



The
People
of
MTC

40 Years
of
Changing
Lives

The People of MTC

The People of MTC: 40 Years of Changing Lives

Copyright © 2021 Management & Training Corporation
All rights reserved.
www.mtc trains.com

Narrative by Pictures and Stories, Inc. and MTC
Book design by Pictures and Stories, Inc.
www.picturesandstories.com

ISBN: 978-0-9886675-3-2

Cover art by Trent Call. Used with permission.

The People of MTC

A low-angle shot of graduates in black gowns and caps, throwing their caps into the air against a clear blue sky. The caps are scattered in various directions, creating a sense of celebration and movement. The graduates are visible from the chest up, looking upwards with expressions of joy and accomplishment.

40 Years of Changing Lives

MTC – A Leader in Social Impact

MTC's mission is to give people hope and opportunity for a better life. For forty years, MTC employees have been living that mission: educating and training at-risk and underserved people in the U.S. and internationally in job and life skills; providing effective rehabilitation, education, and medical care to residents in corrective settings; and offering opportunities for training and advancement within the company. The people of MTC—the staff, and the people they serve—share their stories of hope, healing, and the power of changing lives.

Acknowledgments

WRITING THIS BOOK HAS BEEN a labor of love. It has given us the opportunity to reflect on many of the milestones of MTC over these last 40 years. The process of gathering the stories allowed us to reconnect with people who were there at the very beginning—people like Sam Hunter, Cookie Glasser and Edwina Dixon. Hearing the excitement they still have in their voices for MTC reminds us of why we continue to excel in delivering educational and rehabilitative programs—we have been honored to work with people who have a passion to bring opportunities to those who have not had them.

Over this past year we made an effort to reach back and try to capture some of the stories that illustrate the people of MTC. That process has been exhilarating, exhausting, funny and sobering—sometimes all at the same time. The effort to highlight some of the interesting people of MTC has also shone a stark light on how many wonderful people are not included in this book. We simply ran out of room and time to gather more stories. To all those who worked at MTC—in big or small ways—and especially to those who are not mentioned in this book—a big thank you

for your efforts. This company has grown and prospered as a result of your work.

We want to thank Tom and Alison Taylor for their writing and editing work in organizing the stories and photos of this book. We were also fortunate to have the brains, historical knowledge, and editing skills of Lynette Greenwell, Celeste McDonald, Issa Arnita and Becky Johnston in preparing the book. Randy Grayston and Dale Bradshaw were instrumental in securing photos and setting up interviews. Finally, we have to thank our dad, Dr. Robert L. Marquardt (Dr. Bob). Although he passed away almost ten years ago, none of this would have been possible without his love of education and his passion to make a difference. We are ever grateful for the opportunity he gave us to work in this company. We look forward to seeing what the people of MTC can accomplish in the next 40 years.

*Jane Marquardt
Scott Marquardt
December, 2021*

Contents

| | | |
|---------------------|--|-----|
| <i>Prologue</i> | “Come and See”—MTC’s Mission in Action | 1 |
| <i>Introduction</i> | Changing Lives—Stories from Three Perspectives | 15 |
| <i>Chapter 1</i> | Job Corps and the Beginnings of MTC | 23 |
| <i>Chapter 2</i> | MTC is Born. | 41 |
| <i>Chapter 3</i> | Expanding into Corrections, Detention, and Medical | 73 |
| <i>Chapter 4</i> | Making a Difference Across the World | 115 |
| <i>Chapter 5</i> | The MTC Difference | 129 |
| <i>Chapter 6</i> | Looking Ahead to Meet Future Needs | 151 |



*Mike Bell, Warden
Jennifer Brown, and
Scott Marquardt at the
Gregory S. Coleman
Correctional Facility*

Prologue

“Come and See”— MTC’s Mission in Action

LIKE MOST PRISONS, THE EXTERIOR of the Gregory S. Coleman Correctional Facility (formerly known as Lockhart) looks intimidating from the outside—industrial siding and concrete encircled by chain-link topped with coils of razor wire. Near the entrance to the women-only prison, softening the effect just a touch, is a neat patch of impeccably groomed landscaping.

Scott Marquardt approaches the entrance with a small group of community leaders whom he has invited to tour

this facility, located in Lockhart, Texas. As president of Management & Training Corporation (MTC, hired by the Texas Department of Criminal Justice to operate the prison), part of his mission is to demonstrate to others the effectiveness of the company’s management programs for the prison system in both economic and human terms. But more than that, he wants visitors to understand the guiding values that are woven through the mission and culture of MTC in all their endeavors:

To a person, after a tour they say, “This is not what I expected.”



*And the question
that is foremost is:
“How can we improve?”*

providing job training to young people at Job Corps centers, rehabilitation and healthcare to residents at correctional facilities, vital resources to men and women awaiting immigration hearings, workforce development to governments and business around the world, leadership training to staff, and community service projects to partners around the globe.

Marquardt explains, “People on the outside—from members of Congress to local community leaders—have seen what we’ve accomplished with Job Corps, and ask ‘but why are you doing private prisons?’ The best thing we can do is to say, ‘Please come visit one of our facilities and you’ll see.’

“To a person, after a tour they say, ‘This is not what I expected.’ They think of what they see on TV—some harsh prison environment where all sorts of terrible things are happening and everybody’s life is at risk, both employees and the inmates. But when they see the facility, and hear our employees talk about why they work there, and hear from the residents themselves, they say, ‘Oh, I had no idea!’”

He goes on to explain the mission of all the company’s operations: “To help at-risk populations overcome challenges they have and become successful in the

workforce, with their families and the community. Everything we do is central to that.” Crucial to that mission is an underlying commitment to “treat people with respect and dignity.” This commitment is at the core of the company’s philosophy and practices, and it is not taken lightly. From the top company leadership all the way down to the newest hire, members of the MTC team wholeheartedly buy into the acronym BIONIC—“Believe It Or Not, I Care.”

“Programs and assessments are important, but what makes the biggest difference in changing a person’s life is one person taking a personal interest in another person,” says Marquardt. As the group approaches the entrance to the Coleman facility, Marquardt himself is ready to take on this challenge. For him, the best part of his job is not necessarily to “show off” the company’s facilities, but to engage one-on-one with the people there; to observe and learn. He will make many inquiries throughout the day, of residents and staff alike. And the question that is foremost is: “How can we improve?”

The visitors make their way past the security desk and into the lobby. To their right is a spacious, bright room where family members wait to visit with

residents; to their left is the administration hallway. They turn left. Their first stop on the tour is to see the woman who will be their guide for the afternoon: Warden Jennifer Brown.

Warden Brown greets the visitors with an energetic smile. She knows Scott Marquardt well, having worked with MTC for more than a decade after a background in the non-profit world. Also in the group is her supervisor, Michael Bell, region III vice president of Corrections for MTC. Introductions are made, and a bit of lighthearted banter ensues when Scott reveals that they have spent the morning at Sanders Estes, an MTC-run men's correctional facility in Venus, Texas. The Lockhart staff and residents view Sanders Estes with something like a friendly team rivalry. Brown jibes about the sorry state of the lawn at the men's facility (who hadn't yet had a chance to mow due to recent rains), and gestures with pride at the superior state of their own landscaping, which is planted and maintained solely by female residents.

At the bottom of Brown's battle-of-the-sexes jesting is a steely, serious commitment to women's empowerment. She explains to her visitors that all of the maintenance of the prison is done by women. Women fix the plumbing, maintain the air conditioning—"You name it, our women can do it," says Warden Brown.

Beginning their tour, the group crosses through the residents' visiting area. Warden Brown smiles and waves cheerfully to several of the residents and their family members, calling each by name. The residents' faces brighten when they see her. The visitors enter the corridor leading to the main cell blocks, or "units," of the building.



"You name it, our women can do it," says Warden Brown.



The most extraordinary thing about this corridor is how cheerful it appears. Walls and furniture are spotless and the floor sparkles. The cinderblock walls are painted a crisp white and adorned with bright colorful paintings and affirmative quotes. The murals have all been painted by residents. "I love murals," says the warden. "I'd put a mural anywhere, to make you feel good."

Warden Brown reminds the visitors that this day is no different than any other day in the facility. "This is their home," she says, "and we need to remember that." There are approximately 1,000 women housed here, divided into four units, each with a specific educational purpose.

*THIS IS THEIR HOME,
AND WE NEED TO REMEMBER THAT.*

Their first stop is Unit 1, where residents are involved in the PAWS (Prisoners Assisting With Shelters) of Hope program. MTC contracts with local animal shelters to bring in rescue dogs for the residents to train and to prepare them for adoption by members of the community. “Street dogs” can be hard to place unless they are well-trained, so the dogs are taught basic obedience and a few tricks in an eight-week curriculum before being placed with a family. During training, the dogs stay in the unit with their caretakers rather than being shut up in cages. One of the unit residents explains that the program benefits both the dogs and the residents. “It’s a second chance, not only for us, but for the dogs. We grow and learn with them.” She pets one of the “students” as she says, “This dog ‘turned himself in’—he showed up in the parking lot one day. He’s actually leaving today to be adopted (or as we say, they ‘make parole!’)” Residents of MTC facilities have trained and placed hundreds of dogs in homes since 2007. The program has been such a success, it was featured on CBS *All Access* in a powerful 30-minute story.

Helping the dogs also helps the women. Warden Brown cites a grim statistic: “Almost 90% of the women incarcerated in the state of Texas are victims of domestic and sexual



One of MTC's PAWS programs

*“It’s a second chance, not only for us,
but for the dogs. We grow and learn with them.”*



*A resident says,
“This is more like rehabilitation than a prison.
It’s more humanistic.”*

abuse. For many, contact with these animals is the first non-conditional relationship they have ever had.”

Before the visitors move on to another unit, Warden Brown articulates her personal goal for the facility. “I want it to be more like a school than a prison. When people come into prison, the jury of their peers has already judged them. It is not our job to punish and it is not our job to judge. It is our job to rehabilitate that offender and make sure that they are successful. We want to prepare them to stand up on their own, to be better mothers, to be better sisters. That’s what we want.”

Scott Marquardt questions some of the residents, wanting to know if Warden Brown’s goal is being achieved. A resident says, “This is more like rehabilitation than a prison. It’s more humanistic.”

“How is it more humanistic?” Marquardt asks. “What do they do?”

“They treat us like human beings, like regular people,” replies the woman. “In other [facilities] they yell at you, test you, belittle you.”

“Do you give Warden Brown a thumbs up or a thumbs down?” The women laugh and unanimously point their thumbs up.

The next tour stop is to the “faith dorm.” MTC understands the importance that spirituality plays in residents’ lives

and the impact it can have on rehabilitation. The company works with community groups to provide opportunities for residents to worship, no matter what their religion. One good example is the faith dorm at Coleman. Residents of the faith dorm have requested to be here, admitted after a series of interviews with the chaplain. Marquardt asks a resident, "What do you do during the day? What's an average day like?"

"We recognize a higher belief in Christ," says one woman. Another explains, "We get up in the morning, do our prayers and devotions, read the scriptures. We exercise, we may have arts and crafts depending on what day it is."

"How are we doing?" Marquardt wants to know.

"Here the programs are great. The warden and all the officers are kind," says another resident. "Here it's more relaxed, we can be at ease a little bit. We learn respect, we learn empowerment. We learn to say, 'Hey, I am ready. I am who God tells me that I am. I do have a purpose. This is where I get right and go and show the world, hey, I can *do* this!'" Three of the women in the faith dorm will soon be moving on to the coveted EWOP (Empowering Women Out of Prison) entrepreneurial program, which will be the last stop on the group's tour. Mike Bell explains to the visitors, "The women have the opportunity to take advantage of any of the programs we offer."



"We learn to say, 'Hey, I am ready. I am who God tells me that I am. I do have a purpose.'"

“The number-one factor in preventing recidivism is success in a good job—having transferable skills to go into employment after they get out.”



Moving on, the visitors pass a busy, but tidy kitchen. Warden Brown explains that they serve fresh fruit and vegetables every day, and that the women fix and serve their own food. Some of the women even tend a garden on the premises.

They pass a number of focused women wearing orange, who are the building's maintenance crew. The noise level suddenly increases as they approach the "industry block." MTC's industry program has been a successful partnership between local businesses and an untapped workforce in the prison system. Marquardt explains, "The number-one factor in preventing recidivism is success in a good job—having transferable skills to go into employment after they get out."

The women serving time at Coleman have a unique opportunity through two companies to gain on-the-job training while incarcerated. While most prisons offer inmates opportunities to work, the partnership at Coleman allows these women to earn market wages while they learn valuable manufacturing skills and earn credentials. A percentage of the money they earn goes back to the state for their care. Some goes to savings, and the rest can be used by the residents to pay restitution, court fees, and family support.

The program helps businesses that struggle with maintaining a skilled workforce. Scott explains, "Local industry comes in and sets up shop here. It's their business; we're just helping them with the labor to make their products." It is a win-win for both businesses and residents. "Here, productivity goes up, turnover is down, and quality is high." Residents leave the program with a new trade and the skills to secure a well-paying job after release—and hope for the future.

As the visitors enter one area of the industry unit, large machines clank and whirl. Warden Brown explains that they are making valves and connectors for air conditioners. "These women haven't done any



*“If something goes wrong, we
learn all the skills to fix it.”*



of this before they come into this facility. They are taught here,” she says. “Now they can tell you millimeter measurements and stuff in a language I don’t even know. This is where the smart people work,” she quips. Scott asks one of the women how much longer she’ll be here. “I don’t know,” she answers, but I’m happy to be here. It’s a responsibility to be here.”

“Do you like it?” he asks.

“I love it!”

They move on to a quieter part of the industry unit, which produces LED boards for vehicles with “flashing lights” such as ambulances. The facility produces about 2,500 boards a day for a local company. A resident named Jennifer, who has worked here for six years, explains that the women learn not only skills, but leadership. “We do maintenance, we program, we do everything we need to do for these machines. If something goes wrong, we learn all the skills to fix it. We also train each other.” She has completed a production technician certificate through a partnership with Austin Community College, and has in turn taught what she learned to others in the program to help them get certified.

The final item on Marquardt’s itinerary is to visit a group of women enrolled in the facility’s EWOP program, a six-month program designed to teach entrepreneurial and business skills. EWOP has something of an elite reputation among the residents—there is a waiting list to get in. “It’s a sisterhood of women,” one resident explains. “They teach us not only how to be women, but businesswomen as well. Knowledge is power. That’s what EWOP teaches us.”

Lori Mellinger, an EWOP instructor at Coleman, describes the program: “The first three months are leadership training. Then we have a partnership with the Wolff Center for Entrepreneurship out of the University of Houston, which is one of the top-rated entrepreneurship programs in the nation. They’ll be writing business plans and at the end, there will be a “Shark Tank” type competition.”

One resident remarks, “A lot of women don’t ever have that empowerment feeling or feel bold, that they can accomplish things. Here, these women get a chance to make a goal and set it, to have an accomplishment.”

Lori Mellinger explains that MTC covers the cost for family members to attend the EWOP students’ graduation ceremony. “Sometimes it’s the first time they’ve laid eyes on them in years. Many, many times, this is the first time that these women have completed something like this, something that they can be proud of.”

Marquardt asks the students: “How are we doing? If we could do one or two things to make your experience better, what would that be?”

The women laugh, looking surprised that they are even being asked the question. Their remarks mostly express what they like about the programs at the facility: that the food is “way better,” that they are treated with respect, that they appreciate the opportunity to learn. Most of their frustrations center around the COVID-19 pandemic and the restrictions it has imposed, especially when it comes to visiting family members. Mike Bell explains that they have instituted video visitation and have provided vaccination opportunities not only for residents but for any family members who want a vaccine. The women agree that they miss having volunteers come in, and they would like to visit their family members every week, and Scott agrees. “We’re working on that,” he says. “COVID has been a struggle for everyone.”

As the group wraps up their tour and prepares to leave the facility, they stop to chat with Assistant Warden Thomas Foster, who sums up the MTC philosophy: “We are providing the inmate with an opportunity to leave in a better position



Scott Marquardt listening to residents at correctional facilities



*“It’s the MTC culture
that creates an
opportunity for change.”*

than when they came in through education, job training, and the way they are being managed while they are inside the facility. How you deal with people has a big impact on how they react to you. Treating them appropriately, they are going to respond that way and they are going to learn that they don’t have to behave in a manner that they used to in order to get results.”

Scott Marquardt agrees that the MTC approach is not just inspirational, but practical. “If the residents are involved in programs,” he says, “they’re not thinking ‘How am I gonna cause a problem?’ in some other area. If we can engage them in productive activities, it’s easier to manage the facility.”

Again, it all comes down to the culture of respect, accountability, and dignity. “It’s so much more rewarding. People are nicer, offenders and employees. It’s the MTC culture that creates an opportunity for change. It gives people opportunities, if they are willing, to take a risk and go back into classrooms that they haven’t necessarily been successful in, in the past. We see them open up and try again and get positive reinforcement. And it’s amazing what you can accomplish.”



Lockhart Correctional Facility graduating class of 2019



Introduction

Changing Lives— Stories from Three Perspectives

EACH OF THE FOLLOWING STORIES illustrates an aspect of MTC's mission to give people hope and opportunity for a better life. Three people—a former Job Corps student, a former correctional facility resident, and an MTC employee—share how their lives have been irrevocably changed for the better.

FORMER JOB CORPS STUDENT— TiSHANNA TAYLOR KING

SEVENTEEN-YEAR-OLD TiSHANNA TAYLOR KING was at the end of her rope—neglected, abused, and a high-school dropout—when she made her way to the MTC-operated Sierra Nevada Job Corps Center in Reno, Nevada. Growing up in Las Vegas, TiShanna had acquired enough credits to obtain a high school diploma, but she hadn't been able to pass the proficiency exam required by the state. She turned to Job Corps as a last resort—and obtained so much more than a diploma. Living in Dorm 15 on the Sierra Nevada campus was a revelation for TiShanna. "Job Corps gave

me my first peaceful sleep; I was able to rest!" With new-found stability in her life, she passed the exam within six months and continued living on the Sierra Nevada campus to work toward a college degree.

At Job Corps, TiShanna learned basic life skills as well as college curricula. "Job Corps set the foundation for me. It gave me all the fundamentals to be a successful adult, live on my own, maintain a room, my clothing, life tools. When you're in the dorm, you're given responsibilities. I was able to learn how to budget my money, keep a room clean, build a relationship with a roommate."

Even more importantly, TiShanna says her Job Corps dorm became her family. She gives special credit to Kristie Bader (O'Sullivan), her dorm coordinator, who truly became a mother figure. "Thank you for allowing me to come into your office and cry. Thank you for the tough love. I would not be the woman I am today if you had not given me that tough love when I needed it." To this day, she still calls Kristie "Mom" and knows she can pick up the phone at any time to talk to her dorm "family." "I appreciate these guys still being there all these years later," she says.

Upon leaving the Sierra Nevada campus, TiShanna was ready to strike out on her own. At first, she decided to try truck-driving. She got her commercial driver's license (CDL) with double, triple, and tanker endorsements, and drove a truck for a while until landing in Atlanta, her "last stop," she says. She knew no one in Atlanta, but because of her Job Corps experience, she wasn't afraid to go it alone. "Job Corps was the reason why I was able to move on my own and not be afraid of that change," she says. "It was normal for me. ... It was an easy transition into real life because I was already doing it—except for worrying about the bills!"



"Job Corps set the foundation for me."

TiShanna eventually decided that truck driving wasn't for her, despite her success as a driver. Today she has a successful career in customer service. She's worked for AT&T, Sprint, Horizon, and is currently at the corporate office of Home Depot in Atlanta, Georgia. Energetic and confident, TiShanna calls herself "a people person" and loves her job.

She is now married and has a young daughter. She loves being a mother. "Being a mom is something I just cannot explain. The feeling is just overwhelming. I will support my daughter in whatever she wants to do. I can't wait to talk to her about my journey and what I went

through." Her relationships from Dorm 15 continue, many years later—the first person she met when she boarded the Job Corps bus is still a good friend, and now godfather to her daughter. "We're in our 17th year of friendship," she says.

TiShanna says, "It was an amazing journey for me. I don't know what would have happened if I didn't go to Job Corps."

She adds a direct plea to MTC for the future: "Please continue to focus on the youth. We need you. These children are out here looking for a way, and because of you and your contribution, there are a lot of children who will be successful adults just like me."

"Job Corps was the reason why I was able to move on my own and not be afraid of that change."

*Dorm life at an
MTC Job Corps center*



FORMER CORRECTIONAL FACILITY RESIDENT—THOMAS JARMA

THOMAS JARMA'S SMILE IS CONTAGIOUS and he beams continuously as he shows visitors around 'his' art gallery—a small and tasteful exhibit space in San Jose del Cabo in the Mexican state of Baja California Sur. "Look around at this beautiful art," he says. "I love being here!" Surrounded by exquisite paintings and sculptures, Thomas is indeed in his element, as he has himself been an artist for years—but in a very different setting.

"I did fifteen years in prison," he states frankly. His last three years of incarceration, at MTC's Oliver J. Bell Unit in Cleveland, Texas, were life-changing. "They were three packed years of progress and opportunities and recovery and ground-breaking revelations from God," Thomas enthuses. "I'll never forget that unit."

Neither will he ever forget his first meeting with Warden Michael Upshaw after he arrived at the Bell unit. "He sat across the desk from me and told me ... that his mission was to prepare me to be his *neighbor* when I got out. And then he shook my hand! I had done twelve years in prison and had never had a warden shake my hand!"

Warden Upshaw says, "When we first

get the offenders here, there's always a time period for them to adjust and get to the point where they see that we're genuine and sincere about what we do and the way we try to do it. It's not just a front to look good; it's what we believe in. It's what we do every single day—the programs, the attitude of our staff." He continues, "Our goal, my goal, our company's goal is to assist these men to become law-abiding, good citizens, so they can reintegrate back with their families; to live a successful life and not continue to come back to prison."

Thomas soon discovered that the rest of the Bell staff shared Warden Upshaw's attitude. "They call you sir; they tell you please and thank you. They treat us like human beings, and that's something we're not used to. They give us confidence. That means everything in there, to feel like a human again. ... You had no choice but to change there. Everybody's on the same team and pushing in the same direction, and it's just contagious."

At Oliver J. Bell, Thomas participated in the Prison Entrepreneurship Program (PEP). "That was the most productive, life-changing program that I had taken in prison," he said. "They had a class called health & wellness where we were able to

work out in the gym with music and everything." Thomas explains that it wasn't just the exercise; it was the fellowship, the community environment that made the difference for him. "That's just the tip of the iceberg. We had Toastmasters, we had church, we had AA, we had Bible study—I was doing something every night. There were so many programs there, and they all had a tremendous effect on me."

Thomas found he had a flair for art while in prison in 2009, before he ever came to Oliver J. Bell. In a previous facility, he had started a small side hustle, trading forbidden tobacco for coffee and beans. However, he felt guilty about breaking the prison rules. "So, I prayed to God and said,

"I had done twelve years in prison and had never had a warden shake my hand!"

‘If you’ll show me some way to put food in my stomach in a righteous manner, I’ll do it.’” Shortly thereafter, he found a book on portrait painting in the prison library. “I thought, ‘I can do that!’” He started drawing portraits for other inmates, at first trading for coffee or beans. Soon he was earning \$20 a head. “God was showing me that this was not just a penitentiary hustle; this was something I could do on the outside.”

He continued his portrait painting after he was transferred to Bell. During the final year of his incarceration, Thomas was invited by the Bell staff to be the official “unit artist” —to paint large murals on the walls of the facility. As the scale of his paintings expanded, so did his responsibilities and skill level.

“Those murals are the reason that I’m here [at the art gallery] right now,” Thomas explains. Three months after his release from Bell, Thomas was on a three-day trip to San Jose del Cabo when he met a sculptor who was looking for someone to manage his gallery. Thomas describes his first meeting with the artist. “I didn’t have to say anything, because [the sculptor, Juan Sotomayor] doesn’t speak English, but his daughter told him I was a man of God.” Thomas showed Senor Sotomayor

his portfolio, which included his portraits as well as photos of the murals he had done in the Bell unit—and he got the job. “So, I cancelled my plane ticket back to Texas,” he laughs.

Thomas admits that finding a place to live was harder than landing his job at the gallery. He found a suitable apartment in San Jose del Cabo, but securing a rental is not always easy for someone with a prison record; the owners had reservations about renting to him. But with the help of some references from MTC (and his 13-year AA sobriety chip), he was able to convince the owners to take a chance on him.

“Art is my gift,” says Thomas. “I can’t sing, I can’t dance, but I can draw. [God] gave me some art skills, and now I’m here managing a beautiful art gallery I never in my wildest dreams could have imagined this.

“I would like to tell MTC thank you. Even when you felt like you weren’t making any difference, you made a difference in my life. You’re not just prison guards; you work for God, really. I hope to see y’all again somewhere. If you come down to San Jose del Cabo, I have a two-bedroom apartment with a beautiful view of the ocean, and my door’s open!”



*MTC CEO Scott Marquardt visits
Thomas Jarma at the art gallery.*

***“There were so
many programs
there, and they all
had a tremendous
effect on me.”***

MTC STAFF MEMBER—KERRY DIXON

KERRY DIXON WAS BORN AND raised just outside Huntsville, Texas. Huntsville is famous for three things: Sam Houston State University, its logging industry, and for being the prison capital of Texas. It is home to no less than seven prisons, and even has a prison museum. Kerry says, “In Huntsville, you were either a student, a logger, or you were working for the Department of Corrections.” Kerry’s grandfather owned a logging operation, but everyone else he knew, all his neighbors, worked for the prison system. “I had my own preconceptions of what inmates were before I ever became an adult,” he said. And those preconceptions were not generally positive.

Kerry spent his youth working for his grandfather’s logging business. “I didn’t really need high school,” he said. “The logging business didn’t care if I had a high school diploma or not. None of my relatives did.”

As a teen, Kerry dreamed of making big money as a pipeline welder in the oil fields. He went to welding school, but just as he graduated, the bottom fell out of the oil business. He eventually got a job for a company that made parts for school buses, and got married and had his first child

while he was working there. He enjoyed the creativity but wasn’t making much money.

He was delivering parts one day to the Texas Department of Criminal Justice (TDCJ), and when he got to the prison “bus barn,” he realized that “everything that they had in there, I’d either built it or knew how it worked. I thought to myself, ‘I should come and work out here in this bus barn. I could probably make more money, and I know I’d have better benefits.’”

There was just one hitch. TDCJ required a high school diploma. Kerry took the GED and went back to TDCJ. “I told them I wanted to work in the bus barn, and they said, ‘Well, that ain’t really how it works. You come and be a correctional officer for six months and *then* you can apply for any job you want.’

“I never went back to the bus barn,” Kerry says. “I really liked what I was doing as a correctional officer. I already had the mindset that inmates were nothing, and we were the boss.” Kerry was promoted to sergeant and later transferred to a new prison in southern Texas. “And that’s where I ran into Michael Bell.”

Michael was Kerry’s supervisor at the new prison and they worked well together.



“When we toured that facility, it was truly impressive,” Kerry admits. “Totally different paradigm from what I was thinking.”

Kerry and Michael moved up the ranks in tandem, until one day Michael told Kerry he was thinking about going to work for a private company called MTC. "I told him he would be throwing away his career," Kerry says. But Michael Bell took the job at MTC anyway in 1995.

Soon afterward, Mike called to ask if Kerry *and* his wife, Patty, also employed by TDCJ, would be interested in working for MTC. "I quickly told him no, because, being from Huntsville, I looked down my nose at private prisons."

But Patty thought they should at least take a look. She talked him into making the drive to the Bradshaw State Jail, where Michael Bell was the assistant warden. "When we toured that facility, it was truly impressive," Kerry admits. "The inmates were respectful. The staff seemed to know what they were doing. Totally different paradigm from what I was thinking."

Kerry and Patty decided to take the chance, and Kerry was sent to the MTC corporate office in Ogden, Utah for training. Kerry became "a believer in the vision of treating people right and giving them the things they need to succeed once they get

out." In the twenty-odd years since then, he has served in many different positions at many MTC facilities. But it wasn't only the residents whose lives were changed by their MTC experiences.

"When I got to MTC, they encouraged me to pursue my formal education. And when I say encouraged, I mean *relentless* encouragement." Kerry and Patty enrolled in night classes, and both received bachelor's degrees in business in 2009. MTC's tuition reimbursement program for employees paid the college tuition for both Kerry and Patty.

"Because MTC puts so much emphasis on formal education, it changed our family dynamics," Kerry says. "No longer was I just going to be a lay person, doing work with my hands. Now I had an opportunity to do other things. I think my children recognized that." Most of his children have since earned college degrees.

"I owe MTC a huge debt of gratitude for that. I truly believe that they don't just change residents' lives, they change employees' lives too. I'm a testament to that fact. They changed *my* life."

THEY CHANGED MY LIFE.



Kerry Dixon, Regional Warden,
Corrections, Region III



*Robert L. Marquardt
attending a Job
Corps graduation in
Clearfield, Utah*


Chapter One

Job Corps and the Beginnings of MTC

FROM PEACE CORPS TO JOB CORPS

THE UNITED STATES HAD EMERGED from the Great Depression, survived WWII, and began to thrive in a growing post-war economy. After a solid decade of optimistic growth and a booming population, signs of strife began to creep into the idyll of mid-century America. Continued pressures of a cold war, the Korean conflict and coming Vietnam War were causing stress on the social fabric of the nation. By the early 1960s, the youth unemployment rate was twice that of their elders and a civil rights movement was building. There was a growing awareness of the problems of poverty and unemployment, particularly among minorities and youth.

There was a growing awareness of the problems of poverty and unemployment, particularly among minorities and youth.



Job Corps would serve a humanitarian mission at home, providing education and job training to disadvantaged youth.

In John F. Kennedy's acceptance speech for his presidential nomination, he said:

We stand today on the edge of a new frontier, the frontier of unknown opportunities and perils.... Beyond that frontier are uncharted areas of science and space, unsolved problems of peace and war, unconquered problems of ignorance and prejudice, unanswered questions of poverty and surplus.... I'm asking each of you to be pioneers towards that New Frontier. My call is to the young in heart, regardless of age.... Can we carry through in an age where we will witness not only new breakthroughs in weapons of destruction, but also a race for mastery of the sky and the rain, the ocean and the tides, the far side of space, and the inside of men's minds? ... All mankind waits upon our decision. A whole world waits to see what we shall do. And we cannot fail that trust, and we cannot fail to try.

Thus, the phrase "new frontier" entered American society and became a theme for Kennedy's presidency. Three years later, when that presidency was cut short by a brutal assassination, many Americans, especially the young, were devastated. When Kennedy's vice president, Lyndon B. Johnson, picked up the reins of government, he pledged to fulfill as many of JFK's promises

as he could. The 1964 elections resulted in a landslide for the Democrats, giving them not only the White House but also a rare two-thirds majority in both houses of Congress. President Johnson—an experienced politician—“whipped his horses into a gallop.”

Evoking memories of JFK’s New Frontier, LBJ pitched a far-reaching package of social reforms that he called the Great Society. Not only was the Civil Rights Act passed during his administration, but also Medicare, Medicaid, welfare assistance, rent subsidies, and food stamps. The Department of Transportation became a cabinet-level entity overseeing improved public transit and auto safety regulations. The Department of Housing and Urban Development (HUD) administered urban renewal projects. Dozens of environmental- and consumer-protection laws were passed, and the National Endowment for the Arts and Humanities brought in the brand-new Public Broadcasting System (PBS), which was focused on education and culture.

Perhaps the boldest reform in Johnson’s Great Society was what he called the “War on Poverty.” Johnson had seen desperate poverty in his home state of Texas, and his goal was to eradicate illiteracy, unemployment, and hunger throughout

America. A major wing of the War on Poverty was the Office of Economic Opportunity (OEO), which administered many of the new Great Society programs—the Neighborhood Youth Corps, the Teacher Corps, Volunteers in Service to America (VISTA), Model Cities, Upward Bound, the Community Action Program, and Head Start—and among them, Job Corps.

Job Corps had actually been created during the Kennedy years—its very name recalling JFK’s Peace Corps, an army of volunteers serving humanitarian missions around the world. Job Corps would serve a humanitarian mission at home, providing education and job training to disadvantaged youth ages 16-24. Federally-funded Job Corps centers provided education and job training to youth in a stable, residential group setting. The program was unusually intensive, teaching its residents not just job skills, but life skills needed to become more responsible, employable, and productive citizens.

The first director of the Office of Economic Opportunity was JFK’s brother-in-law, Sargent Shriver. Shriver modeled Job Corps after Franklin Delano Roosevelt’s Civilian Conservation Corps (CCC), which provided housing, food, and jobs to the unemployed during the Great Depression. Since Job Corps was already in the works

before Johnson took office, it was easy for him to bring it into his War on Poverty. As a result, Job Corps was the first of Johnson’s programs to begin actual operation.

The 1960s were also an era of enormous unrest as Americans struggled for political and social justice. Times were tense—with ruthless assassinations, a grim war abroad, deadly riots at home, civil rights marches and protests. It was against this background that a man from Ohio by the name of Robert L. Marquardt found his true calling.

It was against this background that a man from Ohio by the name of Robert L. Marquardt found his true calling.



ROBERT L. MARQUARDT—FOUNDER OF MTC

FROM THE TIME HE WAS a child, Robert L. (Bob) Marquardt believed that it was his responsibility to help make the world a better place. He believed this because his parents not only told him so—they exemplified it. His mother, Enid Gilbert Marquardt, taught third grade for almost thirty years and devoted herself to teaching her own children how to work and how to serve. One of her students' parents said, "She was that rare type of teacher that could combine rote learning with curiosity; numbers with allowances or football plays, and school life with community responsibility." Bob's father, Willard H. (Bill) Marquardt was the principal of Wilbur Wright Junior High in Dayton, Ohio, and spent some weekends as the athletic director for the Ohio Reformatory for Women (ORW), where his sister Louise was the superintendent. Bob remembered both of his parents as "caring and articulate," and credited them for his insatiable curiosity and desire to learn.

Bill Marquardt possessed multiple academic degrees and had been an accomplished athlete in college and was a strong advocate of competitive sports for both boys and girls. Bob felt that his father taught him and his siblings a

valuable lesson—to "compete and enjoy excelling at whatever you do." Some of Bob's earliest memories were of going to ORW with his dad and participating in everything Bill organized for the women there. "I did all the activities available," he recalled, "such as baseball and tennis, even checkers. I caught a few balls in right field. The inmates would praise me when I caught the ball."



More important than the sports at ORW, however, was giving young Bob experience in an environment that expanded his mind and heart. He explained, “Because my father had no fear of the inmates, I became friends with them too.” Bob’s daughter, Jane, believes that her dad’s early experiences with the inmates at ORW strongly influenced his professional pursuits in later years. “He simply learned to like them all, to believe intuitively that these were all people of value.”

Sadly, when Bob was just ten years old, his father died of a heart attack at age forty-five. “My security blanket was removed when my father died,” Bob said. The youngest of five siblings, Bob did not allow his tender age to keep him from going to work to help support the family. Instead, he became an entrepreneur. One of his first enterprises was selling vegetables that he had grown himself. He had been working on a neighboring farm since he was about eight years old, and that had taught him a lot. “I had cared for [vegetables] growing,” he said, “so I knew what was good and what wasn’t. I decided that I ought to be able to sell them. So the vegetables and fruit I’d raised, I sold door-to-door the next two summers and learned to be self-sufficient.” In the process, he

learned the intricacies of selling and handling money, and gained confidence in himself and his abilities. “I always sold out. I learned that good service with a smile was more important than even the quality of my vegetables.” This may have been at the root of Bob Marquardt’s insistence that his companies should always exceed the expectations of their customers.

All of the Marquardt children worked at whatever jobs they could find and then pooled their earnings to support the family. Bob did not just provide vegetables. “I became the hunter for the family,” he said. “I had a little .22 that I did quite well with, so they gave me a sixteen-gauge shotgun, which jolted me. I would wear a jacket, a hunting coat with a bag in it for game. I would always get two rabbits.” He also became an accomplished fisherman. Just as with the vegetable business, Bob’s entrepreneurial spirit soon went beyond the hunting of rabbits to the raising of them—both for the family table and for sale—but then went even further. He got the idea of charging admission for the neighbor kids to come and watch his rabbits “make other rabbits.” When his mother found out what he was up to, she made him return his ill-gotten gains to his curious customers.

Enid Marquardt always encouraged

*“I always sold out.
I learned that good service
with a smile was more
important than even the
quality of my vegetables.”*



Bob's mother, Enid Marquardt, was a schoolteacher in Ohio.

It became Bob's policy to learn all he could from every job he ever had.

her children to “read, read, read.” They read not just their homework assignments but were also expected to read extra books. She also expected them to “practice memorizing” and would quiz them at the dinner table each night. Enid’s early encouragement most likely set the stage for Bob’s lifelong love of learning. He had a broad span of interests, from poetry to ocean navigation to dinosaurs.

In fact, it became Bob’s policy to learn all he could from every job he ever had. As a child, he had a route of about six widows’ homes where he called twice a day to tend their coal furnaces. This made him curious about the mechanical workings of a furnace. (He learned so much about furnaces that in later years he performed duties for a furnace company.) When he was thirteen, he worked as a carpenter’s assistant and in the process, learned cement work, electrical work, and even how to read blueprints. His early work experience helped establish his own work ethic as well as his standards for others’ work. Years later, when he was building his own home, he expected his contractors to “get there early and leave late, take orders cheerfully, and get along with everyone,” just as he himself had done at age thirteen.

When he was a senior in high school, Bob took a job for a tree-removal company, quickly learning to be a “topper.” “I learned how to lay a tree on a line,” he said. “I was always a competitive employee as I tried to learn every aspect of the job and outperform my fellow workers, [and] I figured I could make several times my hourly wage if I started my own company.” So, as a seventeen-year-old, Bob did, in fact, start a tree-removal company. He got access to trucks and equipment and hired employees. “I learned to be self-sufficient and to organize and schedule others, to sell the jobs, gain business licenses, pay wages, and keep job ledgers. I learned about bidding jobs and how to work with people.... I grew up as an entrepreneur—quite early.”

In 1944, Bob graduated from Fairview High School in Dayton, Ohio, and immediately volunteered to join the military. “World War II was on; I was determined to go and help,” he said. In November of 1944, Bob received orders to report to the Merchant Marines and was directed to Kings Point Academy in Great Neck, Long Island, New York. After basic training, he was assigned to the SS *Sea Nymph*, a C2 five-hold cargo ship. He expected to be assigned navigation and gunnery duties,

but he got a shock as the *Sea Nymph* was sitting in Boston Harbor taking on crates of medical supplies. That was when he discovered that he had been assigned to Medical. "I asked my skipper, 'Where do the supplies go, and why is my name on the manifest for medical duties?!'" Captain Cleary responded that Bob was assigned to Medical because he had "the most credentials." Bob realized that the captain was referring to his certifications as a lifeguard and first aid instructor—acquired through the Red Cross when he was a teenager hanging out at the YMCA. So Bob spent his entire eighteen months aboard the *Sea Nymph* "treating cuts and STDs." He was relieved that he never had to perform an appendectomy.

In his journal, Bob summed up his time in the Merchant Marines this way: "What did I gain for my war efforts? I felt even though getting in late, I had helped in a small way.... I read day and night and exercised daily. I learned navigation, gunnery, seamanship, and all about ocean fishing.... I gained more self-confidence, many bad words, dirty songs, tried cigars on V.E. and V.J. days, saw the world and much destruction. I never thought the wars of World War II were wrong to be in, but I shall not wish to be in another.... War

"What did I gain for my war efforts? I felt even though getting in late, I had helped in a small way."

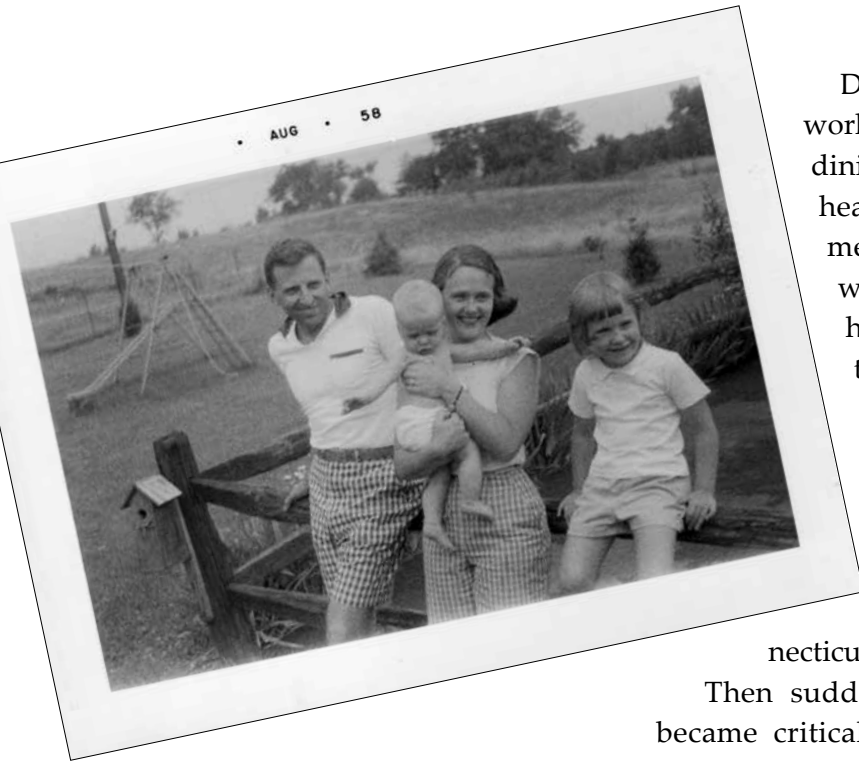
is hell and I considered it a great learning adventure that I just had to be involved in [but] I think I'm ready for Denison University and Mom's cooking."

Bob kept up the family tradition of attending Denison University in Granville, Ohio. "I received excellent grades," he said, "but spent much more time working than studying." Many of his friends who had served in the military got their expenses paid by the G.I. Bill, but Bob was on his own when it came to financing his education because Merchant Marines were not eligible for G.I. benefits. He was more than up to the task. "I not only covered all my costs but also saved a significant amount of money every year of college."

Bob managed all this by capitalizing

on his salesmanship skills. His oldest brother, Bill, was a tennis pro and could buy Wilson products at pro prices. This meant Bob could buy tennis racquets and balls from Bill, sell them at least twenty percent cheaper than any retail store in town, and still make a profit. He sold tennis equipment to literally hundreds of his fellow college students as well as to local high school teams. Soon he became a campus legend. "Product dealers would come to the Dean of Men at Denison and ask, 'Who's the campus huckster?' He always identified me."

Bob soon became a sales manager for many different products—cashmere sweaters, French perfume, sports equipment, sandwiches, band and logo jackets, seasonal items—employing a network of sales assistants located in the dorms, fraternity and sorority houses. His business grew so large that he rented garage space to warehouse his products. But even that was not enough to satisfy his appetite for success. "While going through college," he recalled, "there were a couple of summers when I worked at Delco Products one shift, Frigidaire Company another shift, and sold for myself on another shift. People asked me when I slept. Well, I didn't—I worked it in."



*Bob and Sue Marquardt
with Scott and Jane, 1958*

During his freshman year, Bob worked as a waiter in the women's dining hall and quickly became headwaiter. That was where he met his first wife, Susan Ray, who also worked in the dining hall. They dated on and off through all four years of college and both graduated from Denison in June of 1950. They had talked of marriage but had not yet settled on it, so Sue moved to her parents' home in Hartford, Connecticut, after graduation.

Then suddenly the issue of marriage became critical for Bob. The Korean War began and he was sure he would be at the top of the draft list, as his service in the Merchant Marines did not qualify him for veteran status. Bob considered his stint in the Merchant Marines as wartime military service even if the government did not, and he did not want to be in another war. Besides, he had just graduated from college and it was time to get on with his life.

Married men were further down the priority list for the draft, so Bob went to Connecticut and asked Sue to marry him—the sooner the better. She agreed and they were married on August 1, 1950, in the Riverside Baptist Church in New York City. Despite the imposing setting,

“it wasn't a fancy wedding,” Sue recalls. “We just went to church and got married. No reception, no wedding clothes, wedding party. Just what we needed for witnesses.” Sue's parents attended the wedding, as did Bob's mother, and his brother Dave was his best man.

Before Bob Marquardt even got out of college, he was already a successful businessman. Upon his graduation, with a BS in business administration and enough cash in the bank to start several companies, he received a phone call from a family friend, Bill Donnelly. “You've always liked selling, Bob,” said Bill, the civilian director of procurement at Wright Patterson Air Force Base. “Why don't you learn the business of aerospace and come into Wright Field as a buyer?” This offer held instant appeal for Bob, especially when Bill added: “You could learn all the buying and selling techniques of the companies and then start your own aerospace consulting business.” This fit perfectly into Bob's well-established policy of learning all he could from every job and then running with it.

Bob described his job at Wright Patterson this way: “I became a full-time groundhog shadowing the Air Force experts. For four years I held two full-time jobs and I shadowed many who had no idea I was shadowing them to secure their knowledge about procurement, contracts, finances, propulsion, engineering, electronics, weapon systems, and selling.”

In 1954, “after four years of soaking up aerospace knowledge and friendships,” he quit his job and started his own aerospace sales company. “In starting businesses, I always searched for a niche-filler,” he explained. “I learned to concentrate on a niche with a market need and focus on being a consistent leader in that area.” As an independent contractor to the Air Force, he could grow his business at his own pace and his rewards would be based upon his own knowledge and efforts. His new enterprise sold the products of three different aerospace companies (one of them was Thiokol Chemical Corporation) and his customers included his Air Force, Navy, and Army friends and even some sports associates. “I kept especially close to all my customers’ families,” he said, “which reinforced my bonds and their support.”

Bob was supercharged by his work in aerospace sales, especially when he sold multi-million-dollar contracts. He did so well that Thiokol hired him to manage their Dayton district office in 1956.

THIOKOL CHEMICAL CORPORATION AND THE EDUCATION AND TRAINING DEPARTMENT

SINCE 1929, THIOKOL HAD BEEN manufacturing synthetic rubber and liquid polymer sealants. When rocket scientists discovered that these polymers also worked as binders for solid rocket fuel, Thiokol entered the space age and diversified into rocket and missile construction. In those early days, the company was headquartered in Pennsylvania, with plants in various other locations in the eastern U.S. In 1957, when Thiokol won the government contract to build Minuteman missiles, Dr. Hal Ritchey and Bob Marquardt devised a plan for a new rocket motor production plant in northern Utah. Thiokol’s board approved the plan to invest millions of dollars to build the Wasatch Division and Bob moved his young family to Utah in 1960. On the fast track, Bob was named director of Thiokol’s Rocket Operations and vice president of Thiokol in the summer of 1964.

“I learned to concentrate on a niche with a market need and focus on being a consistent leader in that area.”



Jim Brown, Bob Marquardt, Erskine Hawkins, Rich Muegge, and Dick Yeakey with Thiokol rocket



“The challenge of teaching and placing young people on solid career paths was a challenge I could not turn down.”

In the thick of the Cold War, the U.S. government needed what Thiokol had to offer, and Bob was completely engaged in his “niche-market” work. “I sold these complex propulsion and aerospace projects on a systems approach,” he said. “This meant that you didn’t sell to one customer; you had to sell to many customers in various locations. We indeed filled that [Wasatch] plant up with business and had to expand the plant repeatedly. We also sold for four other Thiokol rocket motor plants in the United States.”

Riding a wave of diversification that swept across corporate boardrooms in the 1960s, Bob aggressively sought ways to expand Thiokol’s market, and in addition to his marketing duties, he urged Thiokol to pursue in-service training and education for its employees. He was so enthusiastic about it that within a few years he had succeeded in creating Thiokol’s Education and Training Department, which he then led as a group vice president.

About this time, the federal government started asking big corporations to operate Job Corps centers, and a friend from Wright Patterson contacted him with an interesting concept: “Bob, why doesn’t Thiokol become involved with the Job Corps and help solve some of the thorny problems of the world, like training unemployed youth?” Bob looked at the national statistics (a million high school dropouts a year) and felt the legacy of his teacher-parents. As Bob himself observed, “The challenge of teaching and placing young people on solid career paths was a challenge I could not turn down.”

“I really did get emotionally involved, and I guess it was my educational environment at home that made me so challenged to help,” Bob explained. When this opportunity came to help underserved youth, he could not refuse—even though, as he put it, “my bosses were ready to fire me for being diverted from my aerospace business.” Bob felt that the youth of the country deserved a second chance, and he wanted to “build a better mousetrap in the educational area than had ever been built before.”

THE CLEARFIELD JOB CORPS CENTER

ONCE THIOKOL HAD WON THE Job Corps contract from the OEO (Office of Economic Opportunity), Bob's team began to remodel a vacant naval supply depot in Clearfield to become the company's first Job Corps center. The residential school for 1600 young students opened in October of 1966 with the arrival of the first students from Montana.

To open Thiokol's Clearfield Job Corps Center there were a host of educational and social challenges. Bob was relentless speaking to business and civic groups, issuing press releases, writing opinion pieces for the area newspapers as well as writing responses to set the facts straight and see that readers had accurate information to welcome the Job Corps center as a new member of the community.

In a response to a 1966 negative opinion piece in a local newspaper, Bob responded with the following:

The result of biased commentary is confusing to present job corpsmen, to prospective enrollees, and to members of the communities whose support is essential. Government programs certainly should be open to public evaluation; therefore, let us examine some pertinent facts.

Considering that 8,433 Intermountain youths volunteered in the first six months of the program and that 1,276 were from Utah alone, the program has local significance.

Bob went on to address "wild guesses" regarding operating funds per corpsman and comparisons to Ivy League university tuition. He demonstrated that costs of the program were more than recovered compared to potential welfare expenditures. He emphasized that those who enrolled in the Job Corps program were part of forty-five million impoverished Americans whom he felt that industry, not just government, could be called upon to help.



Bernie Diamond with Job Corps students

A press statement issued in 1966 from Robert L. Marquardt, Vice President, of Thiokol Chemical Corp:

I believe that a solution to the problem of jobless youth must be sought from all segments of our organized society. Education and government welfare agencies cannot solve it alone. Part of the responsibility rests squarely on industry as well.

There is a magic ingredient which is basic to achieving success in the business world, no matter the product involved. That ingredient is interest in the national welfare and the investment of time and effort in community projects. As a consequence, I believe we in private industry ought to take the responsibility to try to solve some of the thorny sociological problems that confront America. And certainly, jobless youth is one of them.

The national interest here is to reclaim our greatest resource—youth and, ultimately, productive manpower.

The task is formidable, but not impossible—and Thiokol believes that thousands of youths can be salvaged and returned to useful, productive citizens; that industry, with its vast wealth of management and vocational training experience, can do the job successfully.”

Bob was joined in this public relations and outreach effort by an inexorable champion of Job Corps—Bernie Diamond, who was relentless in telling the Job Corps story. “Bernie was fearless,” recalls Jane Marquardt. He would contact anyone, at any level, who he felt could advance their work. Bernie left his job as executive vice president of the Ogden Chamber of Commerce in 1962 to become manager of customer relations at the Rocket Operations Division of Thiokol and became an ally to



Bernie Diamond,
Senior VP of Special Services

Bob in building the Job Corps business at Thiokol, and later at MTC.

Convinced that business objectives and practices would work in the education arena, Bob applied his management knowledge to the new Job Corps business. From the beginning, his team demanded strict accountability at every level, examining periodically every student’s progress and every employee’s performance, including attendance, educational or vocational performance, and costs. Most important were student outcomes and job placement. “We tested our students’ educational levels at entrance, periodically, and at graduation. Our educational system allowed students to progress at their own rates. We learned to place our students in career jobs.”

Viewing the Job Corps enterprise as an exciting educational laboratory, Bob “fell in love” with it as his educator’s upbringing inevitably came full circle. “There’s nothing more exciting than an aerospace business and firing rockets and sending people to the moon. I was a part of all of that. But to me, it didn’t hold a candle to a Job Corps graduation. The first few graduations, I was in tears...I saw that we could be agents for change.”

THE EXPANSION OF THIOKOL'S JOB CORPS CENTERS

A DECADE AFTER THE CLEARFIELD Job Corps Center opened, other corporations who had tired of their Job Corps involvement and wanted to go back to running their businesses began divesting their Job Corps centers. Bob Marquardt saw this as an opportunity for Thiokol to *expand* its Job Corps operation.

In 1977, Bob and his management team submitted a bid to take over operations of two Job Corps centers in Georgia—one in Atlanta and one in Albany. Edwina Dixon had been working at the Atlanta center since October of 1969, starting as the registrar when she was twenty-two years old. She recalls, “In January 1970, we got our first students, and it was an exciting time. Most of us [employees] were fairly young—twenties, thirties, maybe forties. We knew we were going to save the world! I mean, it was like a mission.” By the mid-1970s, most of Atlanta’s Job Corps students were Black women, since the Atlanta center was the first female Job Corps center in its region. When Thiokol won those contracts, they not only took on new responsibilities; they acquired new talent that would help them grow in the future.

Vern Burton came from Thiokol corporate in Ogden and became the first center director in Atlanta. The staff admired Vern, and he got hands-on experience that would later be helpful as he became part of the core of leaders at MTC. Edwina, who soon after became the Atlanta center director, explains, “The center was the first female Job Corps center in Region 4 of the Department of Labor. All the other centers had been male civilian conservation centers. There were no other privately contracted centers; we were the first. The Atlanta center started as a residential manpower center, the first in the country. That meant some of the students would live on center, but others would commute daily for classes. That’s how we started.



WE KNEW WE
WERE GOING TO
SAVE THE WORLD!



“We had the desire to bring about a change in society, in individuals, and within ourselves and our communities.”

“It was a time in Atlanta, not long after the death of Martin Luther King, not long after riots, when people were trying to get social justice. We had the desire to bring about a change in society, in individuals, and within ourselves and our communities. That was the overall feeling at the center. Even way out in Clearfield, Utah, in the people and staff that I met there, there was still that feeling of trying to do the best that you could to help kids. When I met Bob Marquardt several years later, I knew where part of that feeling came from.

“We were under the education and training division of Thiokol, and we worked under Bob, who was the vice president. He and Bernie Diamond, Sam Hunter, and Vern Burton were the early leaders of the company. I think from the beginning, from the corporate standpoint, there was a concern about trying to educate our young people, and that just permeated and mixed with the fervor that we already had in Atlanta. One of the main things that made us different was that we had so many new ideas for things that we wanted to incorporate within the Job Corps system.”

Not long after Thiokol took over Job Corps operations in Georgia, the Charleston (West Virginia) Job Corps center came up for bid. Bernie Diamond sought out

Cookie (Carole) Glasser, then an assistant professor at the West Virginia College of Graduate Studies at West Virginia University, and invited her to Ogden to help prepare Thiokol’s bid to operate the Charleston center. Cookie had previously worked at the Charleston Job Corps Center for five years, but she had become disillusioned and didn’t feel that it was being run as well as it should, so she left to teach at the university. Cookie agreed to help them write the proposal that eventually won the Charleston center contract. During her consulting visit to Utah, Cookie met Edwina properly for the first time (though they had been aware of each other before then and “kind of liked each other from a distance”). These women—a Black woman from Georgia and a Jewish woman from West Virginia—were to become devoted friends as well as two of Bob’s key players in founding and growing MTC.

Cookie explains, “I was the first female center director in that region; Edwina was center director at the Atlanta Job Corps Center in her region.”

Cookie and Edwina got many opportunities to develop their friendship at training retreats in Utah at Thiokol’s Management and Training Center in the mountains east of Ogden. Cookie remembers those trips with glee. “We were the first two women

center directors that Thiokol Corporation ever had,” she says, “and they didn’t know what to do with us!” But Bob Marquardt recognized their leadership potential. “As far as he was concerned,” Cookie says, “Edwina and I were his stars—the first women in leadership that the company had ever seen.”

Cookie Glasser calls Bob Marquardt “phenomenal” in his vision and leadership. “He was a great boss and he took care of you,” she says, “but he expected a lot. He had no problem in criticizing you or telling you he disagreed or he was disappointed, but he also would praise you. He’d write personal notes and tell you how great you were.... As a master of innovation, he made MTC work and become the success it is. He set the stage for it all. I’ve had a lot of mentors in my life, but Bob was the most incredible mentor in the world. He was fun, he was driven, he was unrelenting, he was stubborn. I was driven, I was unrelenting and I was stubborn and I was a smart ass. But I learned so much from him.”



Edwina Dixon, left, and Cookie Glasser, right



“We were the first two women center directors that Thiokol Corporation ever had, and they didn’t know what to do with us!”

*Thiokol’s Management Training Center
in Ogden Canyon, Utah*

Thiokol Creates Opportunity for Jobless

(Editor's Note: Standard-Examiner staff reporter Bob Anderson attended dedication ceremonies for the Roswell, N. M., Indian Employment Training Center and Thiokol Texas, Inc., at San Antonio.)

By BOB ANDERSON

For many Americans the lack of opportunity has been an awesome reality, said Robert L. Marquardt, vice president of Thiokol Chemical Corp.

"To respond to opportunity, opportunity must exist," he declared.

Speaking at dedication rites for Thiokol's subsidiary in San Antonio, Texas, the vice president for economic development operations noted his company has grown in depth of knowledge and experience through early commitment of total corporate resources to America's socioeconomic struggle.

"Through an innovative social engineering system," explained Mr. Marquardt, "Thiokol helps convert the unemployed into motivated taxpayers with a future."

BUILD FUTURE

"Our nation's growth will be greater tomorrow by creating employment today," the Ogden executive said.

Among the country's top 500 corporations, Thiokol has won national recognition for its skillful interpretation of systems management activity in America's aerospace conquests.

This systems management experience is being related to the area of human renewal, to lead perennial welfare recipients and underprivileged onto the payroll of industry.

The widening world of Thiokol in the area of socio-economics



ROBERT L. MARQUARDT
Human Renewal

has brightened the lives of hundreds of "forgotten" people:

—The white family in the Appalachian country and poor rural or urban environment;

—The American Indian existing within the boundaries of a reservation;

—The black family who has failed to break through social and economic barriers and overcome the myths surrounding his race;

—The Spanish-speaking people who claim a fierce affection for the United States regardless of backgrounds.

45 TRIBES

In Roswell, N.M., Thiokol, in cooperation with the U.S. Bureau of Affairs, has 300 Indians representing 45 tribes and 25 states at the Employment Training Center.

Seventy-five young women

and 75 young men are housed in barracks on the deactivated Air Force Base. Seventy-five families averaging in size from 1 to 8 children reside in homes formerly occupied by enlisted men and officers.

Thiokol is closing the gap between society's levels of productivity and social standing and the tribal traditions which kept the Indian on the reservation.

BASIC SKILLS

The Center provides vocational, related basic educational, home living and social skills training. Cheerful classrooms are maintained for preschool and elementary school children. The day care centers keep the moppets busy while their parents are being educated and trained.

Home living courses include counseling on family budgets. Families may receive as much as \$260 monthly. Single men and women receive \$1 a day.

The Indians are healthy, their diets are improving. Rickets and deficiencies are eliminated by serving well balanced menus.

PLACEMENT SERVICE

Besides learning basic education subjects including English, the Indian may be trained in automobile mechanics, welding, electronics assembly, clerical duties, surveying, driver training and nursing.

Placement services are maintained for the Indian graduates who leave the Center.

LITTLE PRESSURE

The educational program does away with the "lock step" methods used in the public school system. The ability to learn may differ among stu-

dents. It may take nine months for some, a year for others.

The school adapts to the student. The student, in turn, achieves his education and training without undue pressure which might discourage him.

In San Antonio, Thiokol Texas, Inc., was established in cooperation with U.S. Department of Labor.

Thiokol has invested \$1.5 million in facilities and equipment to manufacture kitchen cabinets and ceramic tiles.

One hundred men and women were recruited from the ranks of the hard-core unemployed in the slums of the city.

MEXICAN-AMERICANS

Most of the workers are Mexican-Americans. After completing their first day at the plant, they asked if they should return the following day. The majority had never been employed full time, year-round.

The first day — Monday — a worker shows up for training he is given 85 cents for lunch. On Tuesday he gets paid for Monday, on Wednesday for Tuesday. The following Monday he is paid for the preceding Wednesday, Thursday and Friday. Thereafter, he is paid weekly.

Six newly hired stayed one day only. Of 113 recruited, 102 persons remain in the training program. Many have advanced to the production lines.

English home living, budgeting and social skills are taught

before the vocational training begins.

President Johnson and President-elect Richard M. Nixon have conveyed their congratulations to Thiokol for its achievements in the socioeconomic struggle.

Erastus Trujillo, formerly of Layton has scribbled a quotation on the window of his foreman's office in his welding section at the Roswell Center.

The quotation reads: "The release of human potential, the enhancement of individual dignity, the liberation of the human spirit — these should be the deepest and truest goals for us."

Thiokol expects to help thousands achieve that goal.

Vista Volunteer Ends Training,

Richard Allen Cuss, son of Mr. and Mrs. Fred D. Cuss, 4547 Madison, was one of 34 trainees who were graduated recently from a Vista training program at the University of Oklahoma Training Center in Norman, Okla.

As a Vista volunteer, Mr. Cuss will spend one year working with the Val Verde County Community Action Agency in Del Rio, Tex.

Mr. Cuss graduated from Weber High School and received his B.S. degree at Weber State College in 1968 in political science.



MOSE Watkins, left, and Robert Marquardt examine Job Corps creation after being honored by the U.S. Department of Labor.

2 Utahns Honored For Service In Job Corps Training

CLEARFIELD — The director of the Clearfield job Corp Center and the vice president of a sponsoring company have been honored by the U.S. Labor Department in Denver.

Honored for "outstanding service" were Mose Watkins, Job Corp director, and Robert L. Marquardt, vice president of Thiokol Corp.

The men were presented the Employment and Training Administration "Regional Administrator's Award." They were cited for their "outstanding performance in assisting American citizens to improve their quality of life through participation in ETA programs."

Mr. Watkins has been center director since May, 1975. The center has 1,450 residents.

Decision Looms In 3 Weeks on Urban Job Corps

Thiokol Proposal Considered Favorable; Would Employ 350

A decision is expected within 30 days on the Thiokol Chemical Corp. proposal to establish an Urban Job Corps Training Center at Clearfield.

The center would have an initial employment of 350 and an annual budget of \$7.5 million that could approach \$25 million within a few years.

It would be established at the Clearfield Freeport Center to provide vocational training and basic education programs for boys between 16 and 21.

Thiokol Vice President Robert L. Marquardt said Saturday if the proposal is accepted renovation of the Clearfield facility and the recruiting of a staff will commence immediately.

He said the center could be in operation early next spring.

Thiokol's proposal has been given a high rating by the Office of Economic Opportunity (OEO) on three of the four major factors on which the final selection will be based.

These are:

—The site—which OEO officials described as one of the best that has been proposed for such a center in the nation.

—Thiokol's ability to train unskilled people in highly technical skills which the firm demonstrated in training people for its Minuteman production plant in Box Elder County.

—The Thiokol proposal for operating the center which the OEO officials said is a unique and excellent approach to the



ROBERT L. MARQUARDT
Optimistic Official

BUSINESS PAGE

TAKING STOCK

Thiokol Future Keyed to Center

BY CLIFF THOMPSON

Reductions in the Defense Department budget for the purchase of new weapons systems is having a profound impact on Utah's non-farm employment picture.

Among the firms most seriously affected has been Thiokol Chemical Corp. whose Utah employment dropped from 6,000 to 3,600 in about 18 months.

However, recent weeks have seen Thiokol take some positive steps to meet the changing picture in the nation's missile industry and to reverse the downward trend in its Utah employment.

This was one of the primary factors that prompted Dr. Harold W. Ritchey to regroup the company's Rocket Operations Center here following his election as Thiokol president.

As director of the center for four years, Dr. Ritchey knows well the importance of the center and its director on the future of Thiokol's role in the missile and space industry.

For this important post, he chose Robert L. Marquardt who had been elected a company vice president at the time Dr. Ritchey was elevated to the company presidency.

IMPROVE OUTLOOK

And he specifically charged the slender, 38-year-old former company marketing director with the task of improving Thiokol's future in both missile and space programs.

Mr. Marquardt recognizes well the size of the shoes into which he has stepped. As director of the center, Dr. Ritchey had directed the company's outstanding success in the Minuteman program that made Thiokol a leader in the field of solid rocket propulsion.

But Dr. Ritchey recognized the impressive credentials Mr. Marquardt brings to his challenging new assignment.

ACCEPTS CHALLENGE

These include the type of courage and self-confidence that prompted Mr. Marquardt to leave a good job with an almost assured future in 1964 to join Thiokol which then was still struggling to gain a hold in the missile industry.

In 1964, Mr. Marquardt walked into the office of Thiokol President Joseph W. Crosby and told him in effect: "Thiokol has a potentially great future. I can and would like to become a part of it."

Mr. Crosby accepted the offer and hired Mr. Marquardt as the company's first military sales-

man.

ASSEMBLES TEAM

Mr. Marquardt immediately went to work and put together and directed the team that convinced the Defense Department to award a contract for the first demonstration of a large solid fuel field and directly lead to the Minuteman missile program.

Under Mr. Marquardt's stewardship of his post as marketing director, he has helped guide Thiokol from a small company struggling to participate in the nation's missile field into a recognized leader in solid propulsion.

The job of a salesman in the missile field is considerable different than in the private, consumer sector of our economy.

Mr. Marquardt and his counterparts in scores of other defense contracting firms have but one major customer—the federal government.

DIFFERENT MOTIVES

Two automobile manufacturers, for instance, can put similar cars on the market and compete for the car buyers' dollars on the basis that one car looks better than the other.

The Defense Department doesn't operate that way. It buys one specific model, built to rigid specifications, for a designated mission. And because Defense Department officials are dealing with taxpayers' hard earned dollars, they cannot exhibit the varying whims of the buyers of the nation's automobiles. A new tail fin on a missile does not send the Defense Department into a buying surge.

Before Mr. Marquardt can "sell" the Defense Department on a new solid fuel rocket, he has to convince the military buyers that it will accomplish



ROBERT L. MARQUARDT
Tackles Big Task

a necessary mission for which no other motor is available—also that the mission is vital to the nation's military and space program.

FORSEE NEED

So in the discharge of his duties, Mr. Marquardt must be able to look into the future and foresee what the military and space requirements for propulsion systems will be. And he must keep a close eye on the budgeting trends of Congress and the Defense Department to see what money is going to be available for the purchase of new systems.

Associates credit a large part of Mr. Marquardt's success to an enthusiasm developed from a will to win engendered by active participation in sports during his youth.

He springs from a family of athletes. His father was director of athletics for Dayton Ohio, and a brother is a coach. In high school Mr. Marquardt earned letters in football, basketball, baseball and a number of other active sports.

To his enthusiasm and sales know-how is added a high degree of technical training. His official company biography lists a bachelor's degree in business from Denison University as his only college degree.

The people who are surprised at his grasp of technical matters are unaware that Mr. Marquardt is only four hours away from a master's degree in math.

MTC's early leadership team. Seated: Dick Schubert, Hal Ritchey, Ted Bell, Bob Marquardt, Sam Hunter. Standing: Bill Roberts, Vern Berton, Bernie Diamond, Bob Heiner, Jane Marquardt, Marty Glasser, and Mose Watkins.



Chapter Two

MTC is Born

BY THE LATE 1970s, THIOKOL joined the other large corporations wanting to divest themselves of their Job Corps investments. The business trend at the time was to keep the focus on a core business, and education and training was not Thiokol's core business. Bob Marquardt felt that divesting Job Corps was a big mistake, and so did Sam Hunter, who worked with him in Education & Training. When they learned that a Texas company was bidding on Thiokol's Job Corps centers, Sam recalls, "Bob and I went back to Thiokol's home office in Pennsylvania and basically told them, 'We're not interested in moving [to Texas], so why don't you sell them to us?'" Thiokol management didn't reject the idea, but they gave Bob and Sam just two months to raise the money and put an offer together.

Thiokol management didn't reject the idea, but they gave Bob and Sam just two months to raise the money and put an offer together.

Describing his father, Dr. Bob, Scott Marquardt says, "From the very beginning, he was the dreamer, the visionary, and the person that set the high expectations. Sam Hunter was the operating guru and the technician that got all the wheels to turn together and the financial operations to support the growth of the company and the policies to continue in place. Sam was a brilliant technician, really. They were a great partnership—very different personalities, but together they were incredible."

With Bob Marquardt's exceptional vision and Sam Hunter's down-to-earth technical skills, they succeeded in raising the money and made their offer to Thiokol, which was accepted.

Raising the money was no small task. Sam Hunter tells the story: "The big thing was that we had to have a \$4.5 million line of credit [\$1 million to match the offer and \$3.5 million in operating capital] from a reliable financial institution. We had a little bit of trouble finding that." They pitched

to banks in Denver, San Francisco, and even two or three banks in the Wasatch Front, including First Security, which had worked with Thiokol for years. "First Security turned us down initially. But Bob had some contacts with the management and we were able to meet Bob Heiner, who at the time was the president of First Security. And he got us a meeting with George Eccles, the CEO.

"We were in a meeting with them, explaining what we were doing, and

Standard-Examiner, Friday, Dec. 26, 1980 11B



Four principals in new firm purchasing Thiokol's Job Corps division are (from left) Bernie R. Diamond, Vern R. Burton,

Robert L. Marquardt and Samuel T. Hunter. All are former Thiokol executives. Standard-Examiner staff photo.

Employees buy Thiokol division

Thiokol Corp. has completed sale of its education and training division to several of its employees, including three men who were instrumental in putting the division together in the mid-1960s.

The major activity of the division is the operation of four Job Corps centers, including the one on the Clearfield Freeport Center.

Purchasing the division is Management and Training Corp., headed by Robert L. Marquardt, former Thiokol vice president.

Marquardt is president of the new company which plans to move into corporate offices at 3340 Harrison in February.

Other officers are Samuel T. Hunter, senior vice president and treasurer; Bernie R. Diamond, vice president, and Vern R. Burton, vice president and secretary.

Marquardt said there are about 18 stockholders in the new company.

He said the company will continue to operate the Job Corps skill training centers at Clearfield, Charleston, W. Va., Atlanta and Albany, Ga.

No changes are anticipated in management personnel at the centers, Marquardt said.

Management and Training Corp. will have about 1,000 employees, 380 of them at Clearfield.

Corporate sales are estimated at \$30 million for 1980.

Marquardt said the company plans to diversify into other national and international training endeavors.

Sale of the division is part of a Thiokol program to divest itself of all operations not related to specialty chemicals and propulsion systems for defense and space applications.

"We are extremely pleased that Thiokol elected to sell the division to our team," Marquardt said.

Marquardt came to Utah 20 years ago as part of the Thiokol national headquarters staff established in Ogden to manage the company's propulsion business.

Diamond is an Ogden native who served as executive director of the Ogden Area Chamber of Commerce before joining Thiokol in 1962.

Burton is a native of Layton who joined Thiokol in 1961.

Hunter is a New Mexico native who has been finance director for Thiokol's education and training division since 1970.

finally Mr. Eccles turned to Bob Heiner and said, 'Bob, this is kind of similar to the government contracting with Thiokol.' And Heiner said, 'Yes, sir. That's right.' Mr. Eccles asked, 'You know, the feds may pay slowly, but they always pay, don't they?' Heiner responded, 'Yes, sir.' To which Mr. Eccles replied, 'Well, get these boys what they want, then!' So that's how we got our financing."

Bob Marquardt had finished his master's degree, and in the midst of this furious activity he finished his doctorate by correspondence through California Western University. His master's coursework included a study on acquisitions and divestments, and just as he was writing his thesis, Thiokol made its divestment decision. "Sometimes," Bob mused, "things work out in the most amazing way." His mind freshly packed with the intricacies of divestment and acquisition, he suddenly became the proverbial right man in the right place at the right time. His experience in starting MTC formed the basis for his doctoral dissertation, and he became "Dr. Bob" to his associates for the rest of his life.

The fall of 1980 was not the best time to start up a new company. The prime interest rate was a staggering twenty percent. "We were all nervous as hell," Sam relates,

"but we felt that we knew what we were doing in the Job Corps business. We had already been running these centers as part of Thiokol. It was fun to be able to do what we wanted without asking corporate permission, knowing we could get it done."

Edwina Dixon claims credit for suggesting a name for the fledgling company. The Education Division had been using Thiokol's Management and Training Center in Ogden Canyon for meetings and training activities, the site of so many of her happy memories. "Cookie and I suggested that Bob call it Management & Training Corporation (MTC)," Edwina says. The name seemed to be a natural fit and it stuck.

MTC began operations on the first day of 1981. One of the company's first hurdles was to convince the new Reagan administration not to immediately reduce the Job Corps program. Bob's attorney, Richard Richards (who also happened to be Reagan's western campaign manager), took the message to the White House and came back with an assurance that they would not get around to issues like Job Corps for at least two years. Utah's Senator Orrin Hatch, a key member of the Senate Labor Committee, provided invaluable support. Bernie Diamond's tireless efforts lobbying critical government officials also helped

One of the company's first hurdles was to convince the new Reagan administration not to immediately reduce the Job Corps program.

save Job Corps funding. Management & Training Corporation had cleared its first hurdles.

Within eighteen months of the company's official start date, the original investors had been paid back and the firm never missed a payroll. Marquardt credited this remarkable success to the excellence of his management team, but he also gave some credit to the good fortune of declining interest rates during that period and to the unfortunate fact that the national youth dropout rate continued to grow at an alarming rate. "The drug scene was growing and, in the U.S., youth were dropping out of school at an earlier age." As a result, any plans the Republicans may have had for abandoning Job Corps were soon shelved by Congress.



*Dr. Bob, second from left, with US Secretary of Education Terence Bell (center),
and Bernie Diamond, far right*

MTC gamble nets huge payoff

Success surpasses expectations

By CLIFF THOMPSON
Standard-Examiner business editor

As 1980 drew to a close, Robert L. Marquardt and a dozen of his colleagues put their signatures on loan documents representing a total debt well over \$4 million.

While it may be trite, it is still true to say the dividends from that financial gamble have been substantial, and far beyond the most ambitious expectations of Marquardt and his "fellow gamblers."

It has made Marquardt and his partners the owners of what well could be described as Ogden's most financially successful business during the economically troubled '80s and created jobs for almost 2,000 people living as far away as the Kwajaleen Island in the South Pacific.

Marquardt is the president and chief executive officer of the Ogden-based Management & Training Corp., whose revenues have more than doubled since its creation at the start of the turbulent '80s.

How MTC got to be a financially strong corporation with nationwide operations is a success story in the true tradition of American free enterprise.

As summer of 1980 was turning into autumn, Marquardt and the other executives of Thiokol Inc.'s Education and Training Division were relatively happy and anticipating a fairly secure future in their jobs.

That future took a drastic change when Thiokol's top management informed Marquardt the division was being sold but that he and the other division employees would be offered the opportunity to move with it to Houston.

"We didn't really have anything against Houston, but we preferred to stay in Ogden," Marquardt said. "Also there were some things we wanted to do but hadn't be able to under the Thiokol management and weren't sure we would be under new ownership."

Marquardt, S.T. Hunter, Bernie Diamond, Vern Burton and a few other division officers got together and decided to make the Thiokol management a counter-offer.

They said, in effect, "let us buy the division and start our own company."

"Make an offer," the Thiokol management replied and gave the small group a specific period of time to put together proposal that not only was financially viable for Thiokol but would satisfy the U.S. Department of Labor, which was the division's only customer.

At that time, the division had contracts totalling \$26 million to operate four Job

Corps at Clearfield and in Georgia and West Virginia and had about 1,000 employees.

The group faced two initial tasks that would have daunted lesser would-be entrepreneurs:

First, they had to put come up with about \$4.5 million. That included \$1 million to match the offer from the other company and \$3.5 million in working capital.

Then, they had to convince officials of the Department of Labor that their \$4.5 million financial package was viable and that they could take over operation of the four Job Corps centers in a smooth, orderly transition.

"To put it mildly, we scrambled and scrambled hard and fast," Marquardt said.

Sixteen people, including 12 employees of the division, retired Thiokol president Harold W. Ritchey, and a Colorado Springs businessman, put all the personal funds they could scrape up into a kitty. It came to about \$500,000.

Thiokol management agreed to accept a \$250,000 down payment and a two-year note for the remainder. The note was paid off in a year.

They found a banker who agreed to grant them a revolving line of credit for the \$3.5 million working capital needed.

The new Management & Training Corp. began conducting business on Dec. 29, 1980. Thiokol management told Marquardt his company could continue to use its former quarters in the building near the Ogden Municipal Airport until permanent space could be acquired.

Although they had the financing, the problems of the embryo MTC were far from over.

The contracts were due to expire within a few weeks and there was no assurance the Job Corps program would be continued or that MTC would win the contracts. Ronald Reagan was scheduled to become president within a month. As governor of California, he had expressed strong opposition to the Job Corps program.

"We also had to quickly put into place a corporate structure that would provide the services we had been getting from Thiokol," Marquardt said. This included legal services, a personnel and payroll department, a pension plan, insurance, etc.

Despite those problems, MTC has been on a substantial growth curve right from its first day. In only one year, 1983, has it failed to show a double digit increase in

See MTC on 2E



Gary Clark/Standard-Examiner

MTC executives S.T. Hunter (standing) and Robert L. Marquardt.



Dr. Bob with Utah Senator Orrin Hatch

In MTC's first decade, Sam Hunter ran the company's operations, providing financial and management abilities that were crucial to success. Bob was the visionary who established the backbone of the company by outperforming the competition and staying focused on the needs of the government customers. Bernie Diamond was responsible for communicating Job Corps' and MTC's success to community leaders and elected officials, and Vern Burton oversaw accounting and contracting.

Because of his dedication to success in business, Bob had been largely an absentee father while his two children (Jane A. Marquardt and Robert Scott Marquardt) were growing up. Bob and his first wife, Sue, had divorced in 1973, while Jane was in college and Scott was still a teenager. Bob, who had always regretted his distant relationship with his children, found an opportunity to rebuild the bonds with his daughter and son. By the time MTC was launched, both of his children were now well into their own successful lives—Jane a practicing attorney in Northern Utah and Scott was well on his way to earning both a JD and an MBA—so Bob was aware of their intelligence and abilities. Jane became one of the original members of the MTC board of directors,

and Scott first went to work for MTC's subsidiary, Meridian Publishing, and later came over to MTC. Working together over the years has allowed the siblings to build upon a somewhat distant childhood relationship and become close friends. Jane jokes, "Maybe there's something to be said for getting all the bad vibes out when you're little. When Scott was in elementary school and I was in high school, I didn't think of him as someone who would ever run a business. Now I think he is one of the smartest people I know."

MTC began with just four Job Corps centers—Clearfield, Utah; the Turner center in Albany, Georgia; Atlanta, Georgia; and Charleston, West Virginia. "That was all that we started with," Edwina Dixon recalls, "but we quickly started winning new centers and growing the business—partly because of the type of job that we did with our students and with our programs and centers. MTC became known as the number-one Job Corps operator in the country." Scott Marquardt recalls, "In the beginning it was a very small group of people and they just worked endless hours and had a lot of fun. And they were winning contracts and being successful and changing lives. It was really motivating."

*Jane Marquardt,
2007*



Scott Marquardt with a Job Corps student, c. 1990



Sam Hunter, 1980s

“In the beginning it was a very small group of people and they just worked endless hours and had a lot of fun. And they were winning contracts and being successful and changing lives. It was really motivating.”

GROWING THE BUSINESS AND GROWING LEADERS

THE PATH TO GROWTH FOR MTC was to continue to win competitive bids for Job Corps centers. MTC leaders knew that in order to grow the company, they first had to grow their corporate staff. Among the early recruits was Ellie Lopez, who joined the team soon after MTC opened for business.

Ellie was working with RCA's Job Corps operations in California when Bob Marquardt recruited her boss, Bill Roberts, to come over to MTC. Then Bill recruited Ellie, and she started with MTC in July of 1981.

She recalls, "The day I landed in Utah for my interview was a beautiful day in May, crystal clear blue skies, mountains all green, snow-capped, just absolutely gorgeous. I knew nothing about Utah, but there it was in its absolute glory that day. So that, of course, was a really good first impression. Bill picked me up and then we went to the MTC headquarters and met Dr. Bob and Sam Hunter, Cookie Glasser, Glori Stewart, Suzann Fries, and a couple of other people. And I was just really, really impressed with the people that worked for MTC. Also, it was a good career move for me."

Ellie's original role at MTC was in

marketing and proposal-writing. "You never do those things by yourself," Ellie points out. "It 'took a village' to really make it happen. And it did and we grew quite quickly." According to Ellie, when the Department of Labor made decisions about where to award Job Corps contracts, it looked at two things: (1) the company's ability to operate every aspect of a Job Corps center effectively, and (2) the company's reputation. "We were very thorough in [writing] our proposals," Ellie says, "and MTC developed a good reputation from day one."

She credits MTC's great teamwork to "the *esprit de corps* that you develop when there are very few people and you're in those battle lines trying to make the business grow. We worked really hard. Whatever it took to get the proposals out the door, we did it. And also, we played hard, and we had a chance to get to know each other as people. I think that unity, that foundation of working hard and playing hard, created a great culture and served us very well."

It also helped in those early days that MTC made Job Corps its whole business, not just one wing of a huge corporation. Ellie would always emphasize in



Ellie Lopez, former VP
Western Region Job Corps

"That unity, that foundation of working hard and playing hard, created a great culture and served us very well."



Proposal team: Ellie Lopez, Sam Hunter, Cornelia Kelly, Dr. Bob, Sally Weaver, Vern Burton, Gladys Richardson, Bill Roberts, 1980s

her proposals that “this is what we do, exclusively.” MTC also listened carefully to the customer, to understand what they liked, what they didn’t like, and what they expected. “Though we have to make sure that we do the right things by the students,” Ellie points out, “our customer is the Department of Labor, and we always had to make sure that we did right by them—that what we put in our proposals, we delivered it.” In fact, Dr. Bob urged his people to “over-deliver” on their promises—always give the customer more than the minimum promised.

MTC did not win contracts by being the lowest bidder. They carefully built a reputation as a contractor who would offer quality programs and services—and that was only possible if there was enough money in the contract to provide that level of quality.

Ellie found MTC to be very different from the rest of corporate America, not just in its attitude toward its customers but in its hiring practices. “Some of the first people I met were women and minorities, and I saw that as a good thing. This was in a time when, if I went to a Job Corps

MTC did not win contracts by being the lowest bidder. They carefully built a reputation as a contractor who would offer quality programs and services—and that was only possible if there was enough money in the contract to provide that level of quality.

meeting, I was one of just a few women—or maybe the only woman—amongst 400 or 500 men. So yes, I thought MTC was at the forefront of saying, ‘We’re going to look like our students. We’re going to hire people that are representative of who we train.’

“It was a very empowering feeling for me, and I’ll tell you why: I was born and raised in Chile. And just the fact that Job Corps exists is amazing. There is no other country in the world that can afford a Job Corps. And here we are—in this program that is not only taking immigrants but our own citizens and giving them all the resources to help them be successful—success to get integrated with the workplace here, to learn English, to get a diploma, to be fed, and to have a roof over their heads in some cases. But it came with the education, and that is of great value. That always won my heart. Every day of my life, I’ve been in awe of that. So, for me, that was why I felt good about going to work in the morning—because I knew it was doing something for society.”

Ellie recalls a time she visited the Tongue Point Job Corps Center in Oregon as a vice president of MTC. “A young Hispanic male came and sat next to me at lunch. He happened to be part of student government at the center, and of course I’m Hispanic too. We got to talking, sitting at the table at lunch, and later in the day I got this note from him

saying it meant so much for him to meet me—another Latino who was in a successful position—and how inspirational this had been to him. And whoa, it just hit me: It’s not about me. It’s about every staff member who has these encounters every day with the students. They’re watching. They want to see people like them succeeding. And I think that is what this young man was saying: ‘I see someone like me, who speaks my language, who came to this country, and now is successful.’”

“It meant so much for him to meet me—another Latino who was in a successful position.”



A major growth spurt for MTC occurred in 1990 when RCA decided to divest itself of six main Job Corps centers and two satellite community workforce employment offices at once. By this time MTC had become dominant in the Job Corps field, having seen most of its major corporate competitors leave the market. MTC acquired General Electric's Job Corps business in the early 1990s. By the end of 1991, Management & Training Corporation had grown to more than \$160 million in annual sales. Employing some 4,000 workers, it had expanded into twenty-three states in forty-two locations and was still growing. Between its founding in 1980 and 1991, the firm had grown an average of seventeen percent per year, diversifying its efforts in product lines, such as servicing buildings for the federal government, corrections, publishing, and training. But its major emphasis remained in education, operating twenty-one Job Corps centers and five satellite schools for the Department of Labor.

Few companies could have successfully taken on multiple new centers at the same time. It would require sending representatives to each of the centers to interview and hire staff, make the transition with government property, and many other tasks. MTC was able to manage

precisely because of Dr. Bob's commitment to having an abundant and well-trained staff. Cookie Glasser explains, "One thing Bob taught me was to have a deep bench [of players ready to get into the game at any moment]. You can't be the only one that is the operational person. You have to train other people, and if you're really successful, you leave behind you not only a good name but also a good organization." MTC was able to call on their "deep bench" of trained employees and send them all over the country to get the new centers up and running.

As MTC continued to win new Job Corps contracts, the need for help in writing proposals became clear. Ellie recruited Lynette Greenwell from the MTC-operated Clearfield Job Corps Center.

Lynette Greenwell had been a member of Bob Marquardt's team in the Thiokol days. She came to the Clearfield Job Corps Center from the public school system in Tremonton, Utah, where she taught English. At Clearfield she worked evenings and weekends as a recreation aide to supplement her teacher's salary, then realized she liked Job Corps better than the public schools. She became a full-time instructor at the Clearfield center, teaching math and GED prep. After MTC took over the center, Lynette rose through the



*Lynette Greenwell,
former VP Development*

MTC was able to call on their "deep bench" of trained employees and send them all over the country to get the new centers up and running.

ranks to become senior instructor, then supervisor, then manager, then director, eventually being promoted to MTC's vice president of development.

"I loved the students at Job Corps," Lynette says. "It was probably my first exposure to that kind of diversity and to students who didn't have many resources. They usually had been in situations that didn't let them succeed, and then in Job Corps found themselves in a residential environment where success was nurtured. A big part of the job was trying to convince them of their own worth."

Lynette was converted to Bob Marquardt's policy of celebrating and rewarding every positive outcome. She explained, "All of the instruction was geared to where they were, not where they should be, and then every little milestone was celebrated in tiny ways, like a small financial reward or a promotion in their living environment. If they passed a test, it was a celebration. And for a lot of them, passing the test was just convincing them that they could do it, because they'd been told a lot that they couldn't."

As VP of development, Lynette helped lead MTC through decades of growth as the company continued to win contracts for new centers, correctional facilities, medical services for corrections, and



Connie Cruz, VP Development

international development opportunities. She oversaw the writing of scores of proposals, and one of her jobs was to show how MTC could provide programs or services that other companies either could not or would not. She smiles as she says, "It wasn't too hard to sell them, because we had good performance outcomes. We had proof that what we were doing in reading resulted in improved reading skills, the same with math and GED. We had more students earn GED certificates than other

contractors did, and I think the same with vocational training.... A lot of [competing] contractors had good outcomes, but MTC was the leader in that for a long time."

Lynette sees MTC's adaptability and innovation as a big reason for its growth. Because of its agility, MTC was able to successfully transfer its experience in Job Corps to operation of correctional facilities and to workforce development outside the United States. "MTC works with very different groups of people. And so, you make that adjustment. You still want the same outcome—a better life for them. I think that fundamental idea has never changed."

When Lynette retired in 2014, Connie Cruz took the helm of the development department. Connie had worked in proposal development with both Ellie and Lynette and could continue to improve on MTC's proposals.

Connie had joined MTC just a few years after the company was created. "I started as a secretary, and MTC opened the path for me to grow personally and professionally. Early in my career, I took advantage of MTC's college reimbursement program."

From the beginning, MTC advanced the company's mission as an education and training company by encouraging

its own employees to pursue higher education. Connie and Lynette both benefited from the company's commitment to staff development and upward mobility. In addition to financially helping Connie through college, MTC staff was a big moral support to her.

"They were right behind me 100 percent," says Connie. "My supervisors always worked with me if I had to take a test or class during the day. I couldn't have asked for more." After earning a degree in communications and technical writing from the Weber State University, MTC created a new position just for Connie.

In 2014, Connie was promoted to vice president. "It's incredible to think about the Marquardts' investment in their employees. I've seen this company grow from operating four Job Corps centers to providing life-changing services at more than fifty facilities throughout the world." Holding back tears, Connie expressed, "I'm blessed to a part of the MTC family."

"I started as a secretary, and MTC opened the path for me to grow personally and professionally. Early in my career, I took advantage of MTC's college reimbursement program."

KEVIN ROTH – STAFF

Finance and Administration Director
Sierra Nevada Job Corps



My favorite part of working in Job Corps is seeing the students succeed!

TRAINING A DEEP BENCH OF PLAYERS

JOHN PEDERSEN, SENIOR VICE PRESIDENT of Education & Training, has been with MTC for thirty-five of its forty years. Like Lynette Greenwell, he started part-time and never left. In 1987, John was living in Reno, Nevada, had just had his first child, and was working on his master's degree in counselor education, planning to become a college counselor. His advisor suggested that he check out Job Corps, knowing that the experience with at-risk youth would be invaluable to him. John applied at the Sierra Nevada Job Corps Center for what he thought would be a "part-time temporary" job as a residential advisor in the dorms. Instead, says John, "I really fell in

love with the program and the mission of what we were doing, and quickly became a counselor." When he finished his master's degree, he turned down a job as a counselor in a public high school to stay with MTC. "The center director at the time created a new position for me," he grins.

John believes that what keeps employees invested and loyal to the company is Dr. Bob's legacy of genuinely caring about people. John says, "I think they know that we really are family. And saying that you work for MTC is a really a big deal in the Job Corps business, because we are definitely the leader. Our team: it really is a *team*."

"I really fell in love with the program and the mission of what we were doing."



John Pedersen,
Senior VP Education & Training

In the early days of MTC, John recalls, it took a while to reach the level of staff training the company employs today. John chuckles as he recalls his own “training” for the resident advisor job at Sierra Nevada in 1987. “I was given the keys and told, ‘That’s your dorm, and good luck!’ The students gave me my orientation—they showed me where the office was and helped me find which keys opened the door. That’s how I learned my job.”

When he became a vice president, he resolved that his own staff would never have to “go it alone.” He has focused on developing leaders: from support staff all the way to the executive level. “We just don’t leave it to chance,” he says, “but we give them as many tools as we can so that they can be successful in their jobs.”

John is well aware that every company lives or dies by the quality of its people—and not just its executives. “It’s the everyday person that makes a difference, no matter what their job is,” he says, “whether they’re serving food or they’re greeting visitors or they’re running a center. That is the thing that makes MTC so great. It’s just the people doing the work every day, connecting with our residents in correctional facilities or our students. They’re the ones that are really on the front line and they’re the foot soldiers that really make the difference.”

Jim Whitmire, current director of the Clearfield Job Corps Center, is one of many long-time MTC employees who have stayed with the company as they climbed the career ladder. He is a graduate of MTC’s executive development program and credits Dr. Craig Sudbury, one of his early trainers at MTC, with inspiring him to succeed. “I enjoyed Dr. Sudbury from the minute I met him,” Jim says. He decided, that day, that he wanted to work with Dr. Sudbury one day. “He was just super caring and kind, genuine, funny. He had a way of making you feel comfortable in expressing yourself and your ideas. He created such a safe and honest environment. When you would talk to Dr. Sudbury, for him there was nothing else going on; you were his sole purpose. He made you feel really important and valued.” Jim did work for Dr. Sudbury before becoming a deputy director and then a center director.

“He had a way of making you feel comfortable in expressing yourself.”



*Jim Whitmire, Director,
Clearfield Job Corps Center*



*Dr. Craig Sudbury,
former VP Education & Training*

Dr. Becky Johnston, PhD, director of the MTC Institute, describes how leadership development and training is crucial in continuing MTC's culture of caring. "By creating our culture of caring, we're attracting the right people—people who really want to serve others. We recruit the right people so that we retain the right people."

John Pedersen agrees. "Promoting from within, where other employees can see that growth, builds a positive momentum within the corporation."



Dr. Becky Johnston,
Director, MTC Institute

Nina Green, MTC leadership coach and corporate trainer, explains, "Our goal is to train staff and give them every opportunity to learn and grow and develop personally and professionally. But while we're training them, the idea is to treat them well so that they want to stay with the company."

She recalls that Lyle Parry, former MTC CFO and senior VP of finance, used to say, "Our most important asset is our employees."



Nina Green, MTC Leadership Coach
and Corporate Trainer

Employee support is a sound strategy for building a "deep bench" of dedicated players that can continue to build MTC's mission and reach. But as Dr. Bob himself said, "The kids come first." While expanding the number of Job Corps centers the company operated, MTC leaders were still laser-focused on meeting the needs of individual students and helping each individual recognize his or her own worth. This student focus became a hallmark of MTC-operated Job Corps centers.

Employee support is a sound strategy for building a "deep bench" of dedicated players that can continue to build MTC's mission and reach. But as Dr. Bob himself said, "The kids come first."

THE CYCLE OF SUCCESS—HELPING STUDENTS SUCCEED

MTC's STUDENT FOCUS SETS THE company apart from other Job Corps operators. MTC is dedicated to ensuring students have the skills they need to be successful not just on the job, but in life. The company is committed to creating a culture for their students that promotes learning, personal growth, and success.

Jeff Barton, currently the vice president of MTC's Eastern region (and slated to become senior vice president of Education



Jeff Barton, VP MTC's Eastern Region

& Training upon John Pedersen's retirement in 2022), is a powerful advocate for Job Corps because he has seen first-hand how it changes the lives of young people. He has held several different leadership positions with Job Corps since the 1990s (including some centers not operated by MTC) and he has also been a police officer. He knows what disadvantaged youth are up against.

"Here is what we do," he says. "We create a pathway to a better future. You may have students that come in, and may have struggled in high school, maybe even have a high school diploma, but their home life is just in disarray. Maybe there's drug use, people who are attached to the criminal justice system. Maybe there is domestic violence in there, depression, maybe suicidal ideations. And here's Job Corps offering wraparound services—because we are a residential program at most of our centers—with people who are empathetic, people who care, and people who are going to help you devise a plan and encourage you to do well.... Everyone needs a chance. Some people need two, or three. And so, we're just here to say, 'It's not over. There's still a path forward.'"

BRIANA GOSIER – ALUMNA

Earle C. Clements Job Corps



The staff at Earle C. Clements were amazing—they saw things in me that I didn't see in myself... Job Corps gave me the jump start I needed to find my career path. Without it, I wouldn't have been able to get my bachelor's and master's degrees in healthcare.



Jeff also knows that many Job Corps students have even more basic needs of survival. Every year during the winter holiday break—the only time in the year when Job Corps students return home—he would get phone calls from students asking to return to the center early “because they are concerned about violence in their community, the temptation or peer pressure to use drugs, or their own safety. For many of our students, our centers are a refuge,” he says. In his testimony about the need for student safety in the Job Corps program before the Education and Labor Committee of Congress on June 22, 2017, Jeff cited the fact that there were almost five million young Americans age sixteen to twenty-four who were not employed and not in school. Without Job Corps partially filling this gap, many of these young people would have no other options to help them make a better life. “The costs of ignoring this population are enormous,” he said.

Often, those who have never experienced poverty don’t understand what a difference programs like Job Corps can make. They may ask why the United States needs Job Corps when it already has free high schools everywhere. “But here’s the thing,” Jeff says, “All high schools are not created equal.”

*FOR MANY OF OUR
STUDENTS, OUR CENTERS
ARE A REFUGE.*

He cites an example from his own experience. The public high school just down the street from Jeff's center in D.C. was dilapidated—ceilings falling in, lockers falling apart, graffiti everywhere, twenty-year-old textbooks—while just across the bridge in Fairfax, Virginia, the public high school had a MacBook for every student, brand new textbooks, posh classrooms, and a swimming pool. "And that is something that a lot of people don't understand," Jeff says. "The quality of education, the quality of instructors, the quality of even your curriculum, is dictated by the tax base that you live in." Job Corps provides a level playing field for the disadvantaged.

For Rich Skeen, vice president of information systems, MTC's commitment and compassion for the people they serve goes back to his days working at the Clearfield Job Corps Center.

"It was 1992 when the riots in Compton erupted," recalls Rich. "At that time, we had quite a few students who were from that area of California. They were devastated to see the destruction of property and loss of lives unfold before their eyes." Many students lost their homes and even some loved ones because of the riot.

MTC quickly mobilized to support the Clearfield students impacted by the riots. "We got every counselor together and told

them their focus over the next few weeks would be to support the students and their families in any way they needed." MTC set up a phone hotline for students and their families living in Compton.

"It was a tough time, but to see MTC's commitment and love for these young people was absolutely heartwarming," says Rich. "It's indicative of the Marquardt's legacy of helping others."

Education runs through Dave Doty's blood. He served as a superintendent of public schools in Utah for five years, with the State's higher education system, as a school attorney, and as a classroom instructor. Now serving as vice president of MTC's engaged learning department, Dave says, "I'm very grateful to work for an organization that is truly a learning organization. By that I mean MTC is fully committed to helping the people we serve as well our employees continually improve their skills and their expertise."

"I also love how much emphasis MTC puts on engagement with our students—in all areas of the company including Job Corps, Corrections, and international workforce development—from expanding educational technology to ensuring that all classroom instruction is interactive and relevant."



*Rich Skeen,
VP Information Systems*



Dave Doty, VP Engaged Learning

LONNIE HALL – STAFF

Former MTC Job Corps Leader



I am so grateful that the Job Corps program exists, because it is a safety net for young people. Whereas others have given up on them, Job Corps doesn't. It gives students the opportunity to see that they can be whatever they want to be.

As I tell students, and I will repeat it now, where you come from has nothing to do with where you're going.



*Jeff Barton, Celeste McDonald, John Pedersen,
Wendy Boyd, Dean Hoffman, Jane Marquardt, Scott Marquardt, 2021*

MTC leaders are trained to listen to staff and students and consider how each decision impacts student and staff success. John Pedersen has attempted to spend his time as a leader truly listening to others. “And that is our role,” he says. “We’re servants. It’s not about doing things for John; it’s trying to figure out how we can have the greatest impact for our staff and for our students.”

He always brings it back to the students. “That’s the greatest thing about Job Corps. The academic training and technical training, it’s really important. But it’s the life training and the confidence that our students get—that is the most important thing.”

Before John was a senior VP, while he was still working directly with the students, one of his goals was to make sure every individual had something to do that they really liked—whether it was playing ball, playing chess, writing poetry, or painting murals. At some of his centers, he was able to bring in the Explorer Scout program. “And of course, most of our kids had never done anything like that,” he laughs, “and now they’re going camping every other weekend and whitewater rafting and stuff like that.” It’s also important, he says, to give them opportunities to lead. “Maybe it’s just becoming the leader

of the volunteer club or the chess club or whatever. But it develops their confidence and gives them the feeling that they can achieve and be successful.”

Dean Hoffman, formerly VP Western region for Education & Training before his retirement at the end of 2021, was with MTC for thirty-three years, having started as a residential advisor in the Sierra Nevada Job Corps center in Reno, Nevada. His first role as center director was at the Tongue Point center in Astoria,

This cycle of success continues as students learn to take on leadership roles to help other students.

Oregon. While in Oregon, he and his wife adopted three children; the youngest of those children is now working at the MTC Clearfield Job Corps Center in security.

“In my experience with MTC,” Dean says, “I’ve always had individuals that have supported me, who have treated me like family. So I feel it’s my responsibility to do the same thing for my staff, to carry that tradition forward. I’ve attempted to support the people that work for me, and



Dean Hoffman, former VP Western Region

then I try to instill it in them to support those that work for them. That’s how we keep it going.”

MTC’s culture of caring flows from leadership, to frontline staff, to the students. This cycle of success continues as students learn to take on leadership roles to help other students. “Students grow the most when they’re helping other people— young people like themselves—that are coming into the program that have the same issues or same needs as they do. It’s kind of a full circle, twenty-four hours a day.”

OCTAVIUS SCOTT – ALUMNUS

Earle C. Clements Job Corps Center



Job Corps had a big impact on my life. In three years, I got a high school diploma, a driver's license, and awards in the pre-military program. Nobody owes you anything in life. If I want something, I go get it. And Job Corps and the military taught me that.

JOB TRAINING AND LIFE SKILLS: A WIN-WIN FOR STUDENTS AND INDUSTRY

ONE FACTOR THAT IS UNIQUE to MTC is a focus on discovering the employment needs of industry (in local, national, and even international settings) and training individuals in the best possible way to meet those needs. The approach is win-win: businesses get a well-trained labor force, and students get well-paying jobs upon graduation.

Every MTC Job Corps center appoints a business community liaison (BCL) who helps to create and maintain an industry council composed of local or nearby employers. These business owners are invited to come to the center and view its operations and meet students. The BCL asks them precisely what they are looking for in entry- to mid-level employees: What skills or knowledge do they need? What certifications do they require? What are their hardest jobs to fill? Where and why are there vacancies? The BCL also must determine if that specific Job Corps center has the tools to help these businesses. They ask: Do we have the right equipment? Are we training on the right things? Partnering with local business leaders allows each center to align its curriculum with the local market so that its graduates are ready to

hit the ground running as soon as they're hired.

Jeff Barton relates one example of the success of this approach from his time as director of the Earle C. Clements Job Corps Center in Kentucky. MTC had partnered with Mercedes-Benz on a training program at the Clements center to certify automotive technicians. The Mercedes training is comprehensive, involved, and multi-faceted. Alvin Barr, originally from Jamaica, had earned a high school diploma through Job Corps and was in the auto body program at the Clements center when he was selected to train with Mercedes. MTC sent him to Florida to a Mercedes training facility. He did well there, and today Alvin is a high-end technician at a Mercedes-Benz dealership in New Jersey.

Because of his Job Corps training, Alvin is in a secure job, making an outstanding salary, working on high-end vehicles in a respected dealership—but his success story is not just about his salary, Jeff says. "It is that pathway they took, that they can share with their children. 'Here's what I had to do. Here's a pathway that *you* can take.' Is it really worth it? What we're saying is: It absolutely is!"

MTC insists on quality training to produce graduates with exceptional technical skills. MTC cares about teaching students the rudiments of a trade, however; staff are equally focused on training their students to be good employees, parents, neighbors, and citizens. Students are expected to give their best every day, at whatever level they are, and never to settle for minimum performance. Jeff describes it this way: “We have behavior expectations, we have scholastic expectations, and we have what we call ‘soft skill’ (or ‘essential employability skill’) expectations. And that means you show up on time, which means five to ten minutes early. Not only do you show up on time, you show up prepared, and you know what you’re doing when we put you on the job. That’s the difference. And I think that’s what we instill in our students, which hopefully will carry them for a lifetime.”

“Not only do you show up on time, you show up prepared, and you know what you’re doing when we put you on the job.”



JOB CORPS STUDENT SUCCESS STORIES

STUDENT SUCCESS IS THE MOST compelling proof that MTC's approach in Job Corps works. Since the beginning of Job Corps, MTC has helped approximately 500,000 youth improve their lives.

“DON'T BE LIKE ME; BE BETTER THAN ME”

ASHTON STRIPLING FROM PERRY, GEORGIA became a student at the MTC Brunswick Job Corps Center after his brother was shot and killed while “getting caught up in some violence.” He had dropped out of high school.

“I came from an impoverished single-parent background. My mom worked three jobs just to make ends meet. We lived off government assistance. We were in the midst of a crime-infested neighborhood. Education was not really a component. When I first started at Job Corps, I was broken, I was lost, I was misguided, I was angry, I felt helpless. I felt nobody cared about me.”

At first, the culture shock of the Job Corps center was too much for the seventeen-year-old Ashton. As a boy who had never been outside Perry, Georgia, he was suddenly faced with students from Florida, South Carolina, Jamaica, Haiti; of all different ethnicities, behaviors, and

languages. He couldn't handle it. His mother tried to reason with him, telling him to stay and tough it out, but he picked up his bags and walked to the Brunswick airport. There he phoned his grandmother and she bought him a plane ticket.

Then Mel Gaines, the center director, showed up at the airport. Ashton says, “He was able to convince me to turn back around. He was able to put me in the car, take me back to the Job Corps. And he mentored me. He showed me the way, he showed me leadership. And from there, I felt embraced.”

Mel Gaines and Joe Rogers, the student government leadership coordinator, relentlessly encouraged him, and Ashton became president of the student government. Ashton vividly recalls his first speech to the student body after he was elected. “I was afraid to speak in front of people because of my dialect,” he says. “When I had to get up and address the



Former student Ashton Stripling is now Director at Edison Job Corps Center.

student body, I was shaking profusely. Mr. Rogers said, 'Just look straight ahead.' And so, I looked straight ahead and I addressed the students. I talked about student behavior, how to come together to embrace the culture. From that speech, the other students really looked up to me. After that speech, I felt like I was Barack Obama!"

Ashton not only earned his high school diploma but also completed a two-year college degree while at Job Corps, then finished his four-year degree and got a job as a school teacher.

Ashton was the first member of his family ever to attend college. When he graduated, he took his college diploma home to his mother. "And that was the best gift that I could give her," he says. "Then I went back and got my master's. And then I was able to purchase my mom a house and pay her bills, because I worked hard."

After three years of teaching, Ashton thought, "I want to give back to the Job Corps." He got a counseling position at an MTC Job Corps center "and from there," he says, "my life just took off." After four years as a counselor, he became the recreation manager. He coached basketball and won five regional championships and three national championships as a head coach.

Ashton's next goal was to get into administration. He won the position of director of social development at the Edison Job Corps Center in New Jersey. Then he served as deputy director of the Turner center in Albany, not far from his home town of Perry. From there, Ashton was promoted to center director of the Edison Job Corps Center.

"I love working for MTC," he says, "because MTC not only gave me an opportunity for my education, but they also gave me an opportunity for my personal and professional development. I'm just glad to be here."

He is also very much aware that he is a role model for his students. "When they see me, they see the Job Corps story. They believe in the Job Corps story because I share my experience with them. I say, 'My job is to reach you and bring you up. I used to be just like you.' And

When he graduated, he took his college diploma home to his mother. "And that was the best gift that I could give her."





Brunswick Center Director Mel Gaines and Ashton Stripling

when you do that, they look at you like, ‘What? *What??*’ They are pointing at me and saying, ‘You’re the guy that went to Job Corps!’”

Ashton encourages his students to take advantage of every program they can during their time at Job Corps—and he encourages them to stay the entire three years that are available to them. “I tell the students, ‘Do not leave here without exhausting every service. Make sure you get every certification. Because one thing for certain is that they can fire me today, but they cannot take away my education and they cannot take away my certifications. I tell students, ‘Don’t be like me; be better than me.’ Because if I could go back and change it, I would have stayed in Job Corps a little longer.”

Ashton says MTC is “a family” because it provides what its students have missed growing up. “They need to learn how to be independent, how to manage money, how to open up a bank account, how to clean up their room, how to respond to supervision, how to take care of their health, their wealth. When you’re a latchkey child, you miss out on those things. We’re doing a six-to-nine-month correction that normally takes about eighteen years!”

Ashton admits that he’s ready to continue to grow with the company. “I want to become a Jeff Barton. I want to be a vice president of MTC.”

“They are pointing at me and saying, ‘You’re the guy that went to Job Corps!’”

“WITHOUT PROGRAMS LIKE THIS, OUR YOUTH ARE LOST”

AMADO GONZALES FROM CHEYENNE, WYOMING came to Clearfield Job Corps in 1983 and certified in three trades: automotive apprentice machinist; engine overhaul; and engine diagnostics, air conditioning and tune-ups, taught by UAW (United Auto Workers) instructors. “I loved it,” he says. “It was probably the best thing that I did, because coming out of high school I was getting into trouble, and this set me in the direction that I needed to go. A lot of times when you’re young, you think you know what you need in your life and that you can go and make your own life, your own rules, your own decisions; but in reality, you need some type of structure and some type of guidance.”

After graduating from Job Corps, Amado joined the military, going first to Fort Hood, Texas, for training and then to Korea for active duty. He later worked full-time as a service technician for the Utah Army National Guard and was able to accumulate his full twenty years for a military retirement in 2006.

Amado now works as an employment counselor for the Department of Workforce Services (DWS) at their Clearfield office and often meets with MTC representatives about their programs through

DWS. “For me,” he says, “it’s been almost forty years. The ones I knew [at the Clearfield center] are long gone and there are new people now, but I’m sure those people are just as committed to helping their students progress as they move on into their lives.”

Amado reflects on his Job Corps years: “It was a very exciting time of my life.” Amado now has three adult children, two stepchildren, and five grandkids. “I wish MTC many more years of helping students, because without programs like this, our youth are lost. We need that direction, we need that support, and MTC has done that very well and we’re grateful for it.”

*“When you’re young...
you need some type
of structure and some
type of guidance ...
we need that direction,
we need that support.”*



*Amado Gonzales, Employment
Counselor for the DWS Clearfield office*

“GIVE IT A CHANCE”

AS A TEEN, DEISY RODRIGUEZ was almost dragged into the Clearfield Job Corps Center by her father. “The first day I got here,” she says, “my dad was dropping me off, and I was crying. ‘Dad, I don’t want to stay here!’ Deisy’s father had cancer and she was afraid she’d never see him again. He told her to try it for a day—and if she really didn’t want to stay, he would come back and get her.

So, she gave it a day, and then a week, and then a year. Now she works as a facilities maintenance technician at the same Job Corps center where she came in crying years ago. And her dad? He’s cancer-free.

It was Mike Byrd, manager of facilities maintenance at Clearfield, who encouraged Deisy to try working in maintenance during her time as a student. “You don’t just do electrical,” Deisy says. “You get to work with motors. You get to work with all kinds of stuff, more than being focused on one thing. And that’s where I learned most of the things I know now—from being in maintenance.”

Deisy earned her high school diploma and electrical certifications at the Clearfield center. After graduation, she worked for a power company and later for FedEx. After two years with FedEx, the Clearfield

center called Deisy and told her about a job opening there and suggested she apply for it. Deisy said, “You know, I think I will.” She got the job and has been there ever since.

“I’m grateful for everything that Job Corps and MTC does,” she says, “because if it wasn’t for them, I wouldn’t be here. From the moment I came in, they taught me a trade, how to save money, and how to keep a job. From the moment you come in, you start to build discipline, if you listen. If you give it a chance and listen, you will learn. I’m successful because of MTC and Job Corps. That’s all I can say.”



Deisy Rodriguez, Facilities Maintenance Technician at Clearfield Job Corps Center

“From the moment I came in, they taught me a trade, how to save money, and how to keep a job.”

“THAT’S WHERE IT ALL COMES FROM”

GUS “BIG DAWG” FELDER, PRO football player and coach, speaks of his 1995–96 mentors at the MTC-operated Red Rock Job Corps Center in Pennsylvania with affection. “I talk to Pete LaFleur quite often,” he says. “He moved to another Job Corps in New York, and he actually brought me up to speak at one of their graduations. And Ed Fish always made sure to let everyone in the area know what I was doing, how successful I was. Ed has passed away now.”

Gus has always said his biggest blessing from Job Corps was meeting his wife there. “My wife and I met in 1996 at Job Corps and we’re still married. We have six kids. We spend a lot of time mentoring couples and people older than we are. We never know what God has planned for us. I looked at: why did he send me to Job Corps? He sent me there to find a trade, to find my wife, and meet people like Ed Fish and Pete LeFleur. And look where I’m at now! I spent a small period of time there, and God sent me down that path to get me where I am right now.”

Gus describes his brief stint with the Cleveland Browns: “I graduated [college] in 2001, and that gave me the option to play a fifth graduate year because I was

ineligible my first year. After my senior season, I found the Cleveland Browns. I was with the Browns up until September, then I was released and I was sent to Dallas, but I never made it to the Dallas campus because the Dallas Cowboys wanted to send me to NFL Europe and I didn’t want to do that, so about October/November I was offered a graduate position with Penn State on the football field with Joe Paterno. That’s where I got my first master’s degree.”

After getting his master’s at Penn State, Gus took the job of head football coach at Simon Gratz high school in Philadelphia—“the high school that I initially dropped out of,” he laughs. He describes the next several years breathlessly, ending with: “And then I finally took a job with the Carolina Panthers. It’s been awesome.”

Asked about the value of his Job Corps training, Gus grins. “Even now, I don’t pay anyone to do little things around the house, any painting or construction or hanging television sets or adding on additions. I take pride in knowing that I have those skills to get that stuff done. I went to Job Corps, I learned a trade, and I can do these things myself—on top of being a football coach! The kids say, ‘Coach, you



Former Red Rock Job Corps Center student Gus Felder

can do everything!' I say, 'No, God put me in a position to go learn all these trades and now I can get these things done myself.'"

Gus expresses real gratitude to his mentors from MTC. "Now I know, looking at my career and where I'm at now, how much money they *didn't* make, but they did it because they loved to work with people. I just want to thank them. It takes a special person to do that type of job, and it has completely blessed my life. Right now, in the NFL I'm shifting into something called player engagement. I'm taking these college players, these young men, and I'm transitioning them from college to NFL—how to deal with financial situations, how to deal with medical situations, domestic things, how to conduct themselves on and off the field—and I'm going to be working with the Carolina Panthers. And all that I'm doing now comes from those guys at MTC. That's where it all comes from."



Gus Felder at Penn State

"Now I know ... how much money they didn't make, but they did it because they loved to work with people. I just want to thank them. It takes a special person to do that type of job, and it has completely blessed my life."

“THEY 100% CARE”

SAM HUME IS THE GUEST experience manager at Squaw Creek Resort in Lake Tahoe, California, and sometimes returns to the Sierra Nevada Job Corps Center to recruit graduates from his old center. After he finished high school, Sam says college didn't go well for him, nor did several jobs. He had no support network and he emotionally crashed, requiring medical care. After a long recovery, he came across a Job Corps pamphlet and was accepted into Job Corps at the Sierra Nevada center.

Sam knew immediately he had made the right decision. “I just knew there were people around me that finally really cared. I didn't have that in my life before. These complete strangers, the staff here, care. They 100% care about their students at this center, and that made me care about myself, which is what I needed to succeed.”

As Sam visits the center, hoping to hire some of its students, he reflects, “I think the biggest thing for me is making sure these students take advantage of every opportunity. I really want all of the students here to realize how many benefits they have and how many things they can take advantage of while they're here on center. And do it!”

Sam advocates for Job Corps wherever he goes because he sees its positive impact, not just on its students but on the economy. “It's putting new people, trained individuals, into the workforce.... Every time I see a student, I kind of wonder. I know where I was before I came to Job Corps, and I wonder what they are going through right now and before they came here. And if I can get one student to come here to visit, to graduate, and to succeed, that really makes it worth it for me.”



Former Job Corps student Sam Hume, now the Guest Experience Manager at Squaw Creek Resort in Lake Tahoe

“They 100% care about their students at this center, and that made me care about myself, which is what I needed to succeed.”



Chapter Three

Expanding into Corrections, Detention, and Medical

IN THE LATE 1980s, THE opportunity arose for MTC to bid on the operation of a new low-risk correctional facility in California. Although Dr. Bob had no professional experience in corrections, he felt that the educational concepts that were working well in Job Corps could be applied in many different environments. Scott Marquardt explains, “It was really the same concept of the culture that we created with Job Corps—the way you treat people, and giving people opportunities for education.” At the time, hiring private

companies to operate prisons was still a new idea, and there were very few contractor-run prisons in the US.

“We wanted to continue to create opportunities in *rehabilitation*,” says Scott. “There were questions among company leadership—my father, the board of directors. In the beginning, everybody was wondering if this is a good idea? Are we going to be expected to punish people in prison? That just wasn’t appealing to anybody in the organization. But once it became obvious that we could be as

“It was really the same concept of the culture that we created with Job Corps—the way you treat people, and giving people opportunities for education.”

successful in corrections as in Job Corps, then we started bidding on more contracts and winning more and more.”

MTC proposed a plan to the California Department of Corrections to convert abandoned buildings in the former mining town of Eagle Mountain into a return-to-custody facility to house parole violators who were sentenced to additional time. MTC won the Eagle Mountain contract in 1987. “It was like a ghost town when MTC came in,” Scott recalls. “There was a dormitory area where the miners had lived. MTC put a fence around it and rehabbed the dorms into offender housing and a dining hall and an academic building, etc. That was the beginning of MTC in corrections.”

THE BEGINNINGS OF BIONIC

ABOUT THIS TIME, DR. BOB, always on the lookout for ways to improve, remembered a talk he had heard at Weber State University given by Professor Dan Litchford that presented the concept of “Believe It Or Not, I Care” (which spells out the acronym BIONIC). Dr. Bob had been impressed that BIONIC went hand-in-hand with his own philosophy of caring and service, so he started talking about BIONIC.



One of the teachers at the Eagle Mountain facility, Nancy Ford Baker, heard what Dr. Bob was saying and *loved* it. “She bought in 100%,” Scott says, “which not everybody did in the beginning.” Ms. Baker made a big campaign-style button for her shirt that said BIONIC and wore it in class and around the facility. She put up BIONIC signs on the walls. Visitors would come into Eagle Mountain and be bombarded by the proliferating signs and buttons. “The most impressive thing was that the *offenders* started repeating all the concepts of ‘Believe it or Not, I Care’ and applying it to their lives. It was dramatic to see the impact it had on the classroom. So that got my dad even more fired up at how this could really make a difference.

Some years later he decided, ‘I’m not just going to suggest this anymore. I’m going to mandate it!’”

Scott remembers the executive meeting where his dad enthusiastically announced that BIONIC was becoming mandatory. “He gave them all a BIONIC pin. At that point it was a big white campaign button with big blue letters across it. This was given to all the Corrections leadership and the wardens of our facilities. They just looked at him like, ‘You’ve gotta be kidding. We are not wearing those!’” Michael Bell was one of the wardens at that meeting. “Dr. Bob talked to us about BIONIC. And then he brought out the election button that said BIONIC. And he wanted us to wear it! I can remember shaking my head.”

“Now, twenty years later, the difference is incredible,” Mike says. “I mean, you can tell when you walk into a facility—our customers can see—it’s just a different type of culture.” Scott agrees: “It was slow in the beginning, but then the same thing happened everywhere that happened in Eagle Mountain—the people that did go back and start using it, it was just dramatic. It really did make a difference.”

Chain-gang prisons lock up all hope for convicts' future good

□ If inmates don't leave prison with new skills, they're destined to return

By ROBERT L. MARQUARDT

9-6-00

Guest Commentary

I am responding to Lucile Kelly Lowrey's Aug. 16 commentary, "We should get tougher on inmates." Her opinion piece calls for a mandated labor, chain-gang approach to incarceration without education opportunities, recreational pursuits, visitation rights or even libraries. Such a mean-spirited approach to corrections and rehabilitation leads to increased recidivism and higher incidences of criminal activity.

The Criminal Justice Institute says that the national recidivism rate is 32.7 percent four years after release. However, if inmates are afforded the chance to become educated and acquire career employment skills, social skills, self-confidence, substance abuse counseling and other human services, recidivism drops considerably.

Unfortunately, the percentage of inmates who receive educational rehabilitation in the United States is low. Why? Because rehabilitation budgets are minuscule, even when most of the nation's inmates can be trained for life after incarceration as skilled workers and taxpayers.

If an inmate can get and keep a job when released from prison, his or her chances of staying

out of prison are dramatically higher.

Chain-gang philosophies do not deter recidivism, but breed anti-social attitudes among inmates. This leads to the costly construction of high-security prisons to house high-risk offenders. Maximum-security prisons cost more than double the cost of minimum- or medium-security prisons.



Marquardt

California data demonstrates 50 percent of state inmates cannot read, while the other 40 percent read, on average, at a seventh-grade level. There are obvious ties between criminality and literacy. If an offender is not taught to read and allowed to learn employability skills, his or her recidivism potential – and the need for more prisons – zoom upward.

California is discussing legislation aimed at deterring crime and lowering the costs of corrections. State Senate Bill 1845 proposes a school system for California's inmates. The bill mandates a uniform school district to replace the existing and inconsistent system of prison-by-prison programming.

The Illinois Department of Corrections Council reports in a 1997 study that 39.2 percent of general population inmates were recidivists within three

years. However, of those receiving post-secondary education, only 13.1 percent returned during the same three years, which saved millions of taxpayer dollars and made communities safer.

Despite concerns regarding the costs of inmate education, resources invested in rehabilitation are returned in better public safety, lower unemployment and a reduction in recidivism. Education gives an inmate the opportunity to become an adjusted, working taxpayer. Inmates who have been incarcerated without self-improvement opportunities will likely be released with fewer chances for employment and pose a greater societal risk.

Management and Training Corp., headquartered in Ogden, operates 14 private correctional facilities. Our operations reduce recidivism because of the educational programs we support, and because we treat all offenders in a safe and humane manner, encouraging self-improvement, employability and self confidence. In fact, MTC will not manage correctional facilities without social skills training, counseling and educational components.

This management philosophy has reduced taxpayers' costs, lowered ancillary social violence posed by released offenders and has decreased recidivism.

Inmate education must be organized and delivered as meaningful programs. Furthermore, it must be timely. Such programs prepare offender populations to reintegrate into society, the workplace and

their family and personal lives. Completing programs within 12 to 18 months of release ensures former inmates are equipped with the relevant knowledge to gain and hold jobs in today's employment market.

Most inmates are not incarcerated for their entire lives. It is unrealistic to think of offenders as useless, permanent drains on society, as opposed to the assets many can and do become with proper training and education.

The public too often fails to recognize that "locking up offenders and throwing away the key" does not deter or lessen crime. The answer lies in remodeling character, installing moral values, administering academic guidance and providing meaningful work experience. Then an ex-offender will sustain the probability of success upon release.

Abandoning human dignity is all too often advanced by frustrated members of the public. Stockpiling new prisons has become the expensive reality. Education is not the only answer, but positive change in personal development through humanization, socialization and learning can prove beneficial for the country's – and the world's – prison populations.

Robert L. Marquardt is the founder and chairman of the board of Management and Training Corp., which has operated employment skills and training programs for over 30 years. He is a resident of Ogden.

Article by Dr. Bob Marquardt advocating for the education and training of prison inmates, Aug. 6, 2000

"The most impressive thing was that the offenders started repeating all the concepts of 'Believe it or Not, I Care' and applying it to their lives."

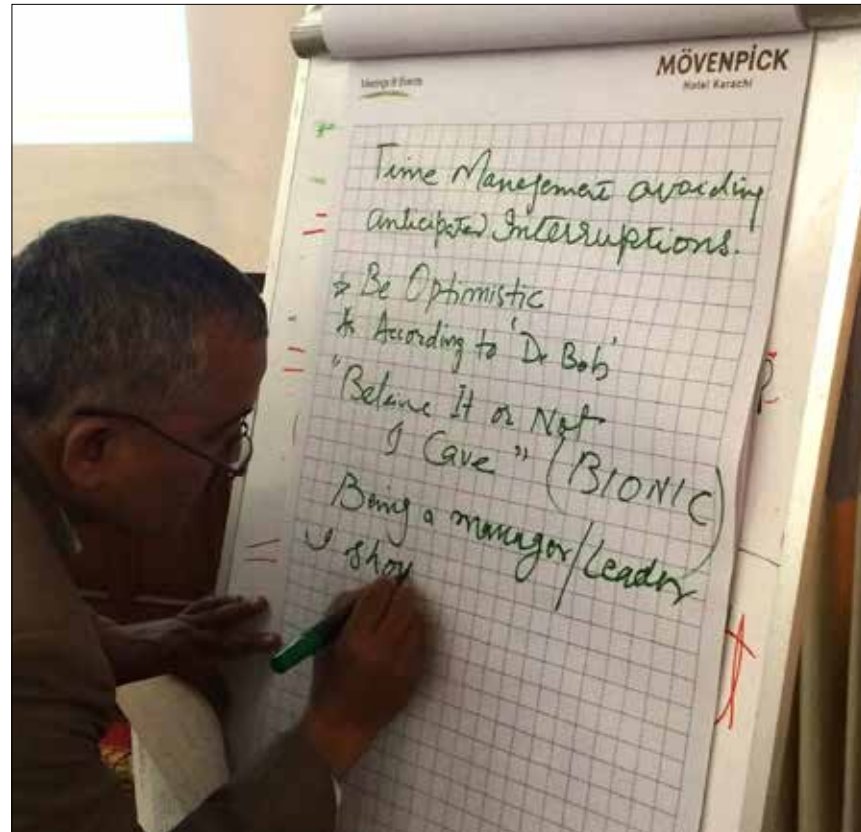


BIONIC pin currently worn by MTC staff

Today the BIONIC philosophy permeates MTC's entire operation, not just in Corrections but throughout Job Corps, internal leadership training, and even international contracts. The slightly corny nature of the acronym sometimes gives new employees, students, and inmates pause—until they see that it works. "It's not just the BIONIC acronym," Scott says. "It's the whole culture of respect and caring about somebody else. We have a group of leaders now that are 100% bought-in to the culture that we've created. It's one thing to have a mantra, or a motto, or a tagline. But it's another thing to really *live* that, and *be* that, and *breathe* that."



Jeff Barton, VP Eastern Region

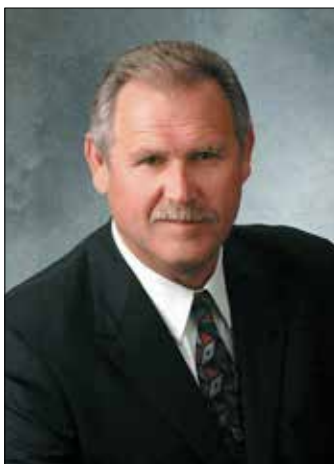


Participant in MTC's workforce training in Karachi, Pakistan

Today the **BIONIC** philosophy permeates MTC's entire operation, not just in Corrections but throughout Job Corps, internal leadership training, and even international contracts.

LEADING A REHABILITATIVE APPROACH IN CORRECTIONS

RON RUSSELL WAS THE FIRST senior VP of the Corrections division. Having come to MTC with a law enforcement background, Ron was the warden of Eagle Mountain. Scott recalls, “He did a great job. As we grew and got other facilities, he moved to Utah to be the leader of the corrections operation. He was compulsive about winning new business. He was successful and good at it. He read every proposal word for word and he was involved in every proposal we wrote. After Eagle Mountain we got contracts for Marana, then Bradshaw. Ron then brought in J.C. Connor and he got things going in Texas.”



*Ron Russell,
first Senior VP of
MTC's Corrections Division*

J.C. Connor was a military man for twenty years, retiring as a lieutenant colonel, after which he went to work for the Texas Department Criminal Justice (TDCJ) and eventually became chief of security operations there. He first encountered MTC in 1994, when TDCJ was negotiating a contract for a new jail and MTC was bidding on it. At that time, J.C. was feeling frustrated because the Department kept demanding budget cuts of millions of dollars, and somehow those cuts always meant cutting staff.

One of MTC's people, ever alert for a good prospective employee, asked J.C. if he might be interested in becoming a warden for MTC. J.C. chuckles to recall it. “At first, I said ‘thanks but no thanks!’ and then I got to thinking about it. I was really kind of tired and upset about [the TDCJ] cutting staff, so I called him back. I ended up going to Utah for an interview.”

He landed in Salt Lake City in February of 1995, in the middle of a three-day blizzard—quite a shock for a native Texan. That day, he resigned from the state and went to work for MTC.

J.C.'s first executive meeting with MTC consisted of “about fifteen people in Utah,” four of them (including himself)

being wardens and the rest from Job Corps. Naturally Job Corps was the main focus of the meeting, but J.C. acknowledges that this was appropriate because so many Job Corps programs applied equally to corrections. “It wasn't like we were starting over and reinventing the wheel. We had a tremendous background in the programming aspect to start with.” J.C. counted it a success when correctional facilities were able to hire teachers and principals from the public school system—once they saw what MTC actually did. “They bought into it,” J.C. says. “And those teachers were the key to it. We always, in our own budgeting system, made sure that they had more than ample funding and supplies and opportunities to do whatever they needed to do to help the students improve.”

*“It wasn't like we were
starting over and
reinventing the wheel.
We had a tremendous
background in the
programming aspect
to start with.”*



J.C. Connor, former VP Corrections

When J.C. came aboard in 1995, MTC operated just three small correctional facilities—in Utah, Arizona, and California. His first task was to run the new Bradshaw State Jail in Henderson, Texas, with 1,500 beds, three times bigger than other facilities the company operated at the time. J.C. was happy with his new job because it gave him the chance to try out some ideas he had about changing inmates' lives "instead of just seeing people going out the revolving door and coming back within a year or so."

Just as they had done effectively in Job Corps, MTC saw an opportunity in corrections to partner with local businesses to train residents in needed skills and technology. J.C. set up several independent programs that were very successful, one of them being a masonry program. "We had contractors coming to the unit and interviewing inmates that were about to get out, because they were so short-handed that they were offering them starting jobs at \$20 an hour [equivalent to about \$35/hour in 2021]. And they would come to pick them up when they were discharged! It was amazing."

Soon after MTC's new operation in Henderson got up to speed, it had the highest percentage of GED completions in the state of Texas. J.C. smiles as he relates the next incident. "The state was told by somebody that we were cheating by showing the inmates the test early, when what we actually were giving them was a practice test. We had an inspector come out from some department in Washington, D.C. and spend several days with us, looking at what we were doing. And then he asked for an application to work for us!"

J.C. recalls what happened when a sixty-eight-year-old inmate was told he was expected to attend classes to get his GED. "He fought us. He said, 'I'm not

going.' We encouraged him every way we could, both with positive motivation and negative motivation, to get into that classroom and just *try*. This guy finally did get his GED. At his graduation, he had tears in his eyes. Some of his kids from California came. He told me, 'I never would have believed I could have achieved a high school diploma. This is the first time

"This guy finally did get his GED. At his graduation, he had tears in his eyes. Some of his kids from California came."

I can stand up and say I really achieved something and tell the world about it.' That story has been repeated in one form or another many times over for the whole time I worked for MTC."

Michael Bell is one of the people J.C. Connor recruited after joining MTC. Mike's original opinion of contract prisons was not very positive. "I won't say I was anti-privatization," he says, "but I was skeptical." But Mike knew what kind of man J.C. was. "I had a lot of respect for him," he says. Besides, Mike was only

thirty-one at the time and “could always go back” if it turned out he didn’t like contract prisons.

“Within six months, I was promoted to assistant warden,” he grins. “I knew I had to buy into [MTC’s] philosophy or I needed to go,” he says. He quickly saw that MTC was educating people in corrections just as it did in Job Corps, and as his prior experience in corrections had been mostly in a maximum-security prison, he did suffer a bit of culture shock. “But I made a decision to stick it out,” Mike says, “and I did.” Within two years, he was back in Henderson as a full warden. “And I have never had a regret. I’m starting on my twenty-seventh year with the company now, and I’m in my eighth year of my position as vice president.”

Michael laughingly recalls the first time he got a call from MTC corporate about a budget item. They called to ask him why he had *not* spent certain funds. “I think it had to do with shoes,” he says. “We had just recently opened, so during our startup we purchased everything we needed, and we still didn’t need to buy extra shoes. But it just always stuck out to me that they didn’t call me to ask me why I *spent* money. They called to ask why I *didn’t* spend money. I remember that to this day.”



Michael Bell, VP Corrections

“They didn’t call me to ask me why I spent money. They called to ask why I didn’t spend money.”

He soon found out it worked the other way too. “If I need to spend money to bring in additional services and it’s a good investment at that facility overall, even if it cuts into the company’s expectations on profits, I get it. That’s a lot of fun for me. I mean, I go to work every day looking for new challenges, and usually *they* find *me*, but we have the opportunity in this organization to make a difference in people’s lives. And we do it every day.”

As the Corrections division grew, MTC was able to attract top national leadership in the corrections field. One such recruit was Odie Washington, vice president of Corrections until his retirement in 2016. Prior to coming to MTC, Odie had worked for the Illinois Department of Corrections for twenty-five years in various positions, including serving as the director of corrections for the State of Illinois.

MTC’s focus on rehabilitation and education fit well with Odie’s ideals. “I was very concerned about the standards, the operations of private facilities, and what they were contributing to our system. So, I was very particular about where I was willing to go. MTC’s mission made a lot of sense to me.” When talking to MTC employees, he was impressed with the consistency of their attitudes and how they felt about working for the company.

WHITNEY CULBRETH – RESIDENT

Gadsden Correctional Facility



I think it's really unique to MTC's company, the way that they approach their programming and the services that they offer.



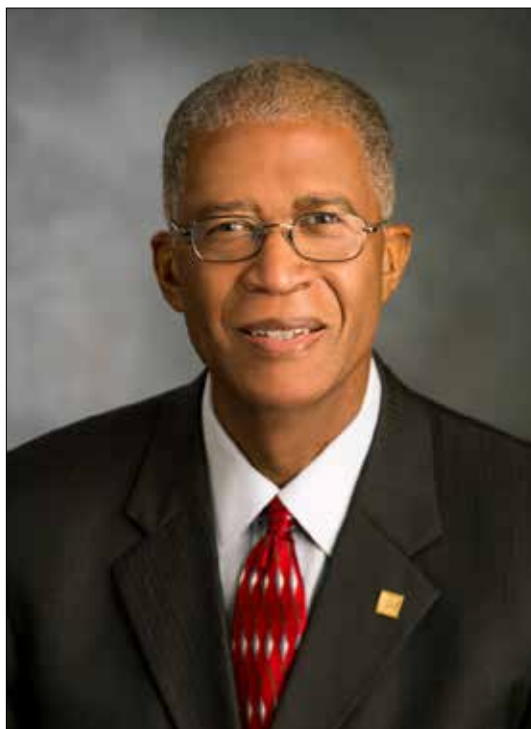
“Once I talked to the leadership of MTC, that basically sold it for me.”

Many of Odie’s colleagues were anti-privatization, and Odie wanted to make sure that the private industry was recognized for the contributions that they made. He felt that private entities could do things much faster—they could build facilities; they had more flexibility in their staffing. Odie decided to use his experience to enhance the private sector’s ability to provide better services for the public sector.

“I was a big proponent of improving the system through the accreditation process,” Odie says. “Accreditation was the primary tool that the public system had to show accountability, to prove that we were meeting the basic standards of managing a corrections system. Accreditation gave us that credibility and it also allowed us to continually focus on improving. I wanted to make sure that private companies met those standards also. I had helped start a system for performance-based measures whereby all correctional systems around the country could be measured by the same standards.”

MTC was the first private company to have a central office accredited. “We ultimately had all of our facilities that were eligible for accreditation, accredited at the

“Many of my colleagues wanted to work at MTC, and we had the ability to select some of the best in the country.”



Odie Washington, former
Senior VP Corrections

same time. That was a big step forward for enhancing MTC’s profile and their ability to improve, grow, and compete with the larger companies.”

Odie brought some high-quality public employees to MTC. “Word spread very easily,” says Odie. “Many of my colleagues wanted to work at MTC, and we had the ability to select some of the best in the country. It was a win-win for MTC.”

Odie recalls that before Dr. Bob started the BIONIC culture, “which I fully bought into, it was unusual to talk about caring in a corrections system. Corrections was a tough business, very tough—difficult inmates, tough staffing conditions, a very tough environment on a day-to-day basis.” It took a while for employees and inmates to believe that they really did care. “Dr. Bob’s vision and passion infected all of us. I always believed in compassion and rehabilitation, but the ability to make that an integral part of your day-to-day existence was something that was not very prominent in corrections systems.”

Eventually, Odie explains, the industry started to understand that MTC was authentic. “They actually believed what they were doing, and to use the cliché, ‘they put their money where their mouth was.’” Incorporating that culture into the company’s policies and procedures ultimately



Bernie Warner, former Senior VP Corrections

began to be acknowledged in the industry. “We were able to recruit high-quality professionals around the country,” Odie says, “because they wanted to be a part of MTC and what we stood for.”

The company was deliberate in the kind of projects they bid on, and Odie believes that selectivity had an impact on MTC’s reputation. “We weren’t interested in just warehousing offenders, and we wanted our customers to know that. It

made our competition with the big companies a little easier.”

“We wanted to make a difference. We wanted to make sure that we offered inmates the ability to improve their education, regardless of their status—whether they were immigrants, detainees, state inmates, or federal inmates. We just did not want to house offenders.”

Bernie Warner came to MTC in 2015 after heading the Washington State Department of Corrections. He became MTC’s senior vice president of Corrections when Odie retired. Like other MTC senior vice presidents, Bernie was nationally regarded for his exemplary service in the field of corrections, receiving the prestigious Louie Wainwright Award in 2019 given by the Association of State Correctional Administrators. Scott says, “Bernie helped modernize things; he was very in tune with modern correctional practices and trends in the industry. For instance, he started our comprehensive audit process to make sure our facilities were safe and secure. An audit continues to be done of every one of our facilities on an annual basis.”

Bernie says that MTC has “a firm belief that people can change; and providing people with opportunities to change. And I think the more that we can collectively do

that as a correctional industry, the better off our country is going to be.” His mantra is “Innovation in corrections, but innovation with discipline.” He explains, “There are a lot of leaders who have great ideas, but you have to be able to take that idea and exercise discipline in implementing it right—doing some pilots to test it, and then measure the impact of it, and then make sure that it can be replicated—to do it in a way that has long-term capability, as opposed to just, ‘Here’s a fun new idea. Let’s try it.’”



Leann Bertsch, Senior VP Corrections

MTC's current senior vice president of Corrections, Leann Bertsch, joined MTC in July of 2020. Leann came from the North Dakota Department of Corrections & Rehabilitation, where she distinguished herself by helping that system become more "humane and restorative." She had also been president of the Association of State Correctional Administrators (ASCA) for four years, leading all the corrections directors in the country. Before accepting her job with MTC, Leann toured several facilities with Scott Marquardt and said she was "very pleasantly impressed with the culture and the caring" that she saw in them. Leann today endeavors to spread MTC's culture and programs throughout the prison system. She says, "One of the capstones of MTC is that they're a very strong provider of education and vocational training. That's their hallmark. I would say that MTC actually clears the path for some of our customers to do the same things that we're doing.... I think because we're in the private sector, we can do things differently and create our own culture and not be subjected to some of the political pressures that are leftover in some of these old, long-running state systems."

"Because we're in the private sector, we can do things differently and create our own culture and not be subjected to some of the political pressures that are leftover in some of these old, long-running state systems."



CHARLES BERRY – STAFF

Chaplain
Otero County Processing Center



I like my job because it allows me to bring joy, humor, and hope into people's lives. When all hope is lost, I like to encourage them.

Leann points out that without respect and trust between residents and staff, people will never allow themselves to be open enough to make the necessary changes.

Leann's mind was blown when she toured Norwegian prisons in 2015 as part of a U.S./European criminal justice project. The difference between the Norwegian and U.S. systems, she says, was "overwhelming." She came back to North Dakota determined to make the U.S. system less punitive and more respectful. "I didn't think it should have been as hard as it was," she says, "but it *was* hard because there are deep-seated beliefs about how punitive our system should or shouldn't be." She was so excited to work with MTC that some nights she could hardly sleep. After talking to staff members at one facility, she thought, "This isn't a change! It's just building on the really solid platform and foundation that already exists [in MTC]." She doesn't look at the company as "a private prison operator. It provides services to a variety of people, whether it's Job Corps students, people who are incarcerated, or the folks who are receiving the services under USAID under our Economic & Social Development division.

The diversity of the services brings a different aspect to how we operate corrections."

Leann points out that without respect and trust between residents and staff, people will never allow themselves to be open enough to make the necessary changes. "You have to be vulnerable to start changing some of your behaviors that got you into the criminal justice system. I think MTC does an amazing job of creating an environment where the intervention can work—and that means creating a safe environment that's respectful and dignified and restorative."

She sees the criminal justice system moving slowly but surely toward rehabilitation and training. "The pendulum swings," she says, "and we know that. When I started in corrections back in 2005, there wasn't a lot of talk about restorative types of processes. There wasn't a lot of talk about how you help people. It was really just how you run a secure prison—very nuts and bolts, still very punitive. In the last sixteen years or so, the conversation has changed dramatically.



Sarah Revel, VP Corrections

For Sara Revel, vice president in Corrections, education is key to rehabilitation. “I’ll never forget the experience I had with Michael Leach, a man who was incarcerated at a facility in Kentucky. He had never learned how to read. We worked with him for about four months—and he began reading for the very first time. The joy on his face was indescribable. That kind of thing happens at MTC facilities every day.”

Sara explains why programs are so vital in prison. “For some of our residents, learning to read, earning a GED, or finishing any program for that matter—is the first time they have ever completed something in their life. That gives them newfound confidence and self-esteem that is critical to their success after they’re released.”

Sara spent thirty-three years working in corrections for the Bureau of Prisons before coming to MTC. People often ask her, “What’s the difference between public prisons and contract prisons?”

“I always tell them,” says Sara, “the biggest difference is the flexibility contract prisons have, which allows them to be more innovative and cutting-edge in the types of programs offered to residents. In the end, it really means the men and women in our facilities receive the very best rehabilitation services.”

And when residents are engaged in programs, “They’re much less likely to cause problems,” adds Sara. “You know what they say about ‘idle hands.’ It’s especially true inside a prison. The many education and rehabilitation programs we offer help change lives and maintain safety at the same time. It’s a win-win situation.”

Rich Gansheimer, vice president in Corrections, joined MTC after spending

fourteen years working with the Ohio Department of Rehabilitation and Correction. “Corrections in general was so different back in 1986 when I began,” says Rich. “It was a punitive system. There wasn’t much focus on programs.”

Rich knew there needed to be more flexibility in the system’s approach to rehabilitation, but that was hard to find within the public sector. When he crossed paths with MTC at the turn of the millennium, he knew it was the right time to make a move.



Rich Gansheimer, VP Corrections



“I joined MTC because there was more autonomy in terms of how many programs you could offer residents, how you administer those programs, and how many lives you could impact in prison.” Rich began as a warden for MTC at the Lake Erie Correctional Institute in Ohio and eventually became vice president.

“It was a tough decision to leave the public sector, but what I found in MTC was unique and of great value,” stresses Rich. “We talked about the worth of people. That’s exactly why I came to MTC. They gave us the tools to maintain good security while also giving us the flexibility to implement programs that would change residents’ lives.”

Demonstrating MTC’s BIONIC approach in prison is not always easy. “Especially for frontline staff,” says Rich, “they sometimes have to deal with very challenging individuals and situations. But once they learn to properly balance firmness with a sincere desire to help, they are introduced to a much better way—the MTC way—to rehabilitate residents.”

WE TALKED ABOUT THE
WORTH OF PEOPLE. THAT’S
EXACTLY WHY I CAME TO MTC.

APPLYING MTC'S PHILOSOPHY TO ICE (IMMIGRATION AND CUSTOMS ENFORCEMENT)

IN 2006, MTC BEGAN PROVIDING vital services to men and women awaiting immigration hearings. MTC began partnering with Immigration and Customs Enforcement to ensure detainees had access to quality medical care, legal resources, robust recreation, healthy meals, educational services where possible, and other meaningful services.

The ICE facilities which house detainees, rather than sentenced offenders, have a unique challenge to deliver services to detainees over a shorter length of stay than they would have in a correctional facility. MTC has tailored their programs and services accordingly to meet detainees' needs.

The Imperial Regional Detention Facility in Calexico, CA is a perfect example of MTC going above and beyond the services required by ICE. The facility partners with the Mexican Consulate to provide the Mexican equivalent of the GED known as INEA (Instituto Nacional para la Educacion de los Adultos). Imperial also has basic general education and English as a Second Language courses, along with a long list of other education and vocation programs. These programs bring skills, hope, and fulfillment to the residents. MTC's other detention facilities have similar programs.

One of Imperial's key partnerships is with the Sure Helpline Crisis Center, which provides various social support services to local residents. Volunteers with the organization frequently visit with residents at the Imperial facility to address any trauma they may have experienced prior to arriving at the facility.

"There are times when victims want to talk about something, not something that happened here, but some trauma," says Margaret Souza, executive director of the Sure Helpline Crisis Center. "So, it does give them privacy [to address these issues] on a one-to-one basis with my lead advocates—and that's very important."

MARSHA BROWN – STAFF

Administrative Assistant to the Warden
El Valle Detention Facility



The environment here at EVDF creates a sense of belonging, as well as room for personal and professional growth while contributing to a larger purpose.



Dan Joslin, VP Corrections

Dan Joslin, a vice president of Corrections, contrasts MTC's methods with those of the federal corrections system. Dan came to MTC in 2016 from the federal Bureau of Prisons. Prior to joining MTC, he felt that the public prison system had grown so huge that "a lot of folks got lost in the shuffle." He saw MTC as an opportunity to remain in the corrections industry and return to his original goals of helping people and trying to make a difference.

He felt that the public prison system had grown so huge that "a lot of folks got lost in the shuffle."

Dan oversees three types of contracts for MTC: Bureau of Prisons (BOP), U.S. Marshals Service, and Immigration & Customs Enforcement (ICE). BOP facilities are for convicted and sentenced offenders only, while the U.S. Marshals Service handles immigrant detainees whose cases are still pending in the courts. "In other words," Dan says, "their outcome is not yet known. We transport them to and from the courts, and while they are remanded to us, we take care of them. That could be a short term or it could be a couple of years, depending on their court case." The third contractor, ICE, is "the one you see in the news a lot these days," Dan says. "You see a lot about families and children in detention, but we don't work on any of those contracts. All of our contracts with ICE are for adult immigrants who are deemed to have crossed illegally." ICE places them in custody until their request for asylum can be processed.

Dan explains, "We may only have ICE folks for seven, fourteen, twenty-one days." As a result, MTC has a different approach to programs for detainees. Especially with the COVID pandemic, health and wellness has become a major issue. "As simple as it might sound," Dan says, "we try to introduce our detainees to good health practices. A lot of them have never had much contact with doctors; often they've never gone to a dentist. When you say something about nutritional values, for instance, they look at you like, 'What are you talking about?' So we try to do some basic wellness screening and education." Unlike facilities that are mainly for U.S. citizens, where being overweight is often an issue, in Dan's facilities the issue is often malnutrition. "With the Haitians, for instance, we've had to *add* to their nutritional intake to help *increase* their weight while they're with us," he says. "With this group we're giving them an extra snack every day or saying, 'Try to finish what's on your tray' and that kind of thing."

Part of MTC's contract is to provide health services on-site to detainees. Often this includes mental health counseling as well as basic physical healthcare. "We encourage them to talk about some of the things they've dealt with, because they can be pretty horrific, and in those cases,

we'll assign some mental health folks to work with them. In terms of day-to-day anxiety, like 'What's going to happen with my immigration case?' we help them learn to deal with that stress. We teach them some coping skills and also encourage them to work together in groups to develop social skills, and to stay in contact with their families. A lot of people look at this as pretty basic stuff, but if you're in that situation, it's not basic; it's critical."

When Dan visits the facilities he supervises, he walks through and talks to the residents as well as the employees. "That's where you get the sense of whether things are okay," he says, "and ironically, ICE detention facilities are some of the most fertile grounds to get that feedback. It's amazing when some of those folks actually send a letter back to the facility after they've left, saying, 'I just want to thank you for what you and your staff did while I was there.' Sometimes we've got to remember that, especially when people who know nothing about us criticize us just for being in the prison business. That criticism can wear you down when you know there are so many other stories that represent a very different path. My takeaway from my own experience is that you *can* actually build a company on the concept of treating people the way they should be treated."

Part of MTC's contract is to provide health services on-site to detainees. Often this includes mental health counseling as well as basic physical healthcare.





Dora Orozco, Warden

DORA OROZCO, WARDEN AT THE Otero County Processing Center, Otero, NM, says she “stumbled into” her career in corrections. Coming from a family of twelve children and a background of poverty, she was determined to make a better life for her own children by getting an education. When she graduated from high school in El Paso, Texas, carrying her three-year-old daughter in her arms, she was the first member of her family to have a high school diploma. After high school, Dora obtained some medical training and eventually interviewed at the correctional facility in Horizon, NM. They hired her on the spot, and thus began her career in corrections. “I was there from 1997 to 2003,” Dora recalls, “and then I was hired by MTC. I remember in the pre-service class, somebody asked, ‘What do you want to do?’ And I said, ‘I want to be a warden.’” The men in the class thought this was hilarious, coming from five-foot-tall Dora.

Undaunted, she read everything she could about MTC policies and procedures and was promoted to transport lieutenant, where she became knowledgeable about the U.S. Marshals Service. When she got promoted to classification manager, she learned about everything involved in running a facility, and then in 2014, her warden said, “I think you’re ready to

She expresses gratitude for MTC believing in her even when she didn’t quite believe in herself.

become a deputy warden. You know the Marshals Service, you know the customer, and you deal with the customer very well.”

Dora became a deputy warden working on an ICE contract in Calexico, California. “By this time, I was in love with corrections,” she says. Dora had worked at the Calexico facility for four years when Mike Murphy (MTC’s former vice president of corrections marketing) encouraged Dora to apply for a warden position in El Paso. Although she didn’t feel she was ready, “He gave me that little push of confidence,” she says. “And here I am.” Her only regret is that her parents did not live long enough to see her graduate from college in 2016. “I know they still watch over me and see how far I’ve come.” She expresses gratitude for MTC believing in her even when she didn’t quite believe in herself.

Running an ICE facility is challenging in different ways than other

facilities—first, because it involves immigration, “and right now, immigration is a hot topic,” Dora says. Many groups and non-governmental agencies want to close down detention centers, especially ones operated by contractors. “Every day I go around and encourage the staff,” Dora explains, “telling them that they’re not going to lose their jobs, that there’s a need for our facility. I try to stay positive because they hear on the news or they read on social media that these facilities are the worst. I wish these people could come and visit my facility so they could see how well we treat detainees, and the medical care, good food, and respect they receive at our facility.”

Another challenge is dealing with detainees from all over the world. “Since I’ve been here, I think we’ve had detainees from seventy-five to eighty different countries,” Dora says. Sometimes she has to spend a day or two reassuring new detainees that they will be safe, because so many of them have been through horrific experiences. Once reassured, they can get clean clothes, have a warm shower, eat a hot meal, receive mental health counseling and medical care, whatever they need. “So yes, it’s challenging,” she says, “but they thank me for everything that I do for them. It’s a good feeling.”

Dora explains, “MTC is all about rehabilitating, offering education, even if it’s just teaching them to write their name, to read a book, to do the basics—just stabilizing them,” even within a short timeframe.

Dora likes to listen to their stories. “That’s one of the things that I teach my staff—just listen, even if you don’t say anything. Sometimes they just want someone to hear their story.” Dora wants people to understand that being a warden doesn’t mean you “walk around with a hammer or something, that you want to lock people up and throw away the key. That’s just not true. I like to walk around the facility. I smile. I’m very approachable. This is the culture that MTC has created for us—to be caring, to treat people with respect and dignity. Think about the individual as a person, because this could be your mom, this could be your son, your daughter—and treat them like that, because they need to be treated like that. If they’re here, they’ve already been judged in the courts and we’re here to see to their safety and wellbeing and make it the best we can for them while they’re in our care.”

ANAHI GALAZ – STAFF

**Correctional Officer
Otero County Processing Center**



Great environment to work in; my co-workers are nice and friendly. It is great to get along with them.



Alex Sanchez, Warden

"I'm blessed to have the job that I have now. ... To me, this isn't work. I love what I do."

ALEX SANCHEZ, CURRENTLY WARDEN OF the ICE detention facility in Livingston, Texas, grew up as a migrant laborer, working in fields across the United States with his parents, grandparents, and five siblings, all U.S. citizens. "From cucumbers to cabbage, strawberries to cherries, you name it, I've done it all," he says. On his eighteenth birthday, he thanked his parents for all they had done for him and informed them that farm work was not for him; he was going to become a state trooper. "I just wanted to do something that didn't involve working in the sun!" he laughs.

At age eighteen, Alex had neither experience in law enforcement nor a college degree, so he decided to make corrections his "stepping stone" toward becoming a trooper. But even this was not easy for him. "At that time I was about 5'4" and 175 pounds," he says. In his original training class, he was voted the one "most likely to be first to quit or get fired." For four years he worked for two different contractor-operated corrections facilities, then applied to become a trooper—when he was told that his experience with private companies "didn't count." That's when he decided that corrections would be his career.

"I'm blessed to have the job that I have now," Alex says. "I mean, look around! Air conditioning! To me, this isn't work. I

love what I do. I love MTC. To be honest with you, they changed my life around. If you were to ask me years ago if I ever thought I'd be a warden, I'd tell you that it's impossible, coming from my background. But the company gave me that opportunity and I've never looked back." This year [2021] marks his fifteenth anniversary with MTC.

Alex recalls his first interview with the company. The interviewer said to him, "You're young, but I'm going to take a chance on you. I'm wondering if you're interested in interviewing for sergeant, because I see that you're part of the SORT (Special Operations Response Team)." Alex replied, "I just wanted to come in as an officer, but if you want to interview me for sergeant, sure! Let's do it!" He was offered the position of building sergeant, and that kicked off his career with MTC.

Since then, Alex has worked with contracts from states, ICE, BOP, and the U.S. Marshals Service. With ICE detainees, he explains, "Even if we have just seven days, we're going to give them as much help as we can, whether it be anger management or life skills, or maybe just getting them into the kitchen to help out. Even for that, we give certificates, so if they do go back to their country, they'll have that certificate and can say, 'Look, I worked in a kitchen

before, so I know how to do this.’ This year we had a health fair for about twenty-six detainees, and although we couldn’t get them an official CPR certification, we put them through a course and awarded them certificates showing that they had passed all the tests they would need to *get* certified for CPR. If they go back to their country, they’re CPR-trained. And who knows? Even if one person out of those twenty-six ends up saving a life with CPR, that’s a win in my book.”

His facility regularly houses detainees from not only Mexico, but from Bolivia, Brazil, China, Colombia, Costa Rica, Cuba, Dominican Republic, El Salvador, Nicaragua, Peru, Romania, Venezuela, and others. MTC helps detainees make contact with their families whenever possible. Detainees have access to computer tablets for video communication with their loved ones, which became especially meaningful during the COVID pandemic.

“To me, MTC is about changing people’s lives—not just detainees, but even *my* life. I could easily have gone another route, but because of the opportunities



they’ve given me, my kids have a whole lot better life than I had, and I’ll be forever grateful to MTC for that. My dad passed away about eight years ago due to cancer, but I’ve still got my mom, and she tells me every day, ‘Your dad would be so proud of you.’ I like to think so, because never did I imagine that I’d be sitting in an administrator’s chair.”

Alex tells his staff (as well as auditors who come to examine the facility) that their best advocates will always be the

detainees themselves. Alex marvels, “At every facility where I’ve worked, when detainees are released from our custody, we get dozens of letters from them! They take the time to write an appreciation letter to our staff saying how MTC changed their lives. I mean, to me that’s big! They don’t *have* to say anything good about us, and yet a lot of them still do. I think that is MTC’s best story.”

“We get dozens of letters from them! They don’t have to say anything good about us, and yet a lot of them still do. I think that is MTC’s best story.”

“It’s hard to provide rehabilitation or other services if our residents don’t feel well.”



THE VITAL NEED FOR QUALITY MEDICAL SERVICES

A FEW YEARS AFTER MTC began working in corrections and immigrant processing, MTC realized it could make an even bigger impact in people's lives by expanding into medical services. Previously, the medical services were provided by a third-party contractor.

"It was a natural and necessary transition to take our services to the next level," says Senior Medical Director Cristi Davis. "It made sense that since MTC staff were already providing all of the other services including rehabilitation, education, and recreation, that we would also provide medical care."

MTC Medical was born: a new division of the company dedicated to meeting the medical, dental, and mental health needs of the men and women in their care.

"It goes back to being BIONIC," adds Cristi. "It's hard to provide rehabilitation or other services if our residents don't feel well."

As soon as a new resident arrives at an MTC facility, they are given a thorough medical evaluation to assess their condition. If MTC Medical staff identify any needs, they make a plan to address those concerns.

"We want our residents to feel healthy and safe. It's part of MTC's commitment to care for the well-being of the people at our facilities. We love the work we do. We have a great team of medical staff with decades of experience as doctors, dentists, nurses, and other health care professionals. And you know, it's so rewarding when you help someone feel better."

Today, MTC provides medical, dental, and mental health services at several of the corrections and detention facilities it operates for the federal and state governments. Cristi points out that many of the people they serve at the corrections and detention facilities have gone far too long without proper medical and dental care. "You'd be surprised to see the basic care some of these people need. It really is heartbreaking. So, we're just grateful to be able to help and see the lives of these people improve with the services we provide."

Many of the people they serve at the corrections and detention facilities have gone far too long without proper medical and dental care.



Cristi Davis, Senior Medical Director

PARTNERSHIPS WITH CORRECTIONS CUSTOMERS

“It’s hard to meet or exceed our customers’ expectations, unless we know what those expectations are.”



Virleen Ferre, VP Contract Administration

“ONE OF MTC’S KEYS TO success is its desire to be a good partner,” says Virleen Ferre, vice president of contract administration. “We have a lot of customers who require high performance, integrity, and the ability to be flexible. MTC has always worked very hard to make sure we’re giving our customers 110 percent.”

Virleen joined MTC twenty-five years ago. She makes an important point when it comes to business relationships, “It’s hard to meet or exceed our customers’ expectations, unless we know what those expectations are. That’s the first step, and we have a dedicated team of staff who make sure we dot our i’s and cross our t’s.”

Over the last forty years, MTC has forged very open and honest relationships with federal and state government officials. “Florida is a great example,” says Virleen. “We recently won two new contracts with the Florida Department of Management Services (DMS). Then, we learned the state was implementing a new reporting system that introduced a few challenges and required MTC to be flexible. But because of the outstanding relationships we’ve built over many decades, we’re working through the items and will do everything they need us to do.”

For MTC, it’s a lot more than just business partnerships—it’s friendships. “You’d be surprised,” says Virleen, “at how many of our customers have become lifelong friends. When there’s a big milestone in someone’s life, we’re there to celebrate, and vice versa.”

Mark Lee started with MTC in 1998—first in the finance department, then contract administration, and then to the Job Corps Center in Brunswick, Georgia. From there he moved to Corrections. He is now vice president of partnerships.

“Nobody can do it alone. If you work in isolation, then you’re going to fail.”

He describes his job as “trying to figure out who in the industry shares similar values, pulling in the same direction, and figuring out how we can support each other in the effort.” He works with government entities as well as private businesses in establishing partnerships with MTC’s corrections facilities. “Nobody can do it alone,” Mark says. “If you work in

isolation, then you're going to fail. And so developing relationships with the right people, figuring out how we complement each other's strengths, and working for similar causes, that's really how work gets done."

Mark notes that MTC is willing to work within the constraints and circumstances inherent in every partnership. For corrections, the most important partnerships are the government agencies issuing contracts. Mark believes that it's not enough just to fill the contract requirements. "We really need to bring innovation to the agency. Innovation is not taking place in the government sector right now. Innovation needs to come from outside, and we have something to give."



PARTNERSHIPS IN THE COMMUNITY



A recent graduate of the Goodwill Excel Center's adult high school at the MTC-operated Sanders Estes Unit displays his diploma.

MICHAEL BELL HAS BEEN INSTRUMENTAL in creating many valuable partnerships in the community—working with churches, community colleges, nonprofit organizations—to bring in experts and specialists to train inmates. “We had hundreds of volunteers coming inside the prison,” he says, “and I will tell you that it made a difference. It really did make me buy into the philosophy.”

MTC continues to expand its programs at every opportunity, bringing in partner organizations like the Goodwill Excel Center, which administers a high school; and local technical schools, colleges, and businesses, which send in their own employees to teach classes that would otherwise be outside MTC’s reach. Inmates often marvel at the variety of program options MTC is able to offer because of those partnerships. As with Job Corps centers, each corrections facility has an advisory council of community leaders who bring in new ideas as well as volunteers to help run different programs. Mike smiles, “And of course, getting them to partner with a private prison is not the easiest sell all the time, but again, once they see what we’re doing, it’s an easy sell. That’s the reason I tell people, ‘Come

look at what we do, come talk to them, and you’ll see.’”

Leann Bertsch agrees. “Bringing people in from the outside is not the normal thing for a correctional facility because it takes a lot of work and coordination to keep up the security and the safety. We’re not shy of being a part of the community and bringing those folks in. Let the community be a part of the solution! And because we’re easy to work with, we’re not as bureaucratic as maybe some of the governmental facilities. People like to come in.”

One of Michael Bell’s outside contractors in Texas is Traci Berry, superintendent of the Texas Goodwill Excel Center, the only public high school for adults in Texas. She explains, “Something that we take for granted, a high school diploma, is really fundamental in changing lives. In Texas, of the people we incarcerate, about sixty-three percent don’t have their high school diploma.” Traci has been a contractor with MTC ever since she toured the Lockhart facility four years ago, bringing the high school to two facilities in Texas. MTC has provided support such as computers and facilities for the program. For those inmates not already in residence at



one of the places the program is offered, MTC provides transportation to any inmate who wants to attend.

Traci says, “They have a people-first attitude. As an educator, and somebody who really wants to serve people who are incarcerated, that’s what I believe too. It’s not about money. It’s not about just operations. They truly want to do what’s right for the people, and it’s refreshing.”

“We’re not shy of being a part of the community and bringing those folks in. Let the community be a part of the solution! And because we’re easy to work with ... People like to come in.”

THE PUBLIC/PRIVATE PRISON DEBATE

JUST AS MTC OPERATES JOB Corps centers for the Department of Labor and abides by the Department's guidelines and requirements, federal and state agencies contract with MTC and other companies to operate safe and secure prisons and to provide rehabilitative programs for the incarcerated. Dr. Becky Johnston, director of the MTC Institute, says, "MTC goes beyond the programs and services required by our contracts because we know the more effective programs we can offer to people in our facilities—the more success we'll have in changing lives."

She adds that the term "private prison" fails to represent the actual relationship between government agencies and contractors. It implies that contractors make their own rules and operate in isolation. Instead, contractors are given specific requirements by the government agencies that employ them and are held accountable for meeting those standards and requirements. "Contractors do not decide criminal justice policies, prosecute or sentence offenders, or operate courts," she explains. "Unfortunately, when critics scapegoat the private sector for problems

caused by public policy, it distracts from the real issues that contribute to mass incarceration."

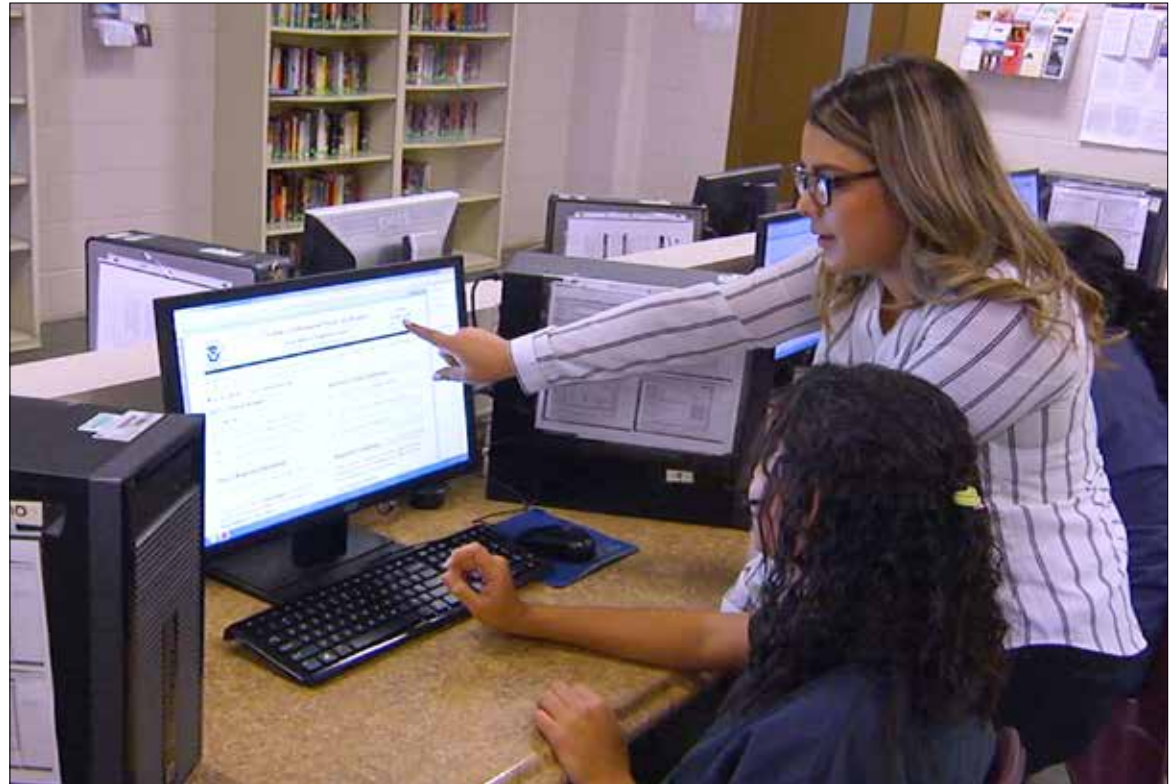
Former MTC board member Roberts (Bob) T. Jones has been heavily involved in workforce training all his life. He says: "The big issue that MTC faces is this argument of public vs. private, as if that meant something. It's the same argument going on in the school systems—private vs. public vs. charter schools. It all ought

"MTC goes beyond the programs and services required by our contracts because we know the more effective programs we can offer to people in our facilities—the more success we'll have in changing lives."

to be performance-based. I don't care if it's government-run or private-run or nonprofit-run, what I want to know is: Are you committed to outcomes? Is the culture there? The thing that Bob Marquardt always understood, and that MTC still understands, is that you have to build a culture that is committed to people, investing in people, and that will bring you to that outcome. It isn't the other way around."

Another MTC board member, Professor Andrew Natsios, offers this insight into prisons: "I was a legislator in Massachusetts for twelve years, and I used to go to the prisons. They were not pretty places. There's a very different feel in the MTC prisons. You can feel the atmosphere of a facility, or any organization, when you walk in. If people are afraid, you can feel the atmosphere of fear. People won't look you in the face, or they avoid you, walk away from you. There is an atmosphere of fear in some institutions—and not just prisons. You can tell in corporations if the people are afraid. That's not the case in our facilities, in all of our programs, any of them."

Professor Natsios concludes: “There are plenty of people doing work in our area that don’t see this the same way we do. They do not see this as a social mobility program. They don’t see it as a way of preparing people for the workforce. They see it simply as a contractual function. There are no such thing as private prisons. All prisons are public. Corporations can’t put people in jail; only the government can.”



“There are no such thing as private prisons. All prisons are public. Corporations can’t put people in jail; only the government can.”

A CONVERSATION ABOUT PRIVATE PRISONS

Celeste McDonald, VP, Corporate Communications (retiring early 2022)
Sergio Molina, Senior VP for Business Administration and Development
Mark Lee, VP for Partnerships

"THE TERM 'PRIVATE PRISON IS a misnomer,'" says Celeste McDonald, "because it sends the message that we follow our own rules and can do anything we want—and that couldn't be further from the truth. We've got to fulfill everything we said we would do when we bid on the contract, and if there is an instance where we don't do it well, then the government has every right to pivot and go a different direction. I feel that that 'private prisons' really should be called 'contractor-operated prisons,' because most prisons, by far, are operated by some level of government."

Our role is very limited: to rehabilitate those who are assigned to our facilities. And we take that limited, valuable role very seriously. We have changed thousands of lives in our first forty years and we hope to change thousands more."

Sergio Molina, currently MTC's senior vice president for business administration and development, served as a warden for several years.

Sergio explains that MTC believes in giving inmates and detainees respect, hope, and opportunity. "It's pretty basic," he says, "but a lot of times you will find in a correctional system that control and order rule. I understand that these places need to be safe, there needs to be structure and guidance, but you can do that in a dignified way and give people hope, give them opportunities. What I would ask is that before you throw the baby out with the bath water, come and take a look and

walk through our facilities. Don't take our word for it; talk to the folks who are in those facilities. It's pretty amazing. When you walk in and you visit, people will tell you their stories themselves."

Mark Lee, agrees. "I think there is also the misunderstanding that if you are a for-profit organization, you can't be mission-driven. The two are not mutually exclusive."

Mark has had positive experiences in inviting elected officials and legislators to



Celeste McDonald



Sergio Molina



Mark Lee

tour MTC facilities. "In Mississippi," he recalls, "we invited seven members of the Black Caucus from the state legislature into one of our facilities. We knew they were all quite skeptical of contractor-operated prisons. After going on that the tour and experiencing feedback from both staff and inmates, they came out of that facility saying, 'How can we make the whole system like this? Can we just put all of the system under the management of MTC?'"

But Mark is quick to add that nobody wants to replace public agencies. Rather, private contractors can add value to the agency by bringing a complementary philosophy and by offering space to innovate, try out, and develop new ideas. Sergio offers an example: "I started as a warden in Florida," he says, "and we were going to have our first graduation ceremony for the inmates, so I called the regional director of the state Department of Corrections and invited him to attend. I told him, 'We'll have a big graduation ceremony where they get to walk across the stage just like any other graduate, but we're also going to invite their families to come in and celebrate with them on that particular day. We will feed them, have a great spread, and just make this a very special occasion.'"

"He stopped me and said, 'You're inviting family?' I said, 'Yes. We want them

to share this success with their families so that they can see what they've been doing in prison, that they've taken advantage of opportunities to better themselves.' He said, 'You know what? I'm going to have somebody call you when we start doing graduation ceremonies in my region. I like that idea of bringing the family in!' He was open enough to take a look at what we did, and to think that maybe it was a smart way to go. As a result, today most families of graduating inmates in that region now attend their graduation ceremonies."

Celeste recalls the time she phoned a former inmate who had done time at three other Texas Department of Criminal Justice prisons before she came to Lockhart (now Coleman). "Tell me about your experience," Celeste asked. "Well," said the inmate, "in the middle of the night, I get told, 'Get up, pack your stuff, you're moving.' I didn't even know where I was moving. I just thought, 'I just got used to this place!'"

The inmate arrived at Lockhart at breakfast time. She told Celeste, "You know, Ms. McDonald," and her voice started cracking, "there were oranges! I could take an orange, fresh fruit. I hadn't had fresh fruit in four years!"

Celeste explains. "I knew where those oranges came from. Scott Marquardt had

been visiting our facilities, and in a leadership meeting he said, 'We need to start serving more fresh fruit and vegetables. I don't see enough fresh stuff when I go to a facility.' And then, to hear from a former inmate that she got fresh fruit after four years of not having it, was a special moment for me."

Mark responds to those who may resist the idea of giving inmates privileges that could be taken advantage of, such as access to technology. "There is resistance to the use of technology in prisons. Some think, 'If inmates have phones, they can communicate with gang members on the outside.' We need to get beyond that fear and allow them access to tablets to have a video visitation, to call their kids after school or call their family." He asks, "What rules the day in the end? Do we accept some of those risks so that we can help the individual live a better life? Really, that's what it comes down to."

"Despite all the noise," Sergio observes, "no one at MTC is distracted from the mission. Some people might have their pre-conceived notions of what we do and how we operate, but again, the most powerful story for them is to come in and see it for themselves. When you go into an MTC facility, the hope is palpable."

SUCCESS STORIES FROM CORRECTIONS

THE PROOF THAT MTC's BIONIC culture works in the corrections industry resides in the lives of the people who have benefited from it. Here are just a few stories

among thousands of formerly incarcerated persons whose lives have been changed for the better by exposure to a culture of respect, education, and rehabilitation.

“PUTTING THE PIECES BACK TOGETHER”

MISTY CAMPBELL AND HER ROOMMATES have something in common: they all did time at the Lockhart correctional facility (now called Gregory S. Coleman) for women in Lockhart, Texas. Misty herself spent five years at Lockhart. “I lost myself when entering a TDCJ facility; I became number 2065715,” she recalls. She explains that at the TDJC facility, the “word on the street” was that if you were in prison, Lockhart was the place you wanted to be. “I found myself again when entering the doors of the MTC Lockhart facility. Misty Campbell was alive again.”

Misty was involved in many programs while at Lockhart. “The first was the PAWS program (female inmates rescue and train shelter dogs to be adopted by the public), the beginning of my MTC spark,” she says. “Then I pursued peer education to become a mentor to fellow offenders; that gave me a passion for my future.

Then I came to the PIE (Prison Industry Enhancement) program and my industry job at Henderson Controls. That allowed me to become a mom again by being able to provide financial support to my college-age daughter. If you're a parent, you will understand how important that is. It's also a huge confidence builder to not have to be a burden to loved ones and to be able to take care of yourself again.”

The most significant program, she says, was the Certified Production Tech Course that was brought to the unit by Warden Jennifer Brown and Don Tracy with Austin Community College (ACC). While she was still at Lockhart, “Mr. Tracy saw a passion in me that came to life at helping other ladies at the unit be able to succeed after prison. After my release, he offered me a position with ACC on the Correctional Education Team. There I am the re-entry specialist where I prepare



Misty Campbell when she was a resident at Lockhart Correctional Facility.

re-entry plans for ladies coming back into the community and finding housing and other resources that are very important to success for a bright future.”

After her release, she decided to see if she could get approval to set up a house with other women who had been released from Lockhart and were currently on parole. “When I went to talk to my boss about what I was thinking, they were game for it as long as we would allow Parole to come into the house at any time and we’d all agree to stipulations like good grades.” One of her housemates was able to bring in her twelve-year-old son. Living in a regular house with housemates who split the expenses allows them “to live like a normal person instead of like an inmate,” Misty says.

“This is just a home,” Misty says. “And [many inmates] never really had a home, never had anything like that. When we were all home for a week because of the [freezing] weather, one of the girls said, ‘This is really nice. I’ve never had a family or a home like this to just sit and play games or cook together.’ It’s just home life, but she’d never experienced that. And that really meant something to me because I was just trying to give them something stable.”

Misty had spent time in Lockhart

before MTC took over its operation in 2015, and she noticed the difference immediately. “When Warden [James] Frawner stepped in, it was an amazing change,” she said. “I was thinking, ‘Is this too good to be true?’ We started being treated like women instead of like numbers, and programs were brought forward that weren’t there before, the schools and the faith-based programs, and the things that would give us the tools to improve ourselves and also the tools to make the decisions about whether we would do right or wrong. They were preparing us to be out in the free world.... Both Warden Frawner and Warden Brown are amazing people, and just want successful women to come out of there. It was never just about money and numbers. Warden Brown would say, ‘If y’all succeed, I succeed.’ And that meant a lot because she put a lot of personal, not just professional, effort into it.”

When Austin Community College started a pilot program at the Lockhart facility, Warden Brown and her staff hand-picked fifteen of their best students to compete with a men’s class “out in the free world” (as Misty described it) because the Department of Workforce Services wanted to see if investing state money in incarcerated people actually paid off. Of the fifteen women at Lockhart, one was

released before the class started and the other fourteen “graduated with flying colors and aced all our tests,” Misty says. Of the non-incarcerated men out in the community, “only six of them graduated and a couple of them flunked out,” making it clear that the want, the need, and the desire to succeed was *very* high among the incarcerated.

Misty recalls the time she really “got the meaning of BIONIC” when she lost “my best friend, my dad.” MTC staff allowed her to be a part of his funeral in Oklahoma via livestream from the Major’s office computer. “I will forever be grateful to the staff of MTC for truly being BIONIC,” she says.

“We started being treated like women instead of like numbers, and programs were brought forward that weren’t there before.”

“LIFE CADDY”

MICHAEL GALLOWAY IS A PERSONAL trainer, but he also offers other kinds of life support. His company is called Ex-Cons Fitness. “It is a fitness *community*,” he says. “I actually train people to transform their lives using fitness. In fact, our slogan is:

***Ex-Cons Fitness Community—
Where We Are Transforming Lives...
and if there’s time, we exercise.***

Michael says it’s all about empowerment. “Warden Michael Upshaw, he empowered me. I had the wellness program there [at the Oliver J. Bell facility in Texas], which led me to my business today. He saw a potential in me because I was training people in the rec yard. There were so many people that I trained that he said, ‘Hey, would you like to facilitate a health and wellness class if I provided it to the whole unit?’ At first, I doubted myself, but then I thought, ‘If the warden sees enough in me to facilitate a wellness class, there’s no better time than now.’ So, I did that for more than two years. Now I’m a certified personal trainer and I own a small business, and part of that is due to the fact that I gained that experience and love of training people on the inside.”

Michael came out of a maximum-security unit to go to MTC’s Bell facility. He said the biggest difference was that “it felt like I had the ability to grow. It felt like I could truly be myself and not have to be in such a violent, gang-populated place with drugs, everything you could think of to get into trouble. I felt an overwhelming ability to grow when I came to MTC.”

Today Michael works as a “life caddy” for men re-entering society. “Life caddy is a term for re-entry case manager,” he explains. “We’re their first contact. We’re the ones that pick them up and we walk right beside them those first weeks to help

them get the necessary tools and resources and guidance that they need to be successful. A lot of these guys, when they come out, they may not have a Social Security card, driver’s license, birth certificate, and they don’t know where to go. In my profession that’s what I do every day, so I know the quickest way to get a birth certificate, a driver’s license, a Social Security card, health insurance, ID card, food stamps.... I am like an evangelist—basically a blind person telling other blind people where to get water. I am an ex-offender telling other ex-offenders how to be successful.”

Michael credits his classes at the Bell



Michael Galloway, personal trainer and “life caddy”

unit for much of his success today. “I took advantage of a re-entry course, the Roadmap to Success. It was two weeks of courses that give you resources for when you step out the door. I took a personal finance class that allowed me to learn about budget and how to stay out of debt and those personal tools that help me even today. Upon completion, they had a nice graduation and brought us some outside food. They brought those things in to us, loved on us, and believe it or not, they said that they would help us pay for a vocation when we got out, if we wanted to pursue a career. I actually ran into the guy that taught my class; I saw him at an academy just last year. He said, ‘Hey, how’s it going?’ I said, ‘I’m trying to start a business.’ He said, ‘Well, we’d love to help you.’ And they actually paid for my certification as a personal trainer! That would never have happened in another unit outside MTC. That would’ve *never* happened.

“I want to tell everybody on the staff, even those who are not there anymore, you all exemplified servant-leadership to a T. You all made me feel like y’all cared and y’all empowered me to become the leader I am today, and had it not been for going through MTC and all the opportunities

and resources they provided, I would not be as successful as I am today—in my career, in my education, in my family life, and even as I started my own business a year ago. All of those necessary resources and tools that I was given in MTC have helped me become successful in life, and I thank you from the bottom of my heart for that, and I’m sure my children thank you, and my wife and family as well. And Warden Michael Upshaw, I salute you!”



Michael Galloway promoting
Ex-Cons Fitness Community on Facebook

“I said, ‘I’m trying to start a business.’ He said, ‘Well, we’d love to help you.’ And they actually paid for my certification as a personal trainer! That would never have happened in another unit outside MTC.”

“THE POWER OF FAITH”

MANY OF MTC’S CORRECTIONS FACILITIES offer a faith dorm, where residents can choose to live within a religious community. Brian Higginbotham requested to live in the faith dorm when he was incarcerated. “You had a choice in what you wanted to do.”

Brian says he realized “way early on” that he would need God’s help to stay clean and sober and to change his life, and that’s why he chose the faith dorm. “I chose to go into an environment that would best facilitate the goal that I was searching for, which was to reconnect with God, because I realized that I was powerless over my life with me running it, and it was not going the way I liked it.”

Brian would start his day with an hour of meditation and devotion. After that, there were several different options for him, from classes offered by volunteers to Bible study and even sermons. “I was able to be fed through these sermons,” he says. “I was also able not to be distracted by the world and the world’s problems.... The only thing that I had power over was what time and what effort I was going to put into my own recovery.” For Brian, the faith dorm offered the environment, the time, and the programs for him to heal.

“They gave me time in there to look back at my past and not trip over it or not have self-pity over it or resentment over it, but to see it for what it was, see what was positive that I could keep, but also see what things were negative that I had to have removed.”

He also made a plan for what specific things he would do differently in the future. He came to recognize a pattern in his former behaviors. “My big thing was anger,” he explains. “I’d get in a big argument with my wife, I’d leave the house, and once I’d left the house I’d go to a bar, have a few drinks, and then I’d go to a dope house, and then if I wasn’t careful, I’d go right back into selling drugs and everything else. I had to see, ‘Well, these are the things I was doing. What am I going to do differently? Okay, if I get angry, first thing is, I’m not gonna leave the house, because every time I’ve left the house in the past, I’ve gone and used, and even if I could leave the house and not use, what’s gonna go through my wife’s mind?’”

Brian speaks warmly of some of his mentors. His computer class teacher would take time to talk with individual students and share things with them like a normal human being. “I wasn’t #2215526,



Brian Higginbotham

Texas inmate. I was Brian.” The chaplain was another person he admired. “There were times I got mad at the chaplain or I disagreed with him,” Brian recalls, “but you know, it was okay.... He was a big enough man that he could come and apologize to me even though I was an inmate. It wasn’t like I was below him on the food chain or he was the boss and I just had to take it. He cared about what he said, and that meant a lot to me.”

Today Brian works with the Church of the Damascus Road prison ministry to help others with their re-entry into “the real world” after their release from prison. “I’ve got a clothing closet set up down there. I’m working with city councilmen.

I've got all kinds of programs. We're trying to build a community of people who can help you. We're trying to find people who are willing to be mentors to people who are coming out of prison, sit down with them once a week and talk about their lives and how we can help them. We're getting businesses in town to donate free lunches so you can sit at a table and talk. Some of these people never had positive fathers or mothers. So, we're trying to get positive people to come in and be mentors and help people make that transition from addiction to sobriety or from prison to the real world. We need to make sure that they have a pathway to achieve the things they want. Every one of us has an opportunity to be a light to someone else in the world."

"Every one of us has an opportunity to be a light to someone else in the world."



Kyle Correctional Center residents stitch dolls for local children in need.

“HABILITATION AND REHABILITATION”

TIFFANY PAIR IS AN MTC substance abuse counselor intern, studying for her Licensed Chemical Dependency Counselor (LCDC) certification. What sets her apart from most other counselors is her life experience. “I had a severe addiction myself,” Tiffany says. “I grew up with a single mother and she wasn’t really there very often. I started using drugs at a pretty early age, probably like sixteen, and it progressed for me over the years. By the time I was in my twenties I was using heroin, and I used it for a good while, probably about five years. And that is a really intense addiction to have.”

Tiffany realized she had a problem and moved away from home. She went to San Marcos, Texas, where she planned to go to college. “I went there originally to try to get away from a lot of the drugs and things that were in my hometown,” she says, “but if you want to find them anywhere, you can find them. I found them out there just the same, and never even started college. My addiction just took over my life. I lost my apartment and everything, and I lived in my car. Basically, the most important thing to me every day was to make sure that I had the drugs I needed to get through the day.”

Tiffany was in and out of the county

To her surprise, her prison time ended up being the best time of her life to that point.

jail regularly for “little things” but then she got into a car wreck while under the influence of heroin. That earned her a sentence of five years in a real Texas prison. To her surprise, her prison time ended up being the best time of her life to that point. “It was the first time that I ever felt like I knew who I was, or felt like I was alive, so I just kind of dove into myself and tried to figure out the things that kept me stuck. I did a lot of twelve-step programs and a lot of self-discovery—and I learned a lot! Everything that they offered, I went to. I wanted to just learn everything and read everything.”

After serving three years of her sentence, Tiffany was granted parole with the stipulation that she go to an MTC facility for six months for substance abuse treatment, and then she could be released. At the Lockhart facility, all the work she’d done on her own over the past three years

came together for her. She had access to more classes as well as group therapy, where they did a lot of cognitive work. She got a counselor— “because you have someone who’s trying to help you navigate all this stuff!” Before, she felt that she was finding her own way through the chaos as well as she could, but now she had a guide, a mentor.

Tiffany admits that when the time came for her to be released, she was scared. “All I knew out in the world was bad, and what I knew inside of a prison wall, to me, was safety and growth. It was hard to leave, but when I did leave, I stayed sober. I don’t know if I would have been able to stay sober if I hadn’t learned everything I learned, especially in MTC. I went to support groups, even though I went all by myself. I didn’t have any family support, but I made it through. I just kind of kept on doing ‘the next right thing,’ and pressing forward.”

Tiffany moved to Longview, Texas, where she worked for a ministry that ran a residential treatment facility that had recently acquired a farm, and one of Tiffany’s first jobs there was supervising the farm. One day her boss told her that the warden of Lockhart would be touring

the farm that day. That was when she met Michael Bell, who came with the warden.

“The first time I ever met Michael, I was out in the middle of a five-acre field with a little plow, looking crazy probably, and he comes up on the golf cart with my old boss. As I moved up in the hierarchy of the ministry, we met with Michael Bell pretty frequently on different project ideas—like how we could house more men or maybe partner in some way with his facility as a continuum of care, things like that. I’m a believer, so I always thought, ‘I wonder what God’s doing with this,’ because it was just so weird that I would keep seeing this same guy. How random was that?”

When Tiffany felt that she had gone as far as she could with the ministry, she started to look around for another job, and she thought of MTC. “I reached out to Michael Bell and asked him, ‘Is there anything that I could do at Lockhart?’ because I didn’t know if they would even consider someone who’s been *in* there coming to work there. He said, ‘Well, you could be a counselor. You would have to start going to school and get your counseling license, but you could teach in the meantime.’ So

teaching is really the first thing I did at MTC, and it did not take me long to get my intern status.”

Since then, she’s been working for MTC and studying for her LCDC—at the same facility where she was once a resident herself. “I’ll tell you,” Tiffany says, “it’s almost like a dream. It doesn’t feel real to be able to walk through this prison, walk by even the dorm that I was in, and see all these ladies that are in there, and be on the other side of it now. It’s wild, but here I am.”

Since then, she’s been working for MTC and studying for her LCDC—at the same facility where she was once a resident herself.

Teaching is one of her favorite things to do “besides working with the actual clients one-on-one.” And some of the teaching is fairly basic. “When you think of a

prison, you think of rehabilitation, right? But some people have never even been *habilitated*. There are people in prison who have never been shown how to properly shower, or pick up after themselves, or make a meal for themselves—very simple things that some of our clients never learned because they just were not around anyone who taught them that.”

“Many people have a hard time working in a prison, but I don’t, because I understand the people in there, I understand what they’re going through, the behaviors, I understand the atmosphere. I just don’t believe that anybody’s disposable, because I’ve seen it in my own life. If you think about the ultimate goal of this place, it would be that people could come out of here and want to turn around and help motivate change in the people who are still in there.”

Her friend Michael Bell agrees. “When you look at somebody who’s convicted of a crime and actually comes back and is working at the facility and getting an education while they’re doing it, it’s a phenomenal story.”

“I KNOW WHO I AM”

IN 2015, ROBYN KRAHOLIK WAS released from prison after more than twenty years inside, having been incarcerated since she was seventeen. The last months of her sentence were spent in MTC’s Gadsden facility in Florida. “I was in Gadsden for a little over eight months,” she says. “It was probably the best institution that I was at. There were a lot of classes that helped me figure out how to get back into society. And it was amazing how much I had to figure out to function outside, since I was gone for so long. I mean, a phone can take a picture?? I didn’t even know what a cell phone *was*.”

Even with all the adjustments to new technology she knew she’d have to make, Robyn’s biggest worry was finding a job. “I was nervous that no one would want to hire me,” she says. “I took three classes that taught me how to find a job, what to look for, how to interview. I learned what questions they might ask, and we would do mock interviews. Then they would have real people from the outside come in and interview us.

“My first interview we were doing in the class, that was easy. But when they had the first people from outside, I felt like I was gonna throw up. And my first

interview, I flunked. I cried! My second time doing an interview, I had more confidence because the person took the time to say, ‘Listen, your background is not who you are. It’s what you’ve learned and the knowledge that you’ve gained.’

On the day of Robyn’s release, the warden showed up (on her day off) with a gift for her. “That was so special to me,”

“A phone can take a picture?? I didn’t even know what a cell phone was.”



Robyn Kraholik on the day of her release after more than twenty years inside

Robyn said, “because I’m one of how many people that are in the Gadsden institution. She came in on her day off to see me out and congratulate me, and she actually gave me a picture of Jesus. It’s hanging in my house because it reminds me that I had somebody supporting me and behind me.”

Robyn was then greeted at the door of the facility by women from the Hope House in Clearwater, Florida. “Going to Hope House was a great opportunity for me,” she said. “I was able to have somebody guiding me into the world and I met a whole bunch of wonderful women.”

Through the community partnerships provided by Hope House, Robyn was able to land a job at a car dealership. “It’s turned out to be amazing,” she says. “I’m Master certified now as a service advisor.” Her coworker Jeremy Bauer says, “I couldn’t ask for a better partner to work with. She’s a sweetheart, an absolute pleasure to work with. She’s consistent with everybody.”

About her life now, Robyn says, “I think I’m in a good place. I’m doing good, I’m in a relationship. My job is great, my church is awesome, and I just think I’m going to continue to grow. I don’t see that there’s any limits. I know who I am, and I will allow people to see that person and not the person of my past.”



*Robyn hugging a volunteer
from the Hope House*



Robyn in 2021

*I JUST THINK I’M GOING
TO CONTINUE TO GROW.*



Chapter Four

Making a Difference Across the World

By the late 1990s, MTC was the largest operator of Job Corps centers in the U.S., with twenty-three Job Corps centers as well as twelve correctional facilities nationwide. In 2000, MTC reported sales of \$322 million. Now that the company's success and reputation was well-established in the United States, the company started seeking ways to expand operations abroad.

Although MTC still had much room to grow and expand in the U.S. market, MTC leaders began to explore the possibility that international operations could help grow the company, diversify market risks, and provide global opportunities to accomplish their mission and serve more people.



Graduate of ready-made garment training program working in Alexandria

GLOBAL ECONOMIC DEVELOPMENT



Jill Elkins, standing, teaching a class in Iraq

**Scott Marquardt asked,
“Does anyone here
want to go to Iraq?” ...
“Nobody raised their
hand,” says Jill.**

MTC’s “CHIEF EXPLORER” FOR THE company’s early ventures into international development was Jill Elkins. The story goes, in a staff meeting in 2004, Scott Marquardt asked, “Does anyone here want to go to Iraq?” He had just learned that two of MTC’s competitors were bidding on an \$88 million development and job training contract in Iraq and he was interested.

“Nobody raised their hand,” says Jill. She had a background with the Department of Labor before coming to work for MTC, where she ran a job training partnership program in Oregon. “I’m a pretty gutsy person so I said, ‘Man, I’ll go!’ I was also naïve.” The conventional wisdom at the time was that the war would be short and Iraq would embrace democracy, and that they would need help with their workforce. It didn’t quite work out that way.

Jill went to Iraq for what was meant to be a three-year contract starting in 2005. However, a competing company protested the contract and USAID (United States Agency for International Development) hesitated over resolving the protest for an entire year. “There were thirty-three defined tasks in our scope of work under the proposed contract

and we just did them all in one year,” Jill says. “We placed 12,000 Iraqis in jobs and we renovated seven vocational schools. I would go in and work with their teachers on curricula and getting new equipment. We had several Australians, a British guy, and some Americans on our team, and then we had a bunch of Iraqis. I learned so much in Iraq.” USAID never did resolve the contract protest, and the project ended after one year. “That was really sad,” says Jill, “because we could have done a lot more.”

In 2006, Jill’s assignment was in Tunisia, teaching executives of the African Development Bank how to deal with different clients—from executives at Swiss mega-banks to local villagers out in the bush. MTC developed curricula in both French and English with the help of a local university professor. In 2007, Jill went to Southern Sudan on behalf of MTC to work on a UNICEF funded project. While there she lived in a tent with other consultants and developed vocational education policy that was adopted by the government of South Sudan.

In 2007, MTC contracted with the Millennium Challenge Corporation (an independent agency within the U.S. State

The conventional wisdom at the time was that the war would be short and Iraq would embrace democracy, and that they would need help with their workforce. It didn't quite work out that way.

Department) to evaluate vocational needs in Mongolia. Jill and her team visited schools in the Gobi Desert and in the capitol city of Ulaanbaatar to find out what they needed and negotiate with the government for upgrades. Jill continued to travel the world for MTC, executing small contracts and investigating opportunities for the company in Indonesia, rural China, Liberia, Morocco, Haiti, Jordan, Egypt and the West Bank (Palestine).

In 2010 and 2011, MTC was a subcontractor to Save the Children on a USAID-funded workforce development project in the West Bank. Headquartered in Ramallah, Jill spent much of her time for two

years serving as MTC's technical advisor to the project.

Jane Marquardt recalls visiting Jill and the West Bank project. "I remember visiting one of the vocational schools we were assisting in the town of Jericho. The cots and small foot lockers which constituted the boys' dorm were just tiny compared to any of our Job Corps living facilities. It was a stark reminder of how much we are able to provide in the United States compared to conditions in developing countries."

In 2012, MTC won a contract funded by the World Bank to help with technical and vocational education in the Sindh province of Pakistan. Jill spent much of her time in 2013 and 2014 in the project's headquarters in Karachi and in visiting schools around the province. Jill recalls, "We wrote detailed curricula for thirty-three trades, and had an office inside the Sindh province's office for Technical & Vocational Education." Jill was moved by the plight of women there. "We would go to the schools and just see what they were doing and what they offered, and I would always seek out the women and talk to them, because in Pakistan, a lot of the women have no opportunities. These women were allowed to be teachers, I mean, that's special. They had to go through a lot to get there."



Student explains solar panels in a renewable energy education project Hurghada, Egypt



Automotive students in Jericho, West Bank

Looking back on the Pakistan project, Jane reflects, “Despite the headaches associated with this project, like the difficulty of getting our client to pay us as we completed each phase of the work, this Pakistan project was significant because it was the first project where we won and fully implemented an international project as the prime operator. It gave us a credential that proved helpful when we won our first major USAID project, the WISE [Workforce Improvement and Skill Enhance-ment] project in Egypt.”

In 2013 Greg Niblett became MTC’s VP over Economic & Social Development (ESD), bringing extensive experience in workforce development and international relations. In accepting the job, Greg decided that working for MTC would more closely resemble “being an entrepreneur and building something” than the corporate culture where he had worked. He saw that within MTC, he would have the opportunity to influence *how* that something should be built, “and to make a contribution.” He took the job and started

assembling a team for MTC’s expanded Washington, D.C. office.

With a small but experienced team, Greg quickly turned his attention to establishing MTC as a prime USAID contractor that could compete against seasoned development firms. Part of his strategy included sending a team to the country at least a year in advance to establish relationships with clients and stakeholders, and to assess the country’s culture and needs. Less than two years after Greg’s arrival, MTC won its first multi-year contract with USAID-WISE in Egypt. WISE would become a \$25-million, five-and-a-half-year contract in a brand-new market.

Diane Crosby, MTC’s director of program development for ESD, has traveled to sixteen countries over the past ten years, investigating potential projects and developing relationships for MTC. She notes that the key to selling MTC as a relatively unknown technical assistance provider is simply telling the story about MTC’s mission, experience, and competence. “I have introduced MTC to literally hundreds of people all over the globe, most of whom had never heard of MTC or Job Corps before. When I describe MTC’s Job Corps program with all of its elements—from psycho-social support to collaboration with industries and employers—I feel that



Jane and Scott with the MTC International office staff, Washington, D.C., 2021. Back: Sydney Lipton, Alex Natsios, Vesa Bashota, Scott Marquardt, Mohammed Bensouda, Claudia Allou, Salem Helali. Front: Jane Marquardt, Greg Niblett, Kristina Dunlevy, Diane Crosby.



MTC Egypt team. Front, second from left: Mohamed Fawzy, deputy chief of party. Third from left: Joseph Ghanem, chief of party.

there is an instant credibility and expertise factor. This goes a long way when trying to differentiate yourself in a highly competitive market of consulting firms that presumably can do it all.”

Bonnie Barhyte came to MTC in 2015 as a consultant with a background in workforce development in the Middle East. Bonnie says, “It’s really interesting to be able to connect what we’re doing in the States with what we’re doing overseas.... It’s not a direct translation, but there are a lot of similarities: focusing on engaging with the private sector to make sure

that what’s being taught to the students is relevant to the job market, and making sure that people are getting the skills that employers actually need as opposed to what schools sometimes think people need.”

With the award of the USAID contract in Egypt, MTC now had a significant beachhead in international workforce development. The company hired an experienced U.S. station chief to head in-country operations. Jane and Greg went to Egypt for the formal kick-off of the Egypt project—and realized that a leadership change needed



Winning students at an entrepreneurial contest, USAID project in Egypt



Students in solar energy education program, USAID project in Egypt

to be made. While Jane flew home after their planned ten-day visit, Greg stayed in Egypt for the next full year to serve as the leader of the project and to ensure the endeavor did not fail. Greg was finally able to return home after hiring Joseph Ghanem, an experienced international expert with deep experience in leading workforce projects. Greg's dedication to the success of MTC in the international market was indicative of the level of commitment that MTC's culture of caring inspired in its employees.

WISE was developed to "improve technical secondary education to meet the needs of the job market, benefiting vocational school students and teachers as well as the private sector." The goal of the WISE project in Egypt was to enhance secondary education by fitting it to the local job market, much like what MTC had already been doing in Job Corps and Corrections. The project linked local businesses with secondary and vocational schools to improve education and develop qualified workers, benefiting both the students and

the business owners. Under WISE, MTC helped launch entrepreneurship classes in Egyptian schools, as well as Innovation Clubs to stimulate ideas for new businesses. CFO Dan Marquardt says, "Our contract was about upscaling training for Egyptian citizens to give them the right skills to have employment that is meaningful and stable, and to be contributing members of their economy."

Local experts are an integral part of MTC's international programs. Dan Marquardt explains, "MTC brings a lot of knowledge and experience in workforce development. Local experts help us apply that to the local culture for an Egypt solution. As a result, we've been able to hire some fantastic leaders who now, are coming to work for us.... It really comes down to attracting and retaining the right leaders to be successful, achieve credibility, and help fast-track our goals. If we just went in without acknowledging that, we'd have a hard time building credibility."

Mohamed Fawzy, a native Egyptian, was integral to helping implement WISE and is part of the team in the current Egypt project. In March of 2021, MTC re-bid the Egypt project and won a \$75 million five-year contract, Workforce Egypt, more than double the size of the prior Egypt contract. Also added was a new project in Morocco



MTC's Morocco team, August 2021. Mohammed Bensouda, center, is the consultant leader of the Morocco project.

Involving local leadership is crucial to the success of the operation.

under the auspices of the Millennium Challenge Corporation, which is similar in character to USAID. MTC's Morocco project is working with the Construction Federation of Morocco to build a residential construction-trade facility that will house 1,000 students who will earn certifications in construction trades. This school will offer competency-based education that will qualify its graduates for immediate employment. MTC will also mentor local leaders on how to run a good technical school.

Involving local leadership is crucial to the success of the operation, as most Moroccans speak French or Arabic, but few speak English. Mohammed Bensouda, a native Moroccan, serves as the project manager. He identifies local consultants who are helping with the various stages of the curriculum development.

In Greg Niblett's view, MTC's niche in today's international marketplace is at the intersection of technical education and economic growth. "Forty or fifty years from now, the company may be doing all kinds of things in international development," he says, "but right now, that's what our focus is." He explains, "International development is a long-term strategy, but if you look at the statistics going back forty or fifty years, most countries in the world have been brought from a lower level to higher level on the economy, on their health standards, and on their education standards. This is our objective."



Students at the Red Sea Solar Camp, 2020



Students welcoming MTC staff to a school for training, Egypt



Jane Marquardt and Jill Elkins (seated) in Karachi, Pakistan, 2014



Jane in Karachi, 2014



An MTC consultant assisting with USAID project in Iraq



Nina Green teaching leadership principles to students in Pakistan

SUCCESS STORIES FROM INTERNATIONAL STUDENTS

MENNA SAAD WAS ONE OF MTC's students in Egypt, involved in the WISE project. As part of the project, MTC helped prepare thousands of young Egyptians to succeed in life. Menna enrolled in the entrepreneurship classes, which helped her develop the skills she needs to succeed in the workplace. After learning practical and valuable lessons in class, Menna decided to turn her passion for crafts into a viable business. Menna learned key principles of time management, how to put a business plan together, and how to competitively price her products and still make a profit. Menna says, "I think entrepreneurship should be taught in every school in Egypt. It gives hope and courage and teaches planning and persistence."



RANIA GAMAL MOHAMED DONKOL is a student in the air conditioning and cooling program at Mohamed Saleh Harb Advanced Technical School in Aswan, Egypt. Rannia says, "No one took our innovations seriously until the USAID/WISE project. MTC provided us with a seven-day boot camp training to enhance our prototypes for implementation.... Providing us with guidance and mentoring by entrepreneurship experts was a priceless opportunity to enhance our performance. WISE's Wael Sabry, an entrepreneurship developer, assisted us in improving our prototype for an electrophoresis refrigerator and an electrophoresis heater which could be connected to a mobile application. We learned the value of time and how to improve our prototype at the hands of well-known experts."



CORRECTIONS IN CANADA, UK AND AUSTRALIA

SCOTT MARQUARDT RECALLS, “OUR FIRST international contract was in Canada. They had a conservative government that wanted to try an experiment: they built the same correction facility twice in the province of Ontario. One was privatized and we became the operator of it, and the other one was run by the government. They wanted to measure the outcomes of both facilities. That was a good contract for us and we did very well with it. Then the government changed from a conservative government to a labor government. And the new government took over the operation.”

In 2001 MTC won a bid to operate the Borallon Correctional Centre in Australia, the first privately-operated correctional facility in the country. Borallon had a strong leadership team led by John McGowan and later Troy Ittensohn. The facility focused on programs and a large industries program to give offenders real-world experience. MTC operated this facility until 2007, when an Australian firm underbid MTC and took over the contract.

In 2012, the Ministry of Justice in the UK decided to fundamentally transform the way probation was delivered, providing MTC the opportunity to bid on what would be its largest contract to date. The

Ministry recognized the enormous cost of re-offending in the UK, and sought a way to improve service while cutting costs. They dissolved thirty-five trusts and turned to the private sector, forming twenty-one privatized geographic service districts, called Community Rehabilitation Companies (CRCs), to manage delivering services for what were classified as low- and medium-risk offenders in England and Wales. (The management of high-risk offenders remained in the public sector with the National Probation Service.)

In 2015, MTC won two contracts in England to overhaul the London and Thames Valley probation systems, as well as a small contract to run the Rainsbrook Secure Training Center. Dan Marquardt traveled with others from MTC to the UK to help mobilize those contracts. “It was really like a startup environment,” Dan says. “Initially that business was a joint venture; we teamed up with a British government contractor to provide probation services within the greater London and Thames Valley areas. On any given day, we were providing services to over 30,000 people, which is huge.”

When MTC took over the UK contracts in 2015, London’s parole and probation

“London was one of the worst performing contracts in the country...a lot of challenges to it.”

system was ranked twentieth out of the country’s twenty operations, right at the bottom every year. The system was just too big and too complicated to offer the support parolees needed. Issues included insufficient funding, a contract that offered no incentives for quality performance, and not enough capable staff with the time to manage all that was expected of them. MTC had also inherited a level of poor performance that had not been apparent at the point of bidding.

Scott relates, “London was one of the worst performing contracts in the country, because it’s a big city, tougher population, much more diverse, much more complicated offenders; a lot of challenges to it. In terms of meeting the benchmarks we

were supposed to be meeting—of getting people into an appointment as quickly as possible when they got out of prison and get them into employment—it was a challenge. The frustrating thing for a probation officer is that they get into the job because they want to help people change their lives and be successful in the community. But instead, they spent most of their time filling out paperwork, complying with forms, chasing people down to come to meetings, and following up—calling, calling, calling.”

The core probation role is supervision, but the CRCs were also responsible for providing support services: accommodation, education, drug rehabilitation, and cognitive behavioral programs. The system that MTC inherited had been set up with a complicated payment structure and a massive expectation around performance, but the funding flow from the contracts was nowhere near what was expected. Other organizations might cut costs as low as possible to minimize financial risk, inevitably impacting performance. But Scott and other MTC leaders were committed to outcomes—and, as always, their mission to help people in difficult circumstances. They decided to take a risk and invest in delivering a more financially efficient and improved service to the UK’s probation system.

David Hood joined MTC in 2017, coming from the Ministry of Justice in the UK, where he was the senior official responsible for overseeing all of the Ministry outsourced business—of which CRCs were a big part.

David states, “It was a leap of faith [for MTC], and it ended up working. Scott made that choice because he wasn’t prepared to accept a deterioration of service, which would have had an impact on the end user.”

David continues, “What MTC brought to probation was some business rigor that helped overcome the challenges that we inherited, but without in any way losing the essence of wanting to help people. MTC can make choices that are about delivering the best possible service—in a way that other commercial organizations won’t—because they *can*. Because they’re a family-owned business that genuinely cares about the people it works for, and genuinely wants them to do better. That’s at the root of its mission. But it is a commercially able business as well. So, it has the ability to deliver effective services to achieve that mission.”

MTC took a detailed look at what probation staff actually did. They found that around forty percent of the work was administrative. MTC concluded that



David Hood,
VP International Business

“What MTC brought to probation was some business rigor that helped overcome the challenges that we inherited, but without in any way losing the essence of wanting to help people.”

some of the activity undertaken by frontline staff was unnecessary and could be stopped; other administrative activity could be done by less costly and more efficient administrative staff. A new operating model would allow frontline probation staff to hold higher caseloads and manage them more effectively.

They moved most of administration activity to a service center in Norwich, a lower-cost region within traveling distance of London. They also introduced supporting digital and IT solutions to handle appointments and other routine admin duties.

Scott Marquardt explains, “We created a program for all of that bureaucratic part

to be taken away from the probation officers, so the officers could just go meet with people every day. Our performance went from one of the worst in the country to one of the very best. It was a phenomenal turnaround. It was really a success story for MTC.”

Dan Marquardt continues, “Through a number of innovations, we were able to make the London probation system one of the top three operations in the UK.”

The contract with the UK Ministry of Justice was MTC’s largest single contract in the world, including the U.S. MTC had come in to rescue a probationary system in trouble—in worse shape than they had even suspected—and upended it quickly

and completely, transforming a failed system into a functioning, successful one. Then the British government changed hands, and probations services went back into the public sector. The government retained the fundamental changes MTC had made, saying, essentially, “Thanks for fixing it, we’ll take over from here.” David Hood reflects, “That’s the nature of government contracting. You’re always at risk of the contract coming to an end. There are never any guarantees.”

Dan Marquardt looks on the bright side. “We’ve had a lasting impact on the service and all the people that involves,” he says.



“Through a number of innovations, we were able to make the London probation system one of the top three operations in the UK.”

In Australia, MTC, with partner Ventia, also operates the Parklea Correctional Centre in Sydney, Australia for Corrective Services New South Wales. The facility provides rehabilitation and other services to more than 1,200 remand and sentenced residents.

“Rehabilitation and reducing recidivism have no boundaries,” says David Hood. “The challenges are the same: how to provide effective programming in a BIONIC approach to encourage residents to make lasting changes in their lives.”

In addition to various rehabilitation programs offered at the Parklea facility, staff also place a big emphasis on community service. Residents and staff partner with the local community on a variety of projects. They have made generous donations to support brushfire fighting and recovery and engaged in protection efforts for native animals during the devastating brushfires and ongoing drought. They have grown and harvested fresh produce in their facility gardens and donated it to the local food bank. These service opportunities have helped residents focus on others, which is a key component of rehabilitation.

Dan Marquardt foresees at least another forty years of global expansion for MTC. “There’s nothing MTC’s doing in the current markets that couldn’t be extended or add value to other markets that we haven’t tapped into,” he says. “I hope we continue to grow and lean into the same strategy that we’ve always believed: (1) Develop a strong leadership team. (2) Be an over-deliverer—one who exceeds expectations for the customer. (3) Be mindful and respectful of the cultural norms in the local area.” He is confident that the MTC culture can be effectively applied to any overseas endeavor. “MTC has the ability to adapt to the unique needs of foreign countries. Because we’re a people-oriented service, as long as we can translate what that means to the local culture, we can be successful.... The type of work we do is very transferable to any country, any community.”



Parklea Correctional Centre in New South Wales, Australia

REHABILITATION
AND REDUCING
RECIDIVISM HAVE
NO BOUNDARIES.

Earle C. Clements Job Corps staff and students march for peace, 2018



Chapter Five

The MTC Difference

MTC'S MISSION OF CARING, EDUCATION, and training would be merely words on a wall if not for a structure of effective operational practices which support that mission. It is MTC's commitment to excellence in executing these practices that make the mission come alive. This commitment is what sets MTC apart from the competition, and what makes the many student and staff success stories possible.

THE BIONIC OUTCOME

EVER SINCE THE BIONIC ACRONYM, "Believe It Or Not, I Care," was introduced to the company by Dr. Bob in the late 1980s, the philosophy that grew from its use has created a corporate culture of caring at MTC that truly sets it apart—not just from its competitors, but from much of American corporate culture in general. It is the guiding force behind everything the company does. MTC's commitment to the BIONIC influence affects not only the students, incarcerated persons, and detainees they serve, but the staff as well.

Teresa Aramaki, vice president of human resources, sums up the BIONIC culture at MTC. “BIONIC is not a black and white, prescriptive step-by-step policy. It truly is just a way of life. It’s a philosophy that is woven through everything we do, and it’s just behavior. It starts at the top with Scott and Jane, how they treat people. And it’s respect. Jane shared that when she’s engaging with individuals, she tries to focus on that individual as though they are the only person in the room. She’s not looking off to see who else is in there or who she needs to go catch up with next.

“It’s that kind of engagement and respect that they show others that permeates throughout the organization. It’s an



Teresa Aramaki, VP Human Resources

expectation that people are treated with respect and with empathy and compassion and understanding. And if we don’t do that with each other as colleagues, then how can we translate that to our program participants, the people in our care and custody in our corrections and detention centers, and our Job Corps students? Part of what we are, and our mission, is to help them improve their lives so they can be successful when they leave our care and custody. And if we’re not treating our program participants with respect and empathy and understanding, they’re not going to be successful. So, it flows all the way through the organization.”

“Everything we do at MTC is based on a desire to help others,” says Mary Calvin, vice president of finance, who’s been with MTC for twenty-two years. Mary shared a personal story to illustrate.

“It truly is just a way of life. It’s a philosophy that is woven through everything we do, and it’s just behavior.”



Mary Calvin, VP Finance

“Several years ago, my husband faced a serious illness. It was very challenging. One of the things that really helped get me through that difficult time was the support I felt at work. My co-workers and supervisors not only offered me support, but they also reached out to my family to express their concern—that meant a lot to me!”

“Our culture of caring boils down to the great value in each one of us. It comes down to people; the people we work with and the people we serve. It gives our work great purpose.”

The story of Gladys Richardson, former MTC corporate employee, is a perfect example of MTC’s commitment to its employees. Gladys joined MTC a few



Gladys Richardson, MTC Corporate employee for four decades

months after the company was created in 1981.

She moved to Utah from New York with “three children and only two suitcases.” With tears in her eyes, Gladys described what was a very difficult transition. She was overwhelmed at the prospect of having to support her family, after not having worked outside of the home for 20 years.

After taking basic secretarial training at a local skills center, Gladys was introduced to MTC and interviewed for a job. She admits she didn’t have all the skills they were looking for—but MTC saw

beyond her lack of experience and gave her a chance to succeed. Gladys received additional training with MTC and served effectively as an administrative assistant.

At first, Gladys couldn’t afford a car, so she had to wake up at 5:30 a.m. to take a bus to work. Another staff member found out and made it possible for her to purchase one of his vehicles. Gladys says this was just the first of many acts of kindness she would receive throughout her four decades with MTC. She retired in 2020 at age 80.

In MTC’s Job Corps centers, center management and student leaders regularly collaborate on planning BIONIC events to improve morale and boost the culture of caring. Ashton Stripling describes one such event. “The kids know what the word BIONIC means, so we had a ‘Believe It Or Not, I Care’ day. We went to every student, every staff member and gave out Krispy Kreme donuts and juice and we played music. We showed them that we appreciate them. So yes, that mantra works and it lives to this day.”

When Nina Green was still new at the company (and still a little cynical about the sincerity of BIONIC), she decided to go directly to the source—Dr. Bob. “I’d like to get your perspective of BIONIC. Do you have about twenty minutes?”

Nina gets emotional as she recalls the meeting. “He spent five hours with me that day, not just twenty minutes.” Dr. Bob explained to Nina his philosophy, what he wanted, and why BIONIC was so important to him. Then he said something that has resonated with Nina ever since. “If nothing else,” said Dr. Bob, “I hope BIONIC helps us eradicate negativity and indifference in the workplace.”



Bob and Annette Marquardt with Job Corps student in Hawaii

This statement became a touchstone for Nina. “Every day I think, ‘did I do something today to help that mission?’ Dr. Bob modeled that by sharing with me his thoughts and his ideas.”

“Every day I put my BIONIC pin on my sweater. It’s that constant reminder about that foundation that Dr. Bob established.”



Jane Marquardt in Zambia, with student in a vocational education program

Jane Marquardt, Dr. Bob's daughter and vice chair of MTC, puts it this way: "Every person deserves to be seen, and every person deserves to be heard." She fully internalized this core principle when she started working full time for MTC in 2007, after a 30-year legal career as an attorney and human rights activist while also serving on the MTC board. "As a board member, I have always toured our facilities, but usually as part of a group. When I first started working here full time, I started doing some tours, just as an individual going out. And then I wasn't part of twenty people walking around, but just me, stopping and talking to people. I thought to myself, 'Why am I going? I'm a lawyer, not a teacher.' [At first] I felt like I

was supposed to be giving a lecture; that's why people go and visit. Then I realized that no, it's just about 'go see what they are doing.' Then the people there know that 'I saw you and I heard you and I listened to you.' That's what I do. And then people realize, "Wow, the owners of this business care."

She continues. "I have often given a spiel (which I stole from somebody)—'the most important person in your life is always the person who's right in front of you.' They may not be, in the global scheme of your life, the most important, but it's the only person right in front of you right now. So give them your full attention, and don't be looking at your phone or doing your grocery list on the side."

THE MOST IMPORTANT PERSON IN
YOUR LIFE IS ALWAYS THE PERSON
WHO'S RIGHT IN FRONT OF YOU.

BOOTS ON THE GROUND— THE IMPORTANCE OF ONE-ON-ONE CONNECTIONS

ONE SECRET TO MTC'S SUCCESS is its practice of infusing the whole organization, top to bottom, with the MTC culture. Leadership is crucial, and much time, money, and effort is spent on training leaders carefully. But MTC's leaders still know where the most important interactions happen. "The thing that makes the biggest difference in changing a person's life," Scott Marquardt says, "is one person taking a personal interest in another person, and just talking from the heart, putting some ideas in a person's head. In the course of the conversation, the person may be thinking, 'Oh, that was a nice person and I appreciate the advice'—but ten or twenty years later, they may think back on that as the turning point in their life. The biggest factor is that kind of personal one-on-one connection that one employee of ours can make with one of our clients."

MTC's leadership expects its directors and wardens to be visible in their facilities, to walk and talk with the residents. But they also walk the walk themselves. Jeff Barton says, "Scott's the CEO of this large company, and you're talking about a guy

who makes time, several times a year, to go out to the centers. He's visiting the Job Corps centers and correctional facilities, he's talking to students, he's talking to the staff—he's almost one of the operations directors. Jane's the same way. We have leadership who remains connected, boots on the ground, calling and saying, 'Hey, when can I do a site visit with you?'"

Michael Bell recalls some of Dr. Bob's visits to the facilities in the early days of the company. "Getting to know Dr. Bob was a privilege because he didn't care if you were an employee, an offender, or an officer working at the facility, he wanted to help you. Dr. Bob, of course, is gone [he passed away in 2012] but we still have that same philosophy that he expected of us, to make a change in people's lives."

Teresa Aramaki talks about a "ripple effect throughout the universe." She explains, "It's important for every individual—whether inmates, Job Corps students, or MTC staff—to know that they contributed to making someone's life better."

"If we are changing the life of this Job Corps student, when he or she leaves the

"The thing that makes the biggest difference in changing a person's life is one person taking a personal interest in another person, and just talking from the heart, putting some ideas in a person's head."

program and they are successful—they hold a job, they pay taxes, they do all of the things that they are supposed to do to be productive in society—that has a positive impact on not only that person, but their family, their friends, and that community. That's what I think people want to see is, 'how did I make a difference?'"



CREATING A QUALITY LEARNING ENVIRONMENT

WHEN VISITORS TOUR MTC FACILITIES, they often comment on the attractiveness, efficiency, and cleanliness of the surroundings. A student's physical environment is not just incidental to success; Jeff Barton considers it essential. "When you come in, your lights work. You have hot water when you go to wash your hands. In the summertime, your classroom's not 110 degrees. In the wintertime, it's not thirty. And when you adjust the thermostat, it works. There's just peace of mind in quality facilities."

"If something needs to be done, there is no back burner," Jeff says. "At MTC we're urgent about what matters to other people, particularly our population. Everything's urgent, it's thought through, and then it's put into play by very smart people who care about the mission.... If you need a reading tutorial, we're not going to wait four months to get you that. We need to get that in four minutes."

Often, the company steps up to provide for urgent needs that are not technically

a part of their scope of business. After MTC won the contract for the Atterbury center in Edinburgh, Indiana, Jeff toured the facility and noticed that many of the dormitory roofs were falling in. "What's going on with these roofs?" he asked. The staff responded, "It's been like that forever. It's never gonna get fixed." Jeff said, "First of all, take the word 'never' out of your vocabulary. We don't use that." Instead of leaving the responsibility for the roofs to the federal government, MTC turned it into a center project and repaired the roofs on its own dime—or rather, its own \$1.3 million. Jeff explains, "It tells people that we care, we're urgent, we're persistent, it can be done, and we expect better."

That attitude of urgency rubs off on the students. "Even the thought of being treated with importance gives them a little bit more energy in trying to learn. They think, 'I better get on with my day because these people are serious about my future, and maybe I need to get a little bit more serious.'"

"It tells people that we care, we're urgent, we're persistent, it can be done, and we expect better."



LEARNING FROM A GLOBAL PANDEMIC AND SHARING SOLUTIONS

PERHAPS THE BIGGEST CHALLENGE THE twenty-first century world has faced is the COVID-19 pandemic that began in 2020. John Pedersen says it was “a really difficult year... just a crazy year,” especially for a company whose policies include leaders being accessible to students. When everything shut down almost overnight in March 2020, the Department of Labor declared a “spring break” and sent all but a few hundred of the tens of thousands of Job Corps students home. To avoid laying off employees, MTC turned to in-service training and staff development and concentrated on that. However, the challenge of keeping momentum with students was more complex.

As soon as students were safely sent home, the company invested in finding ways to make virtual learning work for everybody. Dave Doty explains, “MTC has been very supportive in innovations with e-learning technologies that make learning opportunities for staff more accessible, more convenient, and more effective.”

Just as in the public schools, distance learning was a significant adjustment for the teachers. MTC took a look around at other Job Corps contractors, much smaller than MTC, who were struggling to

survive. Instead of saying “not my problem” and looking away, MTC stepped up as a mentor to other Job Corps contractors. Says John Pedersen, “We just took it on as our responsibility to help support all of the Job Corps companies so that, as a system, we were providing training to the best of our ability to the students that were at home.”

To be clear, these other companies are MTC’s competitors in the Job Corps business. But John says, “It’s been a really unprecedented year. I know it sounds

“Do we give away our competitive advantages to either the Department of Labor or our competitors? And the answer has always been: we’re better off if Job Corps is better off.”

crazy, but you do what you gotta do.... It was just a couple of us at first, and we were working closely with the National Director of Job Corps, trying to resolve these things. And I said, ‘Rather than just a few of us, we’ve got to expand this to the other leaders. Really, we need to bring in every operator, even if you only have one center. We need to bring everybody under this umbrella and we need to work collaboratively on everything. Which we did.’”

Scott Marquardt sums it up this way: “It’s always been a question within MTC, do we give away our competitive advantages to either the Department of Labor or our competitors? And the answer has always been: we’re better off if Job Corps is better off. If other contractors improve their performance, it makes the whole system more powerful, so the more that we can help each other and all be successful, that means a much better future for the Job Corps program. We’ve always been willing to share whatever we have; we’ll hand out our manuals, policies and internally developed programs. The big difference is in the execution. Having the resources to effectively deploy new programs is not something you can just put in place overnight.”

While many businesses did not survive the pandemic, Job Corps contractors banded together to save the program and their students. John and others quickly realized that if they didn't figure out ways to keep Job Corps operational, the entire program could easily lose its funding and become a thing of the past. But the most important thing was, John says, "What are these students going to do? Here they are at home, and most of our students are in pretty bad situations. It's not their fault there's COVID, and it's not like they could just go get a job." Banking on his position as a senior vice president of MTC and his thirty-five-year relationship of respect and trust with government officials, John, among others, approached the Department of Labor and asked them to furnish every Job Corps student with a Chromebook laptop. Some students, of course, had laptops at home, others had iPhones or desktop computers, but many had no access to the necessary technology and no way to get it. "In the end," John says, "we were able to purchase Chromebooks and get them out to every single student so that they could all connect and be a part of the online classrooms and virtual learning."

The virtual learning, much like the

on-site classes, varied from recreation to academics to career technical training in order to keep students engaged. Online students were also able to continue with mental health counseling and drug resistance.

Ashton Stripling describes a "Road Warrior" program his center developed during the pandemic.

"Since we did not have students on center, most of our residential staff, our

"Road Warriors," delivered Chromebooks to every student, they delivered hotspots to every student, they delivered food every week to students. We fed our students throughout the pandemic. We also delivered care packages to students if they needed personal hygiene items. If a student was not actively participating in distance learning, we would send a Road Warrior to the house and knock on that door until we got an answer."



Staff at the Clearfield Job Corps Center during the pandemic



Job Corps students take advantage of remote learning



MTC staff meeting via Zoom

What has MTC learned from the pandemic challenge? “We’ve certainly learned a lot about virtual learning!” John Pedersen says. This new knowledge has opened a whole new vista of opportunity for MTC, as in-person classrooms are no longer the only way to provide quality training. Another significant benefit is a host of new staff development and training programs. “Because almost all of our staff were at home,” John says, “whether you worked in the cafeteria, the classroom, or in maintenance, we just kept rolling out all of this staff training.” But perhaps the greatest advance came in reaching out to other companies and learning to work together. “So far,” John says, “we’ve kept it together. And so far, people are still all on the same page and still working very closely together as a community.”

Teresa Aramaki has been with MTC for thirty-four years and has witnessed how new methods of communication have transformed the company. “COVID has changed so many things that we do, but I feel that it has connected us in a lot of ways. Connected us technologically via Zoom—being able to see and engage with people that we wouldn’t otherwise. Pre-COVID, people are coming and going, traveling. There would be folks who worked remotely for the corporate office that we wouldn’t see for months on end. But because of COVID, and then utilizing Zoom or Microsoft Teams or WebEx, there has been more frequent communication with colleagues. We are more deliberate about getting together on a regular basis via Zoom. I think that that is one positive aspect that has come out of the pandemic.”

LEARNING FROM MISTAKES—IMPROVING SAFETY IN CORRECTIONS

THE WORK OF REHABILITATING MEN and women in prison isn't for the faint of heart. It has its inherent risks—but the reward is worth the effort. "Seeing people change their lives," says Rich Gansheimer, "is even more meaningful when it happens with someone who came from a challenging background."

"No correctional facility is immune from incidents," says Scott Marquardt. "MTC has been very successful providing vital rehabilitation to residents in a safe environment. But that doesn't mean it's always smooth sailing." He asserts that safety and security is the top priority in running a correctional or detention facility.

Scott recalls two incidents that not only challenged MTC's correctional operations, but caused the company some negative media attention. One of these was at the Willacy County Correctional Center in Raymondville, Texas in 2015. MTC had contracted with ICE to operate Willacy, a 3,000-bed facility constructed to house undocumented immigrants. When the numbers of immigrants crossing the border ballooned into the tens of thousands, MTC installed Kevlar dome structures to house detainees while their status

was processed by ICE. Rumors spread among the detainees that those who were escorted by ICE back to Mexico could be kidnapped, tortured, or even murdered by the drug cartels. Scott Marquardt recalls, "The inmates were fearful of their safety... Some of the detainees said, 'If we bring this place down, we will all get transferred to other facilities and won't get dropped off into the hands of the cartels.'" A group of detainees planned an uprising, resulting in destruction of the Kevlar dome and a massive local, state and federal law enforcement response. It took MTC and their law enforcement partners several days to resolve the situation and to safely transfer the detainees to other facilities. No detainees escaped from the facility, and there were no significant injuries. But images of the damaged domes and the resulting law enforcement response made for dramatic headlines. The BOP terminated MTC's contract for Willacy. (MTC has since reopened the facility under a contract with ICE.)

Another challenging incident occurred that same year at the Arizona State Prison in Kingman, where a major conflict occurred between two groups of inmates. Again, there were no significant injuries,

but the facility was closed due to extensive property damage and the state reassigned the contract.

After each incident, Scott says, "we brought all of our wardens together and talked about what exactly happened and what could have been done to prevent it. We learned from our mistakes." MTC continues to conduct analyses following any reports of negative incidents. Scott

"MTC has been very successful providing vital rehabilitation to residents in a safe environment. But that doesn't mean it's always smooth sailing."

explains that much of the prevention in any facility is de-escalation. "We have intelligence officers in every facility to keep the pulse on the population to prevent incidents before they happen. We train staff and run scenarios continuously to de-escalate situations."



MTC Corrections Region III leaders, 2019

“Not all residents come to our facilities prepared to learn and grow,” emphasizes Scott. “And sometimes, we have to deal with challenging incidents.... For over thirty-five years, MTC has an outstanding record of maintaining safety and security. In these two cases, we fell short, and we will always regret that. But each time there is an incident—and they are part of the work we do—we learn from it and train staff on how to prevent such an incident from happening again.”

“We brought all of our wardens together and talked about what exactly happened and what could have been done to prevent it. We learned from our mistakes.”

SPREADING THE MTC CULTURE

MICHAEL BELL BECAME SO COMMITTED to changing lives that today he works diligently behind the scenes to expand MTC's culture throughout Texas, and beyond it if he can. He has spent many of his twenty-seven years building relationships between MTC and the state, and has gained a solid reputation as a reformer of bad practices wherever he finds them.

"I serve on a task force here in the state of Texas—I actually had the honor of being appointed by the governor—and we're doing a review of the whole Department of Criminal Justice.... Most people look at Texas as tough on crime—'builds prisons, executes people'—but I will sit here and tell you that since 2007, the state of Texas has shut down ten prisons, and our population reduced from 157,000 incarcerated to 140,000 as of March 1, 2020, through providing programs. And MTC has been a part of that. We're not the whole reason for it, but we've been a part of it.... We now have contracted with all of Texas's privately operated treatment and secured facilities. That's the trust relationship that we built with Texas."

Mark Lee often finds himself reaching out to legislators and public officials.



"They need to have that same level of trust in our operations, and they typically don't get that by listening to the media. The best thing we can do is to invite them to come and see our operations and the work that we do. When they understand better what it is that we do, they become supportive of our work. And so we have a very important responsibility to help educate elected officials about our efforts."

At Wilkinson County Correctional Facility, former Warden Scott Middlebrooks meets with a Mississippi state representative.



Volunteer at Atterbury Job Corps Center in Edinburgh, IN grows vegetables for a local food bank.

SERVING IN THE COMMUNITY

A CRUCIAL PART OF MTC's mission and philosophy is, and always has been, for its centers and facilities to be fully integrated into the communities in which they reside. Jane Marquardt explains, "An emphasis we've had from the beginning is that every single MTC location needs to be actively involved in the community. We want our wardens and our center directors to join the local chamber of commerce, the Rotary, etc. We always have local service projects going. Community involvement and service is not just a suggestion at MTC; it's part of who we are. Wardens and center directors are accountable to meet performance outcome measurements in each location, including meeting community involvement and service goals each year."

Issa Arnita, managing director of corporate communications, adds that the company tracks, center by center, the number of community service hours and type of projects MTC staff participates in.

Celeste McDonald is the vice president of Corporate Communications for MTC. She explains, "At each Job Corps center and facility, we have a BCL—business and community liaison—position. That person generally coordinates community service projects. But over the years, our facility



*Issa Arnita, Managing Director,
Corporate Communications*

staff have been performing community service activities for almost the forty years we've been in existence."

Celeste recalls when the correctional facility in Marana, Arizona, celebrated its twenty-fifth anniversary. The mayor of Marana attended the celebration. "He said that he just couldn't run his city without MTC, without the facility and all the service that they provide. That's pretty powerful stuff." She explains that the "spirit of volunteerism goes down to the residents and students at our facilities as well. During the holidays especially, it's commonplace for residents at our facilities to be crocheting stuffed animals to donate to women's shelters and things like that."

MTC has organized company-wide community service projects to celebrate milestones in their history. For MTC's twenty-fifth anniversary in 2006, corporate staff banded together to build a home in



Home built by MTC Corporate staff for local family in Ogden, Utah

Ogden for a local family. In 2021, as part of MTC's fortieth anniversary celebration, the company challenged each of its facilities to participate in a different local giving project for every quarter of the year.

Celeste explains: "This year, we're doing something new: at every one of our facilities, we're all working on the same community issue at the same time." The first quarter's company-wide project was improving literacy in the community. Many facilities chose to donate books to various organizations, and the results were impressive. More than 30,000 books

were donated, with the prize for the largest donation going to the Earle C. Clements Job Corps Center in Kentucky, where nearly 10,000 books were collected and distributed to several local organizations. At the Wilkinson County Correctional Facility in Mississippi, residents built bookshelves and donated them to the Wilkinson County Senior Care Center, along with books donated by staff and other residents. In Egypt and Morocco, MTC's Economic & Social Development team donated \$500 to organizations that will use the money to improve literacy among their citizens. Some facilities organized reading and writing competitions, and some used the challenge to connect incarcerated moms and dads with their children through reading activities.

The second-quarter project was fighting hunger in the community. Jeff Barton tells of a bike tour he and John Pedersen took around the Atterbury Job Corps Center in Edinburg, Indiana, and a staff member pointed out a nearby garden: "You see this big lot of land over there? We're gonna win that competition!" Jeff was astounded to see that they had planted half an acre and they planned to donate all the produce to food banks and other local services. "It's just wonderful to see," Jeff says. "The significance is that the



Staff member at Earle C. Clements JCC in Kentucky helps collect 10,000 books to be donated to local organizations.

In 2021, the company challenged each of its facilities to participate in a different local giving project for every quarter of the year.

centers and correctional facilities have an opportunity to be involved, and it gets other staff members involved. So here they are after work, tending to a garden—not only because they want to win the competition, but they want to serve people in the community. And these are the type of people that are on our centers, that are in our correctional facilities, that are in our corporate office, that I believe set MTC apart.”

The third quarter of 2021 was dedicated to understanding and alleviating mental illness, and the fourth quarter addressed homelessness. When Cookie Glasser read about the 2021 service projects, she said, “That’s just brilliant! But that’s MTC. Bob would be thrilled with that.”

MTC Community Service Projects in 2021:

Q1—Literacy

Q2—Hunger

Q3—Mental Health

Q4—Homelessness



Joseph Ghanem and Mohamed Fawzy of MTC’s Egypt project present a check to a local literacy organization, Misr El Kheir (“Egypt Charity”).



The Los Angeles Job Corps center donated nearly 5,000 canned goods and served hot meals to seven different shelters in the Los Angeles area.



Bridgeport Correctional Center, Bridgeport, TX



Edison Job Corps Center, Edison, NJ



Gadsden Correctional Facility, Quincy, FL



Hawaii Job Corps Center, Laimanalo, HI



Scott Marquardt, left and MTC corporate staff plant vegetables on a plot of land outside the MTC corporate office building.

DR. BOB'S COMMUNITY SERVICE LEGACY

IT'S NOT SURPRISING THAT MTC's policies and accountability measures are inextricably intertwined with serving the community. In his lifetime, Bob Marquardt left a personal legacy of service as well as a corporate one. During his career in Utah, he led a large number of community projects in the state. Bob was a devoted supporter of Weber State University in Ogden—not just their athletics but also their academics. Former WSU President Ann Millner said that Dr. Bob supported them “when we were winning and when we were losing,” and that he also wanted to make sure that

non-athletes who couldn't afford an education could get scholarships. “He had a tremendous impact on the University,” she said.

Dr. Bob saw the neglected Ogden River, which runs through the town of Ogden, Utah, as an opportunity and spearheaded a mission to beautify it. Over four years, he was instrumental in raising more than \$6.5 million to develop the Ogden River Parkway.

A journalist for the *Salt Lake Tribune*, Jim Wolff, described the finished Parkway as follows: “What previously was an

ugly series of garbage dumps has been transformed into a series of playgrounds, gardens, sports fields, picnic tables and a wedding pavilion. The centerpiece of the development is the George S. Eccles Dinosaur Park with its ninety-one dinosaur replicas.” Jane and Scott were not surprised when their dad put a dinosaur park at the center of the development, as Bob had become a dinosaur fanatic. “That,” says Jane, “came totally out of Dad's head. He dreamed it up on his own.”



REFLECTING THE DIVERSITY OF THE COMMUNITY WE SERVE

“THE POPULATION WE SERVE IS very much a diverse population,” says Scott Marquardt, “and so we’ve tried to represent a diverse population within our workforce, so that the people who are teachers and counselors look like students and residents and have similar experiences. Maybe not prison experience, but come from similar backgrounds. We’ve worked hard over the years to have a diverse workforce. Over half of our employees and most of our facility leaders are people of color.”

Jeff Barton, who is African-American, recently put together a panel of Black employees at various Job Corps and Correction centers and asked them to share some of their experiences with the entire corporate staff. “The principles of ‘diversity, equity, and inclusion’, are getting a lot of attention right now from most all public and private organizations. Everybody’s focusing on it, and while we feel like we’ve been doing it for a long time, right now we’re putting a new effort into it,” Scott explains. “We reached out to our African-American leaders at various Job Corps and correction centers, and said,

‘we want to know what’s it like for you,’ and got their feedback. And then we had an all-staff meeting a few months ago where they presented their experiences via Zoom. It’s very sobering, because we had some of our most respected leaders saying, ‘Yeah, but this is what it’s like to be Black.’ We realized that our people of color often face hurdles that white people don’t. So, we’re making an active effort to address that in the workplace.”

In 1980, when MTC was an embryo, it was difficult for women to breach the “glass ceiling” in business management. But Dr. Bob was ahead of his time in hiring and promoting Edwina Dixon, Cookie Glasser, Ellie Lopez, and others. Edwina and Cookie both became vice presidents of MTC in 1985; Edwina was MTC’s first female *and* first African-American vice president. Ellie became a VP in 1990. Jane says, “They were incorporated into this early team that helped shape the whole thing. It’s not just that we’re serving women, but women helped put this company together and make it work.”

“We’ve worked hard over the years to have a diverse workforce. Over half of our employees and most of our facility leaders are people of color.”



Leaders of MTC's Eastern Region Group



HELPING PEOPLE AND THE ECONOMY ON A LARGER SCALE

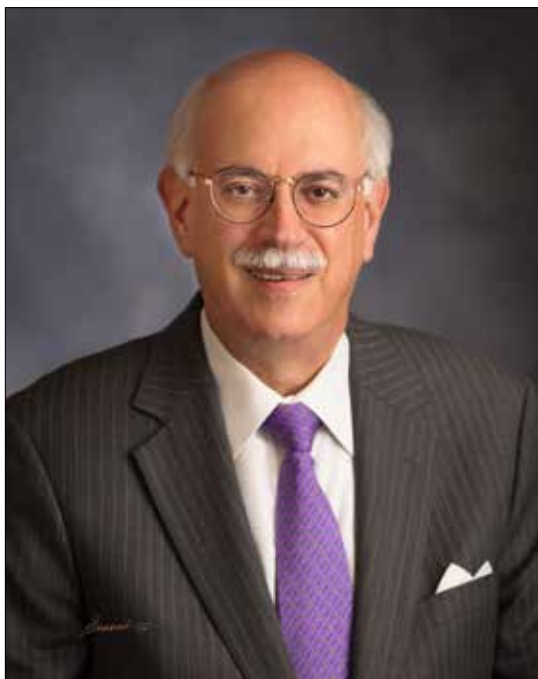
PROFESSOR ANDREW NATSIOS, AN MTC board member and former Administrator of USAID, believes that the model MTC developed in Job Corps, and applied in corrections and in global economic development projects, should be expanded in future into other sectors and educational systems.

Professor Natsios explains, “My grandfather was a poor millworker in

Lowell, Massachusetts, who emigrated from Greece, was illiterate in two languages, and made \$9 a week working in a tannery for forty years.

“He never went to school at all and yet he insisted that all of his kids go to college. That was during that moment of upward social mobility—the first seventy-five years of the twentieth century—when each generation of Americans was likely to be

“Each generation of Americans was likely to be more prosperous and better educated than their parents. That is not the case anymore.”



Andrew Natsios, MTC Board Member

more prosperous and better educated than their parents. That is not the case anymore.

“Now, we are trying to take the younger people (particularly because most inmates are young people) and not

just warehouse them but provide skills to them so that when they leave, they can get jobs, they can care for their families, they can break that generational cycle of ignorance and violence and anger. We’re taking people who are trapped and can’t make this movement upward through the social classes in the United States—people of all ethnic, religious, and racial groups—and giving them a chance in a highly competitive world. And that’s also true of Job Corps and our international programs. So far it’s still a small number, but I hope it’s going to increase.”

“MTC takes people who for the most part would not be in the labor force at all, and is bringing them into the labor force with excellent skills. This is not just providing these individuals with upward mobility, it’s also benefiting American business. Our economy is slowing down because business owners can’t find enough workers, and so what MTC is doing is providing those workers. We are

fixing the dysfunctions in the socio-economic system of the United States! The less-educated people in American society are a problem not just because they’re frustrated and angry but also because we’re wasting talent. We need those people in the workforce!”

Professor Natsios offers a solution: “I’m convinced that the Job Corps model and the model for managing these prisons needs to be moved to scale. There has to be some way of getting what MTC does into junior colleges and more prison systems, as a pilot program for the transformation of America. Rather than trying to make junior colleges into mini-universities, they need to go the route of micro-certifications and of being more relevant to the workplace. We need to take the MTC model and say, ‘Look, this is filling a need that we have as economy and as a society. If we are to survive and thrive, we need to take this to a broader, deeper, larger scale.’”

“This is not just providing these individuals with upward mobility, it’s also benefiting American business.”

ADAPTABILITY FOR MTC AND THE INDIVIDUALS IT SERVES

FORMER MTC BOARD MEMBER DICK SCHUBERT said, “This is an organization that is not driven by money. It is driven by changing lives, and that was always the test. At board meetings, we were brought up to date with regard to both the Job Corps side and the corrections side—what’s the success rate in terms of orientation to society and fitting into the labor force and that sort of thing. And that’s what drives the company and becomes instilled in the minds of the board.”

Bob Jones is convinced that fostering adaptability, or “essential employability skills,” is part of MTC’s success and crucial to the human/business partnership. “In today’s world, whatever skills you have will be outdated a year, two years from now. Are you prepared to adapt?” He insists that “one hundred percent of

the students in Job Corps and in MTC corrections can be employed. They are in demand. ... Because of our commitment to an ever-changing environment with content, structure, standards, and a culture of caring, MTC students will be in even greater demand in the future.”

Jeff Barton observes that the United States Congress in 2021 is on the brink of passing a nationwide infrastructure package, “and in my mind,” Jeff says, “when I hear infrastructure, it’s synonymous with Job Corps. We need to have our students ready, our welders ready, our plumbers, our concrete masons, our bricklayers... even our health trades need to be ready. For the next twenty, thirty, forty years we need to ensure that our program is robust enough to keep up with the demand for all of these jobs in years to come.”

“In today’s world, whatever skills you have will be outdated a year, two years from now. Are you prepared to adapt?”



*Dick Schubert,
former MTC Board Member*



*Bob Jones,
former MTC Board Member*



PUTTING PEOPLE FIRST—A CONTINUING LEGACY

“THEY NOT ONLY TALK THE talk, they walk the walk,” says Michael Petrogeorge, VP and general counsel at MTC. “The bulk of my career has been working for law firms,” stresses Michael, who joined MTC in 2019. “So, coming to work for a truly mission-driven company has been an eye-opening experience.” Michael has accompanied Scott Marquardt as he has walked the hallways of correctional and Job Corps facilities, asking the students and residents about their experiences. “Scott interacts directly with students and residents the same as if he worked at the facility every day—genuinely concerned about the people he’s speaking with. He and the other senior leaders of MTC definitely lead by example.”

Although he says it may sound cliché, the truth is, there’s something unique about MTC. “Everyone works with real purpose, focused on making a social impact in the lives of students and residents. You even see that theme in our discussions about finance and other operational issues. It always goes back to, ‘How can we better help the people we’re serving?’”

Not long after Michael joined MTC, COVID-19 hit. “A lot of what I’ve dealt with at MTC has been related to the



*Michael Petrogeorge,
VP and General Counsel*

challenges of the pandemic and its impact on our operations,” says Michael. “But throughout our many discussions, it always went back to the students and residents we serve. We always had the bigger picture in mind.”

Scott Marquardt says, “I can’t think of a government contract that’s more difficult to operate than a Job Corps center or a correctional facility, because it’s about *changing human behavior*. You might think that building a jet airplane is the most difficult contract you could ever have, but that’s a contract drawn to very exact specifications,

“I can’t think of a government contract that’s more difficult to operate than a Job Corps center or a correctional facility, because it’s about changing human behavior.”

like you’ve got to be within 1/1,000th of an inch of tolerance in a bearing. When you’re dealing with human behavior, that is just all over the board. No two people are alike. Every day it’s a different challenge and you have a different set of circumstances. That’s also what makes it really interesting and invigorating—you’re not just building the same widget over and over and over. But you can’t just say to a person, ‘Okay, here’s a list of what you’ve got to do. Go do these three things and you’ll be successful every time, guaranteed.’ There are a lot of different variables that have to come together to create success inside of a person’s head and help them be successful after they leave us.”



The human factor drives everything else, not the other way around. Bob Jones reflects, “In MTC there is a clear cultural commitment to the purpose of changing lives, and there is an understanding that if you succeed with the purpose, it will drive everything else—and that’s a very unusual thing to find, frankly.”

Scott Marquardt reflects on MTC’s forty years of service, and how things have changed in four decades.

“Now we’re a big organization so it’s become more ‘siloed,’ with people who are specialists in a variety of different fields. It’s a very different operating environment than this *esprit de corps* that they had back in the beginning. We’re much more policy driven and ‘this is the package, go execute the package.’ We encourage innovation and adaptation, but it’s a very different market today. Just the nature of growth

brings that on; I don’t think there was any avoiding it. The values that carried the company in the beginning—performance and innovation and integrity—they’re the heart of the organization still today. The *esprit de corps* lives on in the culture of our organization.”

“I think probably the culture is even better today. After doing it for so many years, we’ve learned more about the science of culture. There’s been a lot more research in the last forty years on the impact of culture on a school or an organization, and how important that is to set up the culture to be the platform for the execution of change. We’ve seen firsthand the tremendous impact culture has had.

“We’ve got some tremendous leaders throughout the organization who have completely bought into the whole BIONIC philosophy and changing lives. That’s how MTC started and that’s how we continue today.

“What better career could there possibly be than to change people’s lives from hardship, difficulty, and challenge to success and joy? We’ve been successful at doing that, thousands and thousands of times over.”

What began as a small social impact company serving a few hundred students at four Job Corps centers in 1981—has grown into a global company that changes the lives of tens of thousands of people each year. Today, MTC provides:

- Education and job training to more than 20,000 young men and women at 23 Job Corps centers
- Rehabilitation, cognitive development programs, education, job training, and life skills to more than 24,000 residents at 22 correctional facilities
- Corrections rehabilitation services to more than 2,000 men at the Parklea Correctional Centre in Australia
- Quality healthcare, legal resources, healthy meals, recreation, and other vital services to more than 4,000 men and women at five immigration facilities
- Medical, dental, and mental health services to more than 7,000 people at 14 MTC corrections and immigration facilities
- Workforce development services to thousands of people in Egypt and Morocco in partnership with government leaders and businesses.



THE NEXT GENERATIONS OF MTC

FEW FAMILY BUSINESSES SURVIVE INTO the third or fourth generation, often because the children and grandchildren don't share the vision of the founders. That has not happened with MTC. Michael Bell says he tells Jane and Scott that Dr. Bob "would be very proud of them. ... They continue, even in today's political environment, to look for ways to help the employees and help the people we serve. Scott and Jane both have their own different personalities but at the end of the day, they believe in what their dad did. Now they're in the company, and Scott has three sons all committed to the future of MTC."

Dr. Bob believed that in order to be successful in business development, it was important to obtain as much education as possible. His children and grandchildren followed his example. All of them graduated from college. In addition, Jane has a law degree and a master's in taxation. Scott has a law degree and a master's in business administration. Grandsons Dan and Mike each have a master's in accounting and are CPAs. Grandson Dave, while not now an MTC employee, shares his grandfather's entrepreneurial passion and has created several of his own businesses.

Dan Marquardt appreciates this heritage. "We're lucky to have inspirational parents and grandparents," he says. "We feel fortunate to be in the position that we are. I feel extremely fortunate to be in the position to work for MTC and try to help drive the company forward. One of our recipes for success has been acknowledging that we don't have all the answers. You're kidding yourself if you think you do. The power's in the team. That's what MTC is about. It's about helping people reach milestones. It could be through the contracts or with our own people; it doesn't really matter, it's all the same."

The most junior member of the Marquardt family to join the firm thus far is Scott's youngest son, Mike. When asked about his grandfather, Mike laughs. "I tell people this—he [Dr. Bob] wasn't the detail



Jane, Scott, and Bob Marquardt in Dayton, Ohio



Jane, Scott, and Bob Marquardt in Utah, c. 2010

guy. He was more the BIONIC guy, the visionary, who loved to go to all the facilities and talk to people. My dad definitely is also this person, because he goes into the classrooms, talks with the people, and learns how they are doing. My grandpa just cared about getting to know people, and telling them, 'I believe in you, and you can succeed.' But at the same time, he was a goofball. He always kept it light."

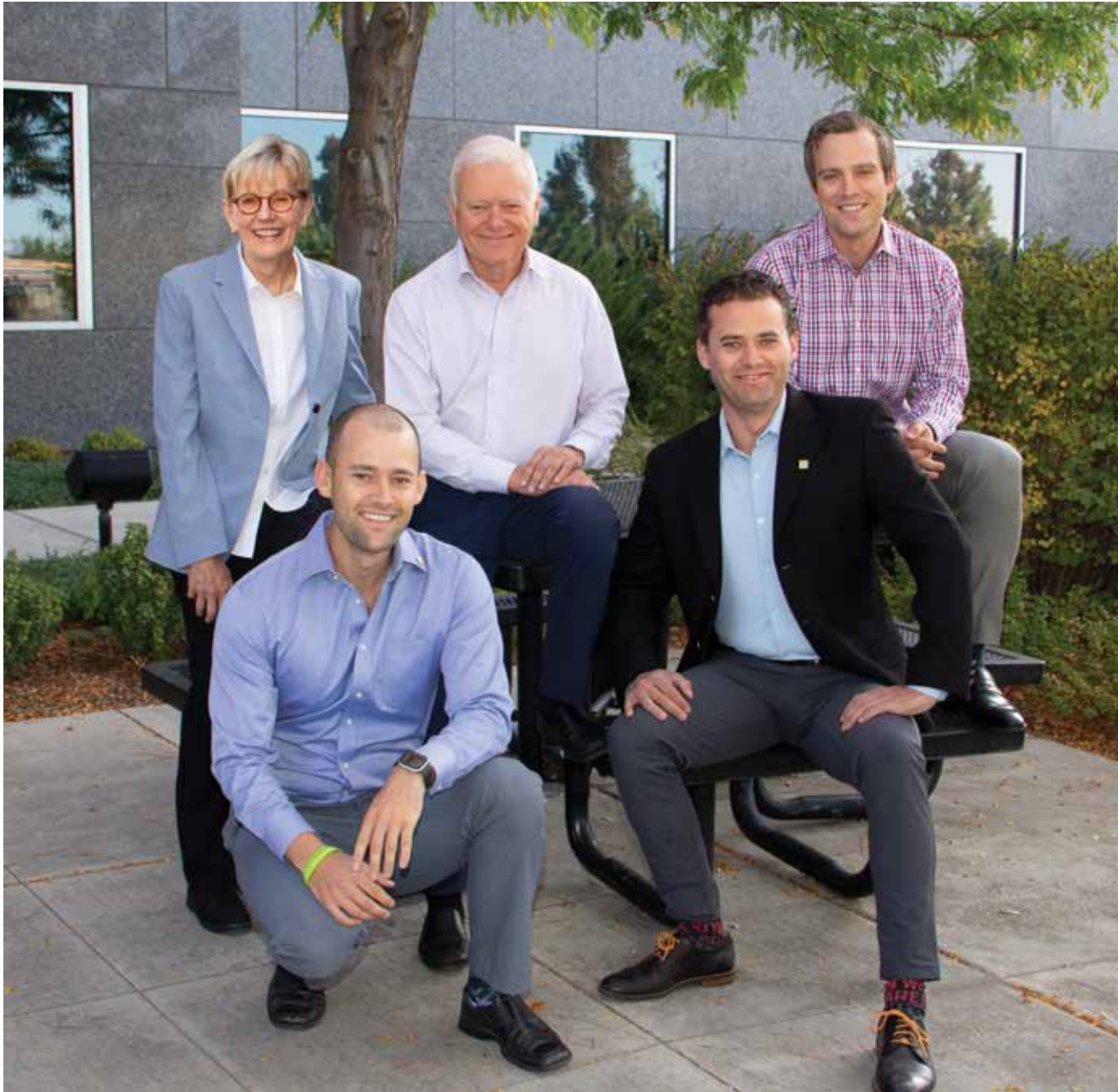
Looking to the future, Mike says, "You might think, 'MTC's got to reinvent itself over the next forty years,' but MTC has been a stable aircraft carrier for teaching and educating people [for the last forty years]. At the very foundation of what MTC does, it probably hasn't changed much from day one. It's all about just giving opportunities, helping people learn life skills, get certifications, diplomas, and get people's self-confidence up.

Maybe there will be different funders for the programs, maybe we'll look for different clients in doing it, but in most cases, it will just be trying to help at-risk populations get the things they need to succeed. In the future, I'm sure there are new areas where we would like to expand, but at the very foundation, it's probably just going to be more of the same—changing people's lives—and we will be proud to continue that MTC legacy."



*Dr. Bob and Scott with
David, Michael, and Daniel*

AT THE VERY FOUNDATION,
IT'S GOING TO BE MORE
OF THE SAME—*CHANGING
PEOPLE'S LIVES*—AND
WE WILL BE PROUD TO
CONTINUE THAT MTC LEGACY.



*Clockwise: Jane, Scott,
Daniel, David, and
Michael Marquardt,
2021*

