

UNICOR • Federal Prison Industries, Inc.



● 80 years of new beginnings.

eighty



80 Years of New Beginnings

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The mission of
Federal Prison Industries, Inc. (FPI)
is to protect society and reduce crime
by preparing inmates for successful reentry
through job training.

eighty



UNICOR. A Belief in New Beginnings

As one of our nation's largest correctional agencies, the Bureau of Prisons currently houses approximately 207,000 federal offenders in 121 federal prisons, 14 private prisons, and in nearly 180 community-based facilities across the country. Eventually, 95 percent or more of the population will return to our communities. Some may become our neighbors.

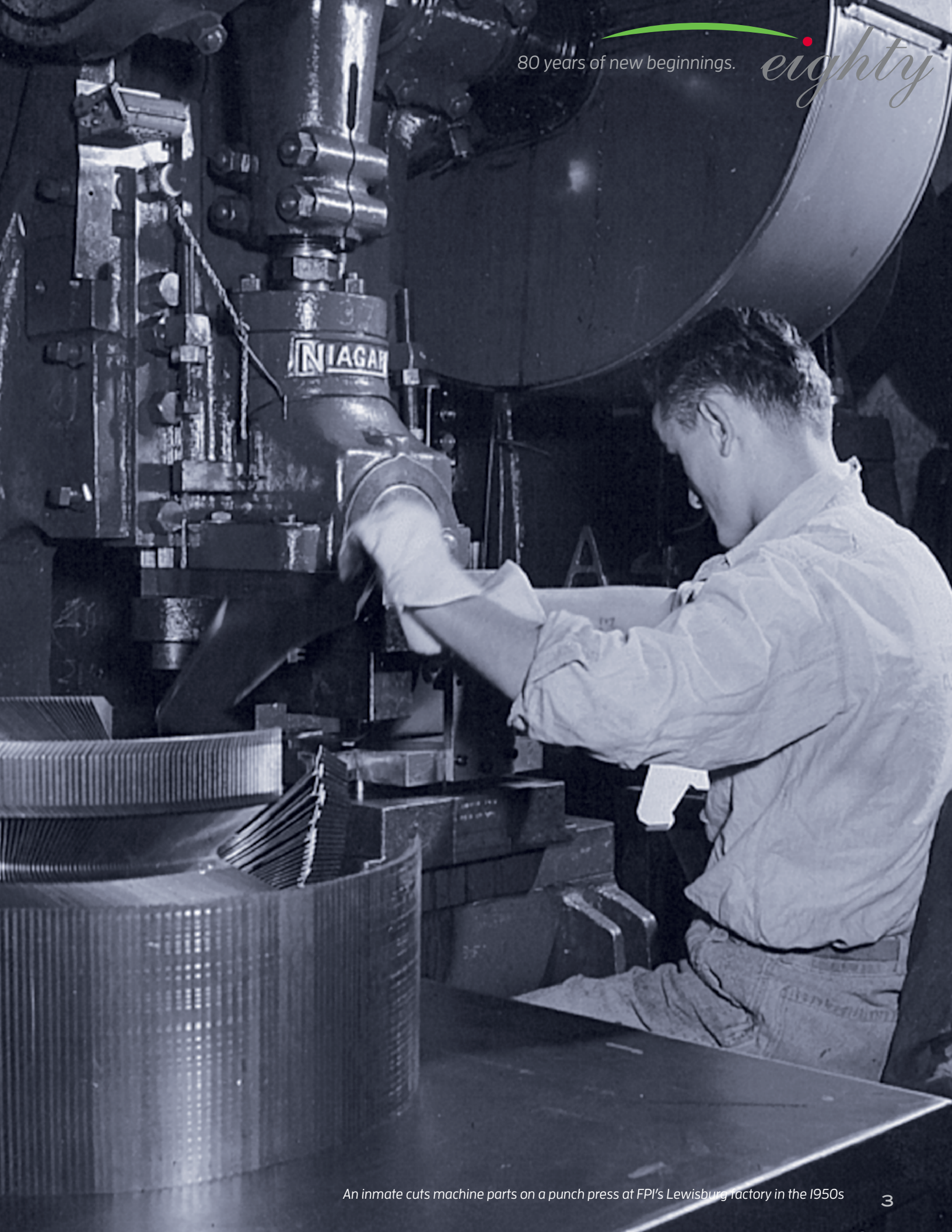
More than 40,000 offenders are released each year from federal prison back to U.S. communities with the expectation that they will adapt to a world they have not known for years. If not for the educational, vocational and job training opportunities made available during incarceration, the challenges faced by offenders to put life back in balance, upon release, might prove unsurmountable.

Since 1934, Federal Prison Industries, Inc. (FPI), also known by its trade name, UNICOR, has been a key component of the Bureau of Prisons' comprehensive efforts to improve offender reentry.

UNICOR provides federal offenders opportunities to develop the work and life skills needed to transition back to our communities as contributing members of society. Thankfully, for thousands of incarcerated men and women over the past 80 years and counting, UNICOR has assisted in their successful reentry journey.

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An inmate cuts machine parts on a punch press at FPI's Lewisburg factory in the 1950s

A Message from the Board of Directors

The UNICOR/Federal Prisons Industries' Board of Directors congratulates the corporation for its 80 years of accomplishments, and looking ahead, we're encouraged by the many changes underway to support the continued success of this life-changing program.

UNICOR provides federal offenders work experience, job training, and life skills, thereby enhancing the likelihood they will find meaningful employment upon release from prison and become law-abiding, tax-paying citizens.

Former offenders who have participated in the UNICOR program are 24 percent less likely to recidivate than similar, non-participating inmates for as many as 12 years following release. They are also 14 percent more likely to obtain employment than those who did not participate in the program.

UNICOR has faced many challenges over its 80 year history: the Great Depression; World War II; sustained periods of military conflict...and in later years, economic downturns; shrinking federal budgets, legislative changes and increasing price competition. In more recent years, however, UNICOR sales have declined, leading to losses and reduced inmate work opportunities. In meeting these new challenges, UNICOR continues to implement cost containment and transformation initiatives to increase its efficiency and grow business opportunities in order to remain a viable program and return to profitability in the future.

Approximately 12,000 offenders currently participate in UNICOR, with almost as many waiting for their opportunity to gain valuable UNICOR experience. To this end, UNICOR is vigilantly pursuing new markets to ensure that current inmate workers remain constructively occupied and that new work opportunities are generated.

In 2012, Congress provided UNICOR with two new authorities that opened the door for expanded private sector collaboration. Companies having or contemplating manufacturing operations outside the United States now have the opportunity to return and/or retain their operations stateside by partnering with UNICOR. This helps build stronger local economies as a result of U.S. jobs and earnings retention, while creating work opportunities to help prepare offenders for reentry. A second initiative – the Prison Industry Enhancement Certification Program – lifts interstate commerce restrictions for inmate-produced goods, and presents a new channel for additional

work opportunities to produce goods for sale in the commercial market. Within the first two years, alone, nearly 1,000 inmate jobs were created from work derived from these new authorities.

UNICOR benefits our communities in many ways, beginning with the inmates who successfully reenter our communities, ready to become tax-paying, law-abiding citizens. Additionally, more than half of UNICOR's revenue is spent on the purchase of raw materials, supplies, equipment and services from the private sector, and a majority of these purchases over the years have been through small businesses, including companies owned by women, minorities and disadvantaged individuals.

Since 1934, UNICOR has been a program that truly "works" in every sense of the word. As its Board of Directors, we embrace the challenges and opportunities associated with it's new business models and continued transformation to steadily grow the customer base by distinguishing itself from the competition. If the voices of UNICOR's founders and leaders long past could be heard, we believe they would surely join us in a resounding "thank you," for a job well done and continuing vision for a bright future!



UNICOR/Federal Prison Industries Board of Directors

David D. Spears,
Chairman of the Board
Represents Agriculture

Donald R. Elliott,
Vice Chairman
Represents Industry

Franklin G. Gale
Represents Labor

Audrey J. Roberts
Represents Retailers and Consumers

Lee J. Lofthus
Represents the Attorney General

A Message from the Director, Federal Bureau of Prisons

It has been 80 years since President Franklin D. Roosevelt signed the Executive Order establishing Federal Prison Industries, Inc., (FPI). Known by its trade name, UNICOR, FPI continues to be a critical part of the Federal Bureau of Prisons' mission to protect public safety and reduce crime.

UNICOR plays an integral role in the Bureau of Prisons' ability to operate prisons that are safe, secure, and humane. It is a central component of the Bureau's mission to provide work and other evidence-based treatment programs to prepare offenders to become productive members of society following release. In the Bureau of Prisons, preparation for release begins on the first day of incarceration.

UNICOR is a voluntary industrial work program that provides offenders job skills training in a real world environment. Inmates who participate in UNICOR are 24% less likely to recidivate, and 14% more likely to become gainfully employed as compared to similar non-participating inmates.

The program also keeps offenders productively occupied. Those who participate are less likely to engage in prison misconduct and more likely to serve as role models for other inmates.

UNICOR has helped secure a bright future for thousands of offenders throughout its history. I commend our staff and the inmates who participate in the UNICOR program on the great work they do in factories around the country, producing goods for the Department of Defense, the Bureau of Prisons, and other federal agencies, while changing lives in the process. With the dedication and commitment of these thousands of individuals who make UNICOR the outstanding reentry program it has become, I know UNICOR is going to continue to make a positive difference for years to come.

Sincerely,



Charles E. Samuels, Jr.
Director, Federal Bureau of Prisons
Chief Executive Officer, UNICOR/Federal Prison Industries, Inc.



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A view of the Federal Correctional Institution in Ashland, KY

A Message from UNICOR's Chief Operating Officer

UNICOR continues to be a building block for thousands of federal offenders seeking a better tomorrow, and its societal benefits extend well beyond the confines of prison. The in-depth profile and testimonials featured in this 80th Anniversary commemorative report are but a glimpse into the thousands of lives improved over the course of the last eighty years.

Because financial assistance from offenders to crime victims has a tremendous healing and restorative power, UNICOR inmate workers pay up to one-half of their earnings toward crime victim restitution, court-ordered fines, as well as child and family support. Over the years, between \$1 - \$2 million annually has been deducted from inmate earnings in fulfillment of these obligations.

Proudly, the UNICOR program operates without cost to taxpayers. Even our managing Board of Directors has served without compensation since inception of the program. UNICOR has relied primarily upon the sale of inmate-produced products and services to the Federal Government in order to remain viable. However, for the past few years, mounting challenges have arisen due to previous legislative actions and procurement mandates, coupled with increased competition, and the economic environment that have made this increasingly difficult. In response, we have prudently managed and scrutinized our financial position by maintaining minimal inventories, enhancing the collection of receivables and wisely investing in capital improvements to minimize losses.

Tomorrow's successes are built upon today's business strategies. That's why we are making significant changes to our operations and are vigorously pursuing new opportunities, including those authorized by Congress in 2012: the repatriation initiative and the Prison Industry Enhancement Certification Program (PIECP).

Several new projects are underway, employing nearly 1,000 inmates who are producing products that would have otherwise been produced outside the United States. We implemented our first PIECP operation at FCI Estill, S.C. Offenders working on this project are paid wages comparable



to those paid for similar work in the local community. Deductions are withheld to cover taxes and other incarceration costs. Apart from these commercial business opportunities, agribusiness is being pursued, which includes dairy farming, soybean and other farming endeavors. A wild horse training program is on the horizon, as well.

Although we must be financially sustainable to support this significant reentry program, we must not lose focus of our true mission: changing lives. To this end, we continue to work toward reaching our employment goal of increasing the number of offenders released with UNICOR experience, in part, by creating job share opportunities, and by targeting offenders who are veterans, as well as those who are within two years of release. These strategies allow us to increase the number of offender job training opportunities based upon the limited amount of work available.

I would like to thank UNICOR's Board of Directors and its CEO and Director of the Bureau of Prisons, Charles E. Samuels, Jr., for their unwavering support and guidance over the years. I also applaud our staff and the inmates who participate in the program for their resolve, dedication and diligence in the face of these challenging economic times to support and enhance UNICOR's life-changing program. They are truly an inspiration, today, and will be key to ensure UNICOR's success for years to come.



Mary M. Mitchell,
Chief Operating Officer,
UNICOR/Federal Prison Industries, Inc.

From the Streets to our Communities— UNICOR's Mission

In 1934, by authority of Congress, President Franklin D. Roosevelt signed Executive Order 6817, creating Federal Prison Industries, Inc. (FPI), to provide federal offenders opportunities for training and work experience while serving their time in prison.

As a component within the Federal Bureau of Prisons, FPI adheres to the highest standards of business practices while employing thousands of offenders in federal prison factories across the country.

Federal Prison Industries is a self-sustaining government corporation; it does not receive a Congressional appropriation to support its operations. Under the trade name UNICOR, FPI sells more than 100 products and services primarily, but not exclusively, to the Federal Government. UNICOR/FPI is overseen by a Presidentially-appointed Board of Directors, and is one of the Bureau of Prisons' most important reentry programs.

We continue to build upon the programmatic ideals established by FPI's founders and leaders over the course of its eighty year history. Today, our federal offender population is comprised of individuals from all fifty states, and across the globe. Approximately 26 percent are non-U.S. citizens from more than 100 different countries. They speak several languages, have regional, cultural, ideological and religious differences, and possess widespread levels of literacy and education. This highly diverse population brings with it tremendous challenges in providing programming, services, and reentry preparation.

Empirical research has shown that offenders who participate in FPI are 24 percent less likely to

recidivate than similar non-participating offenders. FPI truly plays a key role in the management and safety of federal prisons while making a positive impact on the thousands of men and women in our custody so they have the best possible chance for a successful transition back to our communities.



President Franklin Roosevelt signed legislation in 1934 creating Federal Prison Industries, Inc.

The tag line of the UNICOR logo succinctly explains what we're about: We're life changing.

Inside Perspectives – UNICOR Insights

In recognition of UNICOR's 80th milestone, federal offenders across the country volunteered to share their perspectives about the program by completing this thought: How UNICOR Changed My Life.

A collection of some of the responses we received are highlighted throughout this Report to provide an inside glimpse of the many ways UNICOR continues to impact so many lives, both within and beyond the confines of prison. The work and life skills federal offenders acquire unleash a potential most never knew they had.

“Producing uniforms for the military gave me a sense of honor. Sometimes I wonder if the person that will be wearing it might be the one who pays the ultimate price for the freedom we seek. ”

Inmate J. Cannon, FCI Fort Dix, NJ

“I work hard, I earn honestly, and it feels great!”

Inmate M. Buford, FCI Terre Haute, IN

Second Chances

You've undoubtedly heard the saying, "Today is the first day of the rest of your life."

Nothing could be more true for an incarcerated individual. "Day One" of a federal offender's time in prison begins the journey toward a new life, with opportunities to participate in programs that provide meaningful work experience, technical training, and help develop valuable life skills, self-confidence, responsibility, respect for peers, authority, and so much more.

Meet former offender, James Mays, whose journey we share from convicted felon facing a 10 ½ year sentence for armed robbery, to Lean manufacturing Engineer for one of the world's leading body armor companies.

June 15, 1999 was a memorable day. I earned a trip to the Federal Correctional Complex in Fairton, New Jersey, not as a visitor, but as a newly admitted inmate. It was my twenty-first birthday.

As a first-time offender, I thought I would face manageable jail time. But, as it turned out, based on federal sentencing guidelines I was sentenced to 126 months in federal prison; that's 3,780 days. I had a choice to make: either become (1) a better criminal, or (2) a better citizen. I promised myself that I would take full advantage of every course and program available over the next 3,780 days to give me the best chance to remain crime-free, once released from prison.

I made every second count. I took advantage of college courses through the prison's education department, and landed a job in UNICOR making cable systems, lighting fixtures, and later monitored factory inventory levels.

I also earned a degree in General Studies and acquired invaluable knowledge and practical skills from UNICOR factory managers and staff about ISO performance testing, credentialing, and the SAP manufacturing system.

“There's nothing like a good episode of "Oz," or "Scared Straight," to skew public perception. It's an example of a major social stigma making reentry all the more difficult.”

James Mays, former offender



James Mays receiving the Employee of the Year award

I put my heart into UNICOR training programs that would not only help me down this path, but also ensured that I would stay away from prison conflict. I even took architectural drafting and Microsoft Office 2000 classes offered by the institution's vocational training center. There, I served for two years as a GED tutor, as well as a Microsoft Office teaching assistant.

In February 2005, little did I realize that my life had just changed for the better. I was transferred to Yazoo City, Mississippi, and secured a job in UNICOR's textiles factory. My job as a programmable machine operator was to bar-tack OTVs – Outer Tactical Vests – made for the military to protect soldiers in combat.

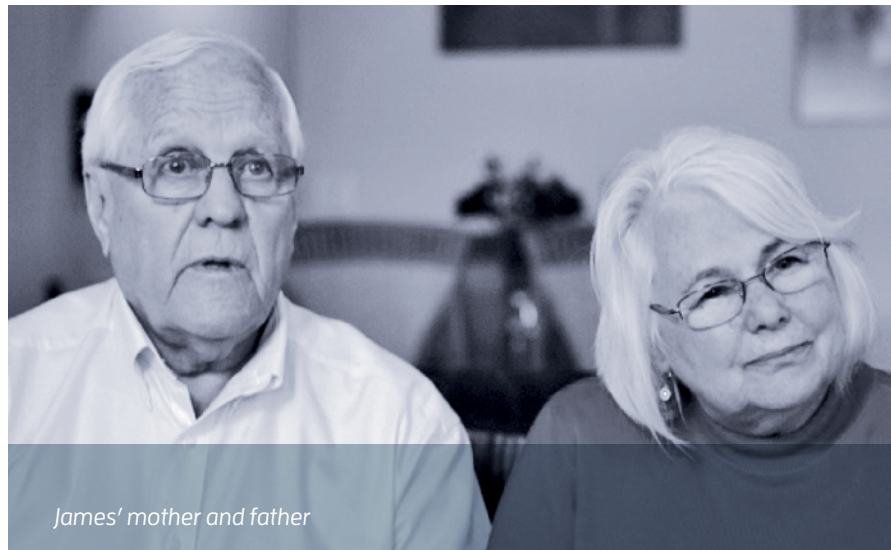
I knew very little about cutting and sewing when I got there, but was inspired to do my part for my country, and loved it.

Soon after, UNICOR's Quality Assurance Manager interviewed me for a clerk position in conjunction with the factory's initiative to become ISO-certified. I got the job and took it upon myself to learn everything I could about safety standards and ISO protocols.

During a routine business vendor visit, I had the opportunity to meet the Vice President of Operations and the Plant Manager for Point Blank Enterprises, one of UNICOR's contractors. I was asked to assist in conducting a tour, and at the end of it, Point Blank's Plant Manager encouraged me to call him about a job if I returned to South Florida, upon release! Excitement does not begin to describe what I felt. For the first time since entering prison in 1999, I was hopeful about my future!

During my time in prison, I earned an Associate of Arts degree, completed a paralegal/legal assistant course, obtained ISO internal auditor certification, and even completed a pest control management course as a "just in case" measure. I also developed an Internal Auditor Training course while at Yazoo City, so that other inmates could become ISO certified, like me.

Following my release from prison, life was a series of ups, downs, trials and tribulations. But, ultimately, on August 4, 2007, I received a job offer to work at Point Blank Body Armor as a shipping and assembly supervisor. It was the most exciting day of my life! I'll never forget how proud my family and friends were of me that day!



James' mother and father

“I prayed for my son's safety and knew the day would come when James would be free...free to re-start his life.”

Mary Ranck, James' mother

I knew that while in prison, I could have easily gone down a path that others go. But this time, I made the right choices, and it was only the beginning of a series of positive changes in my life. For the first time, in a very long time, I knew I had a bright future ahead of me.

In February, 2010, Point Blank needed a production manager for its Pompano Plant who could "turn the place around." I was offered the job of Production Manager for Commercial and Military Manufacturing. It was there that I learned to become a better leader. Our turnaround soared from 40 percent to 98 percent on-time delivery, all while the company realized a 25 percent growth in sales. Currently, I hold the position of Lean Manufacturing Engineer at Point Blank, and will soon earn Lean Six Sigma black belt certification. After all, I have a whole new factory to redesign!

Above all, the things I'm grateful for the most in UNICOR are the opportunities they gave me. The things you learn there translate to how things really are in the real world, and without that experience never would have translated to any of the things I'm doing now. So, through all the peaks and valleys in the journey, that's the most pivotal experience that I can take from UNICOR.

UNICOR. We're life changing

For eighty years the UNICOR program has made a difference in the lives of thousands of federal offenders like James Mays, whose story we've shared. Here are a few more examples of former offenders who made a commitment to build a more promising future and who, today, are responsible tax-paying citizens and family members within our communities.

Harnessing the power of change

Meet **Jonathan Queen**, labeled a career criminal at age 23, sentenced to ten years in federal custody. He entered FCI Loretto, PA., owing fines, with no money and little family support. Throughout his

participation in numerous UNICOR operations, and vocational programs, he amassed a winning resume of real life job skills, supported by a solid foundation of education and pro-social values. Today, Mr. Queen is a happily married husband and father, a college graduate, award winning author, minister, motivational speaker, and assistant counselor for special needs adjudicated youth. Mr. Queen has influenced lives well beyond his own. And for those who may be walking a narrow tightrope between right-and-wrong, his example of success inspires others, proving that 'second chances' can lead to a brighter future.

Federal offenders include women

Linda Martinez was incarcerated at FCI Dublin, CA, and worked in UNICOR's Call Center operations. She

“Based on Mr. Mays’ outstanding and ongoing contributions, we will certainly keep the door open for other releasing men and women with similar experience, skills and drive.”

Sam White,
Executive Vice President,
Research & Development, Point Blank Enterprises



Sam White, Executive Vice President, Point Blank Enterprises

received ongoing guidance and encouragement from UNICOR supervisors and sent resumes to prospective telemarketing firms which led to a job offer from a San Diego marketing firm prior to her release from prison!

Judy Balder, another offender who worked in UNICOR’s Call Center operations, was hired to cover the Midwestern hub of the same firm that hired Ms. Martinez. She explained in a letter to staff, “I am very grateful to walk out of prison after 21 years and have a job given to me. It’s a blessing I do not take for granted.”

Securing the future through today’s technology

Donald Sheriff was sentenced to 21.8 years in federal prison and put his time to productive use at FCI

Englewood, CO. He became a drafting detailer and computer aided drafting trainer in UNICOR’s drafting operations. Today, Mr. Sheriff is employed as an industrial engineering technician in Pocatello, ID.

He shared, “UNICOR was instrumental in helping me get a real life. If UNICOR can be a significant, positive catalyst in cases like mine, it’s worth every struggle put forth.”

The ripple effect of UNICOR’s life-changing program has influenced futures well beyond those of the former offenders, themselves. Successful reentry is something we should all care about, and by working together we can truly make a difference in people’s lives.

**Note that in some cases the names of individuals may have been changed to protect the privacy interests of former offenders.*

Against All Odds

Clarence Aaron, a college student and athlete on full scholarship, made an unfortunate choice. He broke the law. As a first-time, non-violent offender, he was sentenced to three life terms in federal prison for conspiracy to possess with intent to distribute cocaine and crack cocaine. Mr. Aaron's future outlook was dim. Nevertheless, he made the best of his situation.

In 1993, 24 year old Clarence Aaron entered the U.S. Penitentiary in Atlanta, Georgia. In an effort to distance himself from the more disruptive inmates who did not manage their time constructively, he decided to give UNICOR a try. Eventually, Mr. Aaron secured a job in UNICOR's textile factory and learned to sew battle dress uniforms for the military. Later, he worked his way to a position in the factory's business office, continued to seek new self-improvement opportunities, and became technically proficient in Microsoft software applications.

Mr. Aaron was transferred to the Federal Correctional Complex in Coleman, Florida, in 2006, and worked in UNICOR's office furniture business office. UNICOR had recently migrated to a new enterprise software manufacturing system known as SAP of which Mr. Aaron quickly became a technical expert. Subsequently, upon transfer to the Federal Correctional Institution in Talladega, Alabama, he acquired Lean Six Sigma and ISO (International Organization for Standardization) quality manufacturing expertise.

It was then – against all odds – something completely unexpected occurred December 19, 2013, to change his life. And thanks to the job and technical skills derived from his UNICOR experience, Mr. Aaron was prepared. He was one of eight offenders to have his sentence commuted by the President of the United States. He was released from custody in January, 2014, and from federal supervision on April 17th of that year.

Mr. Aaron credits the UNICOR program and factory managers for molding his work ethic and inspiring the motivation to succeed: "The

UNICOR staff pushed me to be the best person I could be, and I would not be the person I am today without that push."

“The UNICOR staff pushed me to be the best person I could be, and I would not be the person I am today without that push.”

Clarence Aaron



Clarence Aaron

A typical offender entering federal prison has an 8th grade education, will serve an approximate ten-year sentence for a drug-related offense, and has never held a steady job. Those who volunteer to work in UNICOR learn and practice the most valuable skill of all: How to work. Low self-esteem is replaced with confidence, which inspires inmates to succeed after years of struggle.

“I’ve never had a job for more than three months in my life, and here I am working for UNICOR since 2004!”

Inmate K. Smith, FCI Elkton, OH

“Receiving pay stubs helps me realize that this is a real job. I have put an imprint on the world today that is not a crime.”

Inmate N. Petway, FCI Cumberland, MD



A Look Back –
UNICOR
● at

eighty



1934 to 1945 THE EARLY YEARS

June 23, 1934 President Franklin D. Roosevelt signed Public Law III-350, supplemented by the Act of June 23rd, 1934, to authorize the establishment of Federal Prison Industries, Inc., (FPI).

December 11, 1934 Executive Order 6917 was signed, creating FPI as a wholly owned government corporation to operate factories and provide work opportunities to inmates in federal prisons.



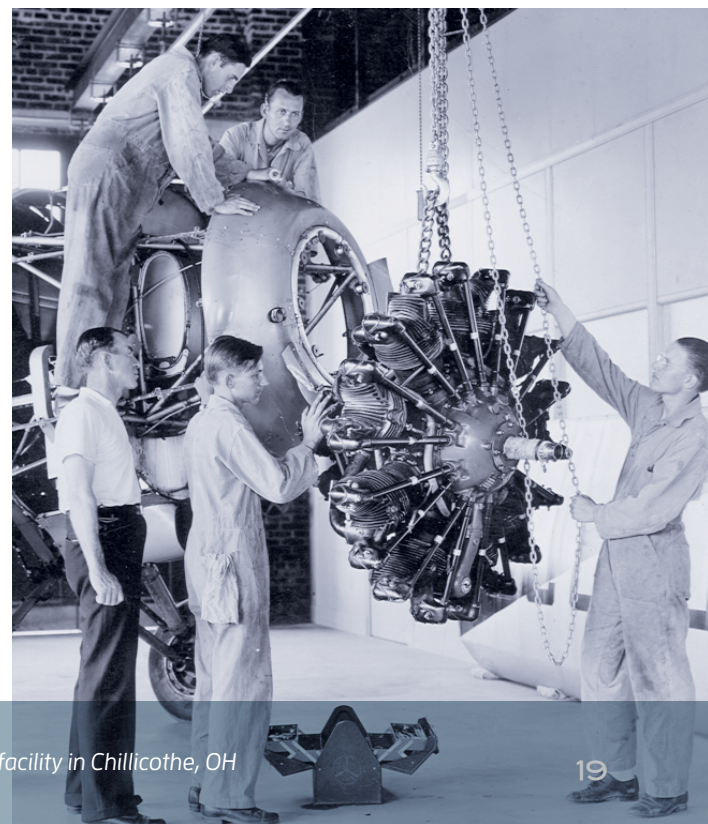
Milling of textiles at USP Atlanta, GA

During the 1930s, the Bureau of Prisons developed four categories of inmate work assignments:

- **Institutional:** prison operations such as janitorial duties, grounds keeping, food preparation, routine maintenance;
- **Farming:** federal prisons maintained farms which have continued into the current day.
- **Public Service:** highway construction, forestry on public lands, grounds maintenance on military bases, etc.
- **Prison Industries:** meaningful work in prison factories to produce goods for sale to the Federal Government.

Prison Industries was the heart of the work program, providing rehabilitative job skills training, by design. It also generated financial support for educational and recreational programs, paid modest wages, and eased taxpayer burden.

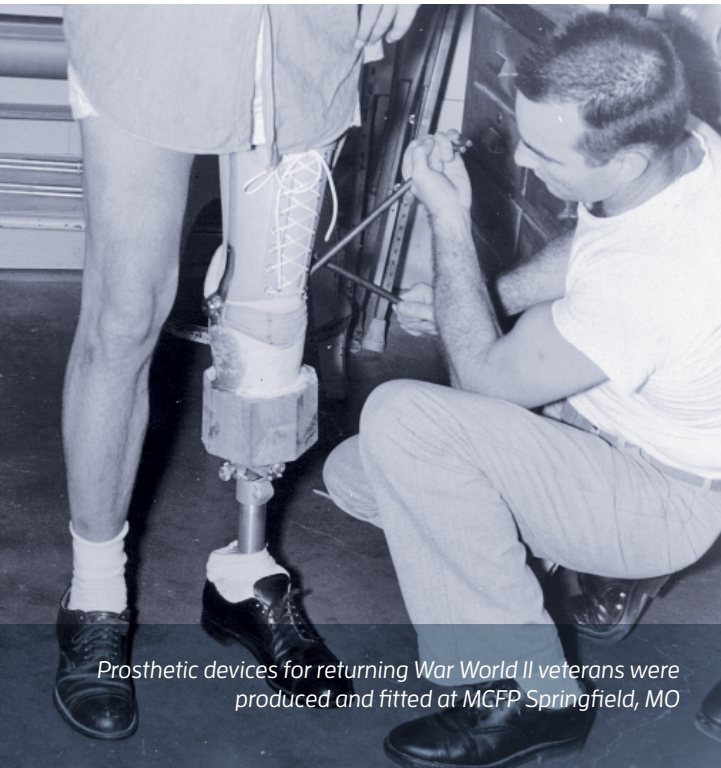
Bureau of Prisons Director, Sanford Bates, and Assistant Director, James Bennett, crafted a comprehensive plan for the operation of FPI. This wholly-owned government corporation was designed so that it would not interfere significantly with private industry, and involve minimal taxpayer support.



Inmates attend airplane mechanics school at a facility in Chillicothe, OH

1937 FPI realizes nearly \$570,000 in profits on gross sales of \$3.7 million; a notable achievement, particularly during the Great Depression.

1942 The eve of World War II, FPI was considered a national asset, producing more than 70 categories of products at 25 factories, including bomb fins and casings, TNT cases, parachutes, cargo nets and other defense-related items. Working double and triple shifts during the 1940s, 95 percent of FPI's output was sold to the military.



Prosthetic devices for returning War World II veterans were produced and fitted at MCFP Springfield, MO

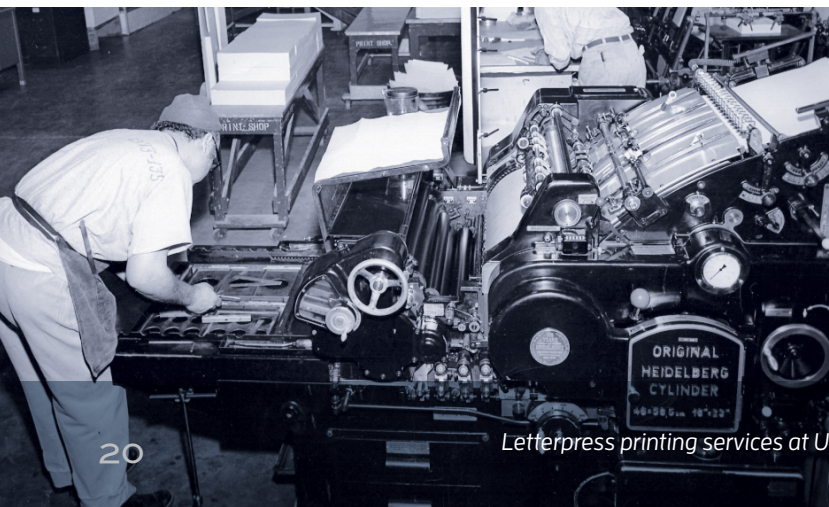
1946 to 1962 **DOWNTURNS AND NEW DIRECTIONS**

1945 The War ended and millions of dollars in defense contracts were canceled. FPI sales of more than over \$17.5 million plummeted to less than \$10.7 million. To offset these losses, FPI developed new training programs in radio communications, air conditioning and refrigeration.

1950 With the onset of the Korean War came renewed military business.

1952 Sales exceeded \$29 million, and the number of inmates employed reached 3,800. FPI retooled factories to support changing markets and opened shops at

several institutions that specialized in the repair, refurbishment and reconditioning of furniture, televisions, office equipment, tires, and other government property. Vocational programs were introduced to manufacture artificial limbs, dentures, and to perform hospital attendant work.

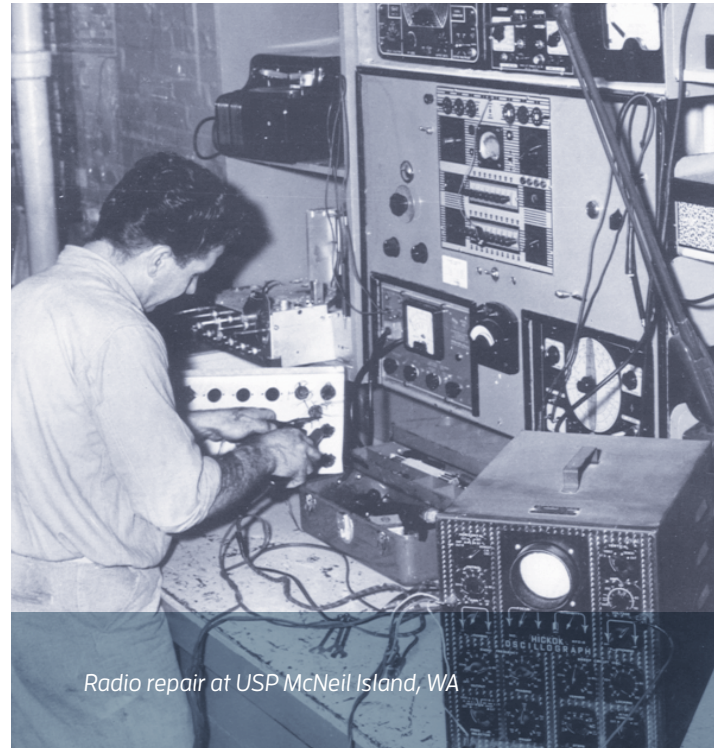


Letterpress printing services at USP Leavenworth, KS

1963 to 1976 **THE REBOUND YEARS**

1963 FPI focused on industries that promised the greatest training potential and expanded its electronics lines to include cable assemblies and industrial keypunch operations. A custom furniture factory and plastics operations were established, while other industries such as laundries and foundry operations were scaled back.

1974 FPI was organized into seven distinct product areas (1) Automated Data Processing; (2) Electronics; (3) Graphics; (4) Metals; (5) Shoe & Brush; (6) Textiles; and (7) Woods & Plastics.

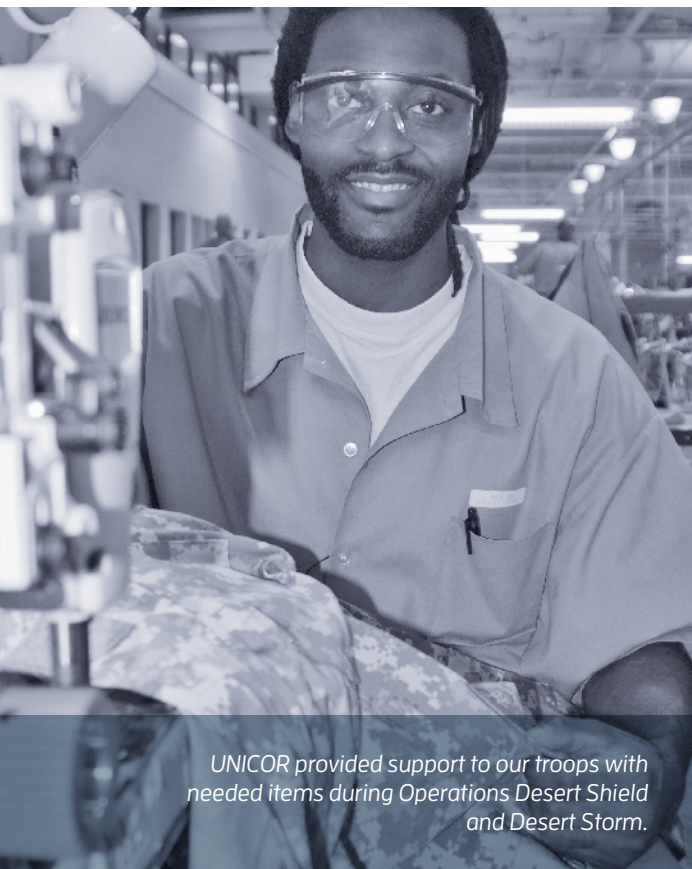


Radio repair at USP McNeil Island, WA



Data entry services processed at FCI Terminal Island, CA

1977 to 1989 THE GROWTH YEARS



UNICOR provided support to our troops with needed items during Operations Desert Shield and Desert Storm.

1977 The start of FPI's new identity. A new corporate logo and trade name, *UNICOR*, were introduced, as well as a corporate marketing office to develop nationwide marketing strategies and customer outreach programs.

New lines of stainless steel products, thermoplastics, printed circuits, modular furniture, ergonomic chairs, Kevlar-reinforced items, and optics went into production.

1980s Surges in the Bureau's inmate population pressed UNICOR to increase the number of inmates in its programs. .

Total Customer Satisfaction and Quality Improvement initiatives were undertaken and reinforced throughout the organization. UNICOR excelled as a reliable, quality supplier to the Federal Government and received accolades for its superb support in providing troops needed items during Operations Desert Shield and Desert Storm.



Assembling fabric for clothing at FCI Butner, NC

When an offender commits a crime, other lives may be impacted, disrupted, or even impaired. UNICOR's societal benefits reach far and wide, extending well beyond the confines of prison. Inmates who work in UNICOR are required to pay up to one half of their earnings toward victim restitution, outstanding legal obligations, and/or to contribute toward the support of their families. Historically, anywhere from \$1-\$2 million has been collected from inmate wages each year to help satisfy these obligations.

“The help I give my family is small, but it proves that even though I am incarcerated, I have found a way to be helpful.”

Inmate J. Pearcy, FMC Lexington, KY

“I have been able to pay restitution from my job earnings at UNICOR. Even better...what better restitution is there than to make dress shirts for those who protect and sustain the liberties I once took for granted.”

Inmate J. Powell, FCI Terre Haute, IN

1990 to 2004 **THE CUSTOMER OUTREACH YEARS**

1990s At the heels of the economic recession, private business and labor voiced concerns that prison industrial programs posed a threat to free enterprise and jobs for law-abiding citizens. Critics challenged UNICOR's mandatory source provision.

1991 A congressionally mandated independent study of FPI operations was completed. A principal finding was that UNICOR's impact on the private sector was negligible. Another noteworthy study – The Post-Release Employment Project (PREP) – conducted by the Bureau's Office of Research and Evaluation, showed that inmates who participated in the UNICOR program were 24 percent less likely to return to prison after release, than similar non-participating inmates.

1994 The UNICOR Customer Service Center was established, providing a toll-free, one-stop shopping servicing hot-line, staffed by inmate tele-service agents.

1996 The Bureau's Inmate Transition Program (ITP) and Federal Inmate Bonding Initiative were introduced to provide added peace-of-mind and encouragement for companies to hire former offenders. Inmates began receiving instruction in resume writing and interview skills

through mock job fairs in which some of the Nation's largest, well-known corporations participated.

2000 UNICOR created an award-winning website for customers to browse its diverse offerings, place on-line orders and to obtain general program-related information. UNICOR was truly just a "click" away.

2003 UNICOR's Board initiated several administrative measures over the next few years to facilitate customer procurement and limit competition with the private sector. The mandatory source was waived for micro-level purchases and other conditions.



2005 to 2009 **THE YEARS OF REDEFINING UNICOR**

2005 In response to an urgent request from the Department of Homeland Security, UNICOR delivered more than 100 vehicles "convoy fashion" to the Gulf region, providing immediate assistance to law enforcement during the relief and recovery phases of Hurricanes Katrina and Rita.

2007 A corporate-wide branding initiative was launched to redefine the program and make the connection between why we do what we do. Since then, UNICOR has continued efforts to reinforce its pro-social value as a "life-changing" program.

2008 UNICOR embarked on a corporate-wide campaign to become a leader in eco-sensitive practices. Over the ensuing five-year period, UNICOR recycled 185 million pounds of computers and electronics equipment.

2009 A Quality Improvement Branch was established, and Lean Six Sigma (LSS) methodology adopted for operations process improvement.



UNICOR embarked on a corporate-wide campaign to become a leader in eco-sensitive practices by recycling 185 million pounds of computers and electronics equipment over a five-year period.



UNICOR delivered more than 100 vehicles during the immediate aftermath of Hurricanes Katrina and Rita.

2010 and beyond BUILDING A SOLID FUTURE



2010 Green thinking and green practices are fully ingrained in our culture and evident in all we do. Solar panel production was initiated.

2012 The Consolidated and Further Continuing Appropriations Act of 2012 opened doors for greater private sector collaboration. UNICOR received legislative authority to work with private sector companies to manufacture and sell products in the commercial market, provided certain eligibility requirements are met.

Repatriation authority was granted to participate in pilot projects (with prior Board approval) in the commercial sector, so long as the products are currently, or would otherwise be, produced and/or assembled outside the United States. Authority to participate in the Prison Industry Enhancement Certification Program (PIECP) was also granted by Congress. These new authorities are expected to enhance our value within the commercial marketplace, and lead to additional inmate job opportunities in support of UNICOR's mission.

2014 A New Business Development Branch and initiative were formalized to seek and do business with private sector companies interested in bringing jobs back to the U.S. to proudly bear a Made in America label. At the close of FY 2014, more than 900 inmate worker jobs were assigned to repatriated business projects.

Renewed marketing efforts to tell the *UNICOR* story were initiated, including production of a reentry success video, *Second Chances*, to further reinforce the value of UNICOR's life-changing program.



Former offenders face numerous uphill challenges and critical choices along the road to a productive life after prison. Therefore, FPI works with another Bureau component, the Inmate Transition Program, to improve offenders' employment prospects by strengthening their job interview and resume writing skills through a nationwide mock job fair program.

We also collaborate with organizations, such as the National Correctional Industries Association (NCIA), to share and validate ideas and management concepts in line with today's workplace realities, with emphasis on improved offender reentry and public safety, in the years to come.

“Every step I take has to be toward improving myself so that I can be an asset to my family, and not a liability.”

Inmate M. Buford, FCI Terre Haute, IN

“I can go home to my son and show him that no matter what happens in life, all things are possible once you set your mind to it.”

Inmate M. Pringle, FCC Coleman, FL

UNICOR/Federal Prison Industries is a program that works in every sense of the word, providing far-reaching residual benefits: a reduction in government spending, a strengthened U.S. economy, and improved safety and security throughout the Nation's correctional facilities and our communities.

“I've learned that there is still a great life after prison.”

Inmate C. McCurry, FCC Coleman, FL

“If you are facing in the right direction, all you need to do is keep walking.”

Inmate J. Fish, FCI Seagoville, TX





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