUSTRIES

November 2014

This report is in response to Section 354D-3.5, Hawaii Revised Statutes (HRS), "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."

## I. **WHO WE ARE**

Hawaii Correctional Industries (HCI), a division within Department of Public Safety (PSD), is a collection of manufacturing and service enterprises that provide job training for offenders.

HCI is a unique blend of business and government, using private industry tools and techniques to provide a public service. Operations within state correctional facilities are supported by sales to state agencies, county and local governments, and non-profit organizations. Offenders gain work experience and training as they produce high quality, competitively priced products, which translates into enormous benefits for taxpayers, the offenders who work and learn in HCI, and for our customers.

Many of those placed behind bars in Hawaii are young men and women 18-30 years old, who lose labor skills while in prison and subsequently see their opportunities plummet post-release. The social cost to the state of Hawaii from this skill loss is significant; HCI works to reduce this cost. In addition to rising costs, one of the most difficult problems facing the criminal justice system is the number of repeat offenders. In Hawaii, approximately one third of all offenders released will recidivate – commit a new crime or violate conditions of their release – within five years and be back inside the correctional system.

With no savings or job skills, the cycle will most likely begin again. Correctional industries' businesses produce quality goods and services and provide offenders with job experience. This develops a positive work ethic and an opportunity for offenders to succeed once they are released.

These work opportunities provide the means for them to pay court ordered financial obligations, victim restitution, and a portion of the costs of incarceration, help support their families, and build a mandatory savings account.

Offender work programs are also an important element in managing a safe, efficient correctional system – reducing idleness, decreasing anxiety, and giving offenders an opportunity to be productive.

With 97% of all incarcerated offenders returning to local communities, HCI plays an important role in their transition. With the seed money from their savings, job skills and experience gained from HCI, offenders have a greater chance of finding a job – enabling them to work toward a better life for themselves, their families and their communities.

The constructive use of inmate time and labor has a direct and positive impact on the State of Hawaii budget. Inmate wage deductions go to the state general fund, victim and court restitution, and family support. HCI also provides a steady source of revenue and new job opportunities for Hawaii businesses. These contributions come from two areas: actual raw materials and services that HCI purchases from Hawaii businesses and consumer expenditures generated as a result of HCI related employment.

## **II. OUR MISSION, VISION, CORE VALUES**

**MISSION:** HCI provides opportunities for offenders to acquire real life work skills and good work habits through businesses that produce quality products and services for our customers.

**VISION:** Offenders will successfully reintegrate into society, which will benefit our communities and reduce the tax burden of corrections.

### **CORE VALUES:**

***KULEANA*** – Responsibility. We accept our responsibilities, and we will be held accountable.

***MĀLAMA*** – Stewardship. Serve, honor, protect, and care for resources; maintain fiduciary responsibility.

***KULIA I KA NU`U*** – Achievement. We pursue excellence in all we do. Strive to reach the summit.

***KA LĀ HIKI OLA*** -Optimism. We think positively.

***HO`OMAU*** – Perseverance. We never give up.

### III. FINANCIAL HIGHLIGHTS...

<u>Fiscal Year</u>	<u>Sales Revenue</u>	<u>Inmates Employed</u>
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
2009	\$6,071,708	315
2010	\$5,071,420	338
2011	\$5,603,754	360
2012	\$6,110,428	268
2013	\$3,591,744	243
2014	\$4,317,530	500

*18 Year Revenue / Inmate Comparative*

## STATEMENT OF REVENUE AND EXPENSES

Years Ending June 30, 2014 and June 30, 2013

	<u>FYE 6/30/2014</u>	<u>FYE 6/30/2013</u>
REVENUE	\$4,317,530	\$3,591,744
EXPENDITURES		
Personnel Services:		
Salaries	\$1,279,933	\$1,249,530
Fringe Benefits	<u>\$512,128</u>	<u>\$501,946</u>
Total Personnel Services	\$1,792,062	\$1,751,476
Supplies and Services:		
Raw Materials	\$2,021,247	\$1,392,988
Inmate Wages	\$94,135	\$90,852
Other Supplies and Services	<u>\$659,278</u>	<u>\$665,669</u>
Total Supplies and Services	\$2,774,660	\$2,149,509
TOTAL EXPENDITURES	<u>\$4,566,722</u>	<u>\$3,900,985</u>
CASH PROFIT (LOSS)	<u>\$(249,192)</u>	<u>\$(309,241)</u>

### BALANCE SHEET – HCI ENTERPRISE FUND

	<u>FYE 6/30/2014</u>	<u>FYE 6/30/2013</u>
ASSETS		
CURRENT ASSETS	2,633,391	2,828,139
NONCURRENT ASSETS	<u>1,189,476</u>	<u>1,244,065</u>
TOTAL ASSETS	3,822,867	4,072,204
LIABILITIES		
CAPITAL – RETAINED EARNINGS	3,159,885	3,469,125
NET INCOME (LOSS)	<u>(249,192)</u>	<u>(309,241)</u>
TOTAL LIABILITIES AND CAPITAL	<u>3,822,867</u>	<u>4,072,204</u>

## Correctional Industries Exempt Positions

The employment of state workers through HCI's program, as well as the employment of inmates, contributes to our communities HCI is authorized forty two (42) exempt positions within the Correctional Industries Division of PSD. These positions are required to staff all of the Correctional Industries programs and all expansion plans.

While HCI has a total of 42 exempt positions authorized, 24 positions have been filled as of June 30, 2014. The remaining 18 established positions are in active recruitment. We are currently developing new revenue 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 PSD Canteen, Outside Work Crews, Special Projects, Light Construction Operations, Sewing, Printing, Furniture, Business Office/Marketing and Sales, Distribution/Warehouse, Community Operations, and a joint venture program on the island of Hawaii. HCI will continue to expand its current programs and seek opportunities for new programs to increase sales and inmate employment. Our goal is to provide quality products at cost savings to the State of Hawaii and 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</u>
102349	HCI Administrator	8,500

Duties and Responsibilities: This position is responsible for all Correctional Industries programs, which can employ up to 42 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: Halawa Correctional Facility

<u>2. Position Number</u>	<u>Position Title</u>	<u>Salary</u>
103139	CI Specialist I – Production	vacant

Duties and Responsibilities: This position is directly responsible to the HCI Specialist II for the supervision, guidance, and training of offenders assigned to this 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.

3.	<u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
	103141	CI Furniture Specialist I	vacant

Duties and Responsibilities: This position is directly responsible to the HCI Specialist II for the supervision, guidance, and training of offenders 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.

4.	<u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
	103142	CI Specialist I – Canteen	vacant

Duties and Responsibilities: This position is directly responsible to the HCI Specialist II for the supervision, guidance, and training of offenders 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.

5.	<u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
	103143	Light Truck Driver	vacant

Duties and Responsibilities: This position is directly responsible to the HCI 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</u>
	103145	CI Sales Specialist II	2,407

Duties and Responsibilities: This position is directly responsible to the HCI 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: Halawa Correctional Facility.

7.	<u>Position Number</u> 103146	<u>Position Title</u> CI Specialist I – Install	<u>Salary</u> 2,937
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Duties and Responsibilities: This position is directly responsible to the HCI 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.

8.	<u>Position Number</u> 103147	<u>Position Title</u> CI Secretary III	<u>Salary</u> 2,296
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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 HCI 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: Halawa Correctional Facility.

9.	<u>Position Number</u> 103148	<u>Position Title</u> CI Specialist I – Install	<u>Salary</u> 3,217
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Duties and Responsibilities: This position is directly responsible to the HCI Specialist II for the supervision, guidance, and training of offenders assigned to the DOT. 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 crew.

Usual Work Site: Halawa Correctional Facility.

10.	<u>Position Number</u> 103159	<u>Position Title</u> CI Specialist III – Production	<u>Salary</u> vacant
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Duties and Responsibilities: This position is directly responsible to the HCI 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 HCI 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.



11.	<u>Position Number</u> 103160	<u>Position Title</u> CI Clerk I	<u>Salary</u> vacant
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Duties and Responsibilities: This position is directly responsible to the HCI 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.

12.	<u>Position Number</u> 103163	<u>Position Title</u> CI Specialist I – Administration	<u>Salary</u> vacant
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Duties and Responsibilities: This position is directly responsible to the HCI 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 HCI 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.

13.	<u>Position Number</u> 103168	<u>Position Title</u> CI Sales Specialist II	<u>Salary</u> 4,501
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Duties and Responsibilities: This position is directly responsible to the HCI 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: Halawa Correctional Facility.

14.	<u>Position Number</u> 103170	<u>Position Title</u> CI Specialist I - Delivery	<u>Salary</u> 3,217
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Duties and Responsibilities: This position is directly responsible to the HCI 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.

15. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
103424	Business Manager V	5,200

Duties and Responsibilities: This position is directly responsible to the HCI 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 HCI 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.

16. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
103425	CI Specialist V - Administrative Manager	vacant

Duties and Responsibilities: This position is directly responsible to the HCI 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.

17. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
103426	CI Specialist I – Production	2,824

Duties and Responsibilities: This position is directly responsible to the HCI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to this 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.

18. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
103636	CI Sewing Shop Supervisor I	3,867

Duties and Responsibilities: This position is directly responsible to the HCI 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.

19. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
103637	CI Sewing Shop Supervisor I	vacant

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.

20. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
106465	CI Specialist I - DOT	vacant

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 crew. 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 crew.

Usual Work Site: Halawa Correctional Facility.

21. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
106466	CI Specialist I - Delivery	3,134

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 crew. 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 crew.

Usual Work Site: Halawa Correctional Facility.

22. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
106467	CI Specialist I - Production	3,217

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 a 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 the shop.

Usual Work Site: Halawa Correctional Facility

23. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
106469	CI Specialist I - Install	2,824

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 crew. 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 crew.

Usual Work Site: Halawa Correctional Facility

24. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</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: Halawa Correctional Facility.

25. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
106472	CI Specialist I – Production	2,937

Duties and Responsibilities: This position is directly responsible to the HCI Specialist II for the supervision, guidance, and training of ten-twenty (10-20) inmates assigned to a 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 the shop.

Usual Work Site: Halawa Correctional Facility

26. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
106473	CI Specialist V - Operations Manager	4,680

Duties and Responsibilities: This position is directly responsible to the HCI 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

27.	<u>Position Number</u> 106883	<u>Position Title</u> CI Specialist I – Production	<u>Salary</u> vacant
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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 a 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 a shop.

Usual Work Site: Halawa Correctional Facility

28.	<u>Position Number</u> 109312	<u>Position Title</u> CI Clerk II - Pre-Audit	<u>Salary</u> 2,848
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Duties and Responsibilities: This position is directly responsible to the HCI 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

29.	<u>Position Number</u> 109313	<u>Position Title</u> CI Specialist I – Production	<u>Salary</u> vacant
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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 a 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 a shop.

Usual Work Site: Halawa Correctional Facility

30.	<u>Position Number</u> 109315	<u>Position Title</u> CI Specialist II – Production	<u>Salary</u> vacant
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Duties and Responsibilities: This position is directly responsible to the HCI Specialist V for managing the HCI Print Shops. The incumbent is responsible for direct supervision of all Specialists I or IIs 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 a shop.

Usual Work Site: Halawa Correctional Facility

31.	<u>Position Number</u> 109316	<u>Position Title</u> CI Specialist III - Sales	<u>Salary</u> 3,933
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Duties and Responsibilities: This position is directly responsible to the HCI 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>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
109317	CI Specialist II - Production	4,028

Duties and Responsibilities: This position is directly responsible to the CI Specialist III for the supervision, guidance, and training of up to ten (10) inmates assigned to the 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: Hawaii Branch

<u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
109318	CI Sales Specialist III	vacant

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: Halawa Correctional Facility

<u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
109321	CI Clerk I	vacant

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>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
111471	CI Specialist I – Delivery/Installation	3,161

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 crew.

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 crew.

Usual Work Site: Halawa Correctional Facility

36. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
111537	CI Specialist I – Install	vacant

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 crew. 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 crew.

Usual Work Site: Halawa Correctional Facility

37. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
111596	CI Specialist II – Production	3,379

Duties and Responsibilities: The incumbent is directly responsible for Correctional Industries Print Shop, Graphics Section. The CI Specialist II is directly responsible for the general supervision for the Graphics Section, 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

38. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
111597	CI Specialist V - Program Manager	4,501

Duties and Responsibilities:

This position is directly responsible to the HCI 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: Halawa Correctional Facility

39. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
112139	CI Specialist I - Canteen	2,937

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



40. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
112140	CI Specialist III – Production	3,039

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 and the Waiawa Correctional Facility. 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

41. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
112871	CI Specialist I – Delivery/Installation	vacant

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 crew. 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 crew.

Usual Work Site: Halawa Correctional Facility

42. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
112872	CI Specialist I - Production	3,347

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 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.

**Hawaii Correctional Industries is authorized two (2) Civil Service positions within the Correctional Industries Division, Department of Public Safety.**

1. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
38787	Facility Supervisor	4,946.42

Duties and Responsibilities: This position is directly responsible to the Administrator for independently managing the correctional industries programs at the facility, planning, developing and conducting program activities, coordinating activities with other sections and units, promoting and maintaining the support and cooperation of public, private and governmental groups and agencies.

2. <u>Position Number</u>	<u>Position Title</u>	<u>Salary</u>
15251	Account Clerk IV	3,339.42

Duties and Responsibilities: This position is directly responsible to the Business Manager for the establishment, record and maintenance of fiscal, statistical, timekeeping, inventories, job orders, invoices and deposit records.



#### IV. GOALS & FUTURE ENDEAVORS

HCI is showing strong, steady signs of recovery after a difficult fiscal year 2013. In recent years, HCI as an organization had deteriorated to the point where it could not function well. Sales dropped to an unprecedented low of 3.3 million dollars. Shops closed; offender participation numbers declined. In its darkest moment in February 2014, HCI participation dwindled to 119 offenders (down from 850 ten years ago) and lost over 330,000 dollars in the first seven months of the fiscal year.

HCI underwent thorough operations and financial systems audits. By correcting organizational inefficiencies and improving access to information, HCI sharply reversed its downward trend. Both revenues and net income increased 20% over 2013/14 and the trend is continuing in early fiscal year 2015.

Offender participation numbers are climbing steadily as well. Last year, HCI employed 3.5% of the available inmate population and this year it is at 5%. Our goal is to expand opportunities to accommodate all offenders who wish to participate.

HCI is committed to maintain and expand offender work training programs, which develop marketable job skills, promote positive work ethics and reduce the tax burden of corrections. New business activities in fiscal year 2015 will include new industries in four facilities; Kulani Furniture and Sewing, Waiawa Agribusiness, Halawa Garment Graphics, Halawa Signs and Engraving, and Kailua Women's Sewing.

We will continue to work hard to restore this valuable component to public safety that lowers the cost of the criminal justice system and provides offenders with opportunities to change their lives for the better.

#### **Purpose of Appropriation**

HCI is a division within PSD. Section §354-D, HRS 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 PSD. All monies collected by PSD 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.