



COLORADO
CORRECTIONAL INDUSTRIES

ANNUAL REPORT



2013



Between 1868-1871, Colorado's first prison facility was constructed from stone and rubble masonry quarried on grounds. All construction was completed entirely with prison inmate labor. It was during that initial beginning that a formalized prison industries program emerged, and over the next 140 years, it has grown into what is now known as Colorado Correctional Industries.

Photo courtesy of Museum of Colorado Prisons



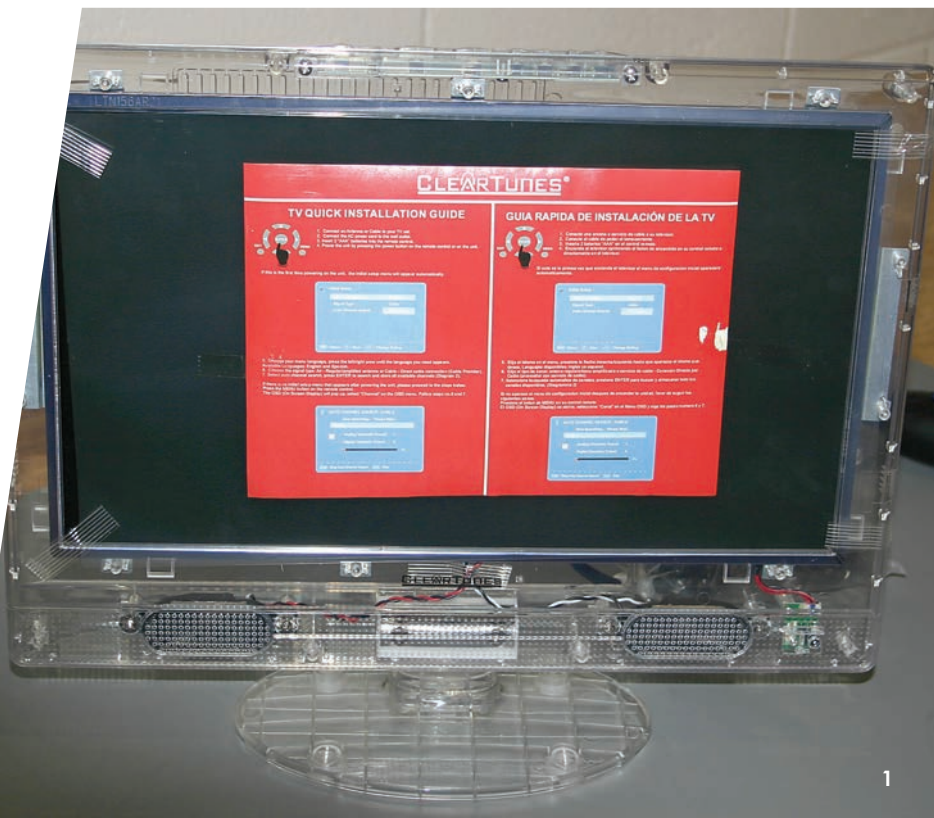
TRANSFERRING ROCK FROM SANDSTONE TO WALL CONSTRUCTION SITE
C.S.P. 11-2-34.

TABLE OF CONTENTS

Loss of Our Director	3
Our Mission	5
Our Welcome	7
Our Division	9
Our Successes	11
Our Partners	13
Recidivism Study	14
Organizational Chart	17
Our Operations	18
State Facilities	21
Products & Services	22
Our Financials	24
CCI Canteen Services	27
CCI Canteen Financials	28
Our Future	31
Our Employees	33



Cover Page: During the September, 2013 floods in Boulder, Colorado, CCI's State Wildland Inmate Fire Team responded to the call for help. Our teams worked tirelessly helping to clear debris from roads, rivers and streams, and assisted the local community with evacuation and rescue efforts.





CCI PRIDES ITSELF
IN PROVIDING OUR
EMPLOYED OFFENDERS
THE NECESSARY JOB
SKILLS REQUIRED
TO SUCCEED AFTER
RELEASE FROM
INCARCERATION.

LOSS OF OUR DIRECTOR

The state of Colorado and the Department of Corrections suffered a tragic loss in the wintertime of 2013, with the senseless murder of our CDOC Executive Director, Tom Clements, at the hands of a Colorado parolee. The reaction and aftershock of this loss has caused all divisions within the CDOC to re-affirm the ways in which we house, rehabilitate,



and prepare our offender population for re-entry into society. Colorado Correctional Industries readied ourselves for recovery of this horrible incident, by re-emphasizing and continuing on the path of mentoring positive behavioral and life skills changes within our offender community we employ.

Colorado Correctional Industries honors our late Executive Director by staying the course, and allowing our proven systems to continue producing outstanding employment statistics and decreasing recidivism rates of the offenders who have been released, that were once under our employ. We extend our deepest sympathy and condolences to the close friends and family of Executive Director Tom Clements.



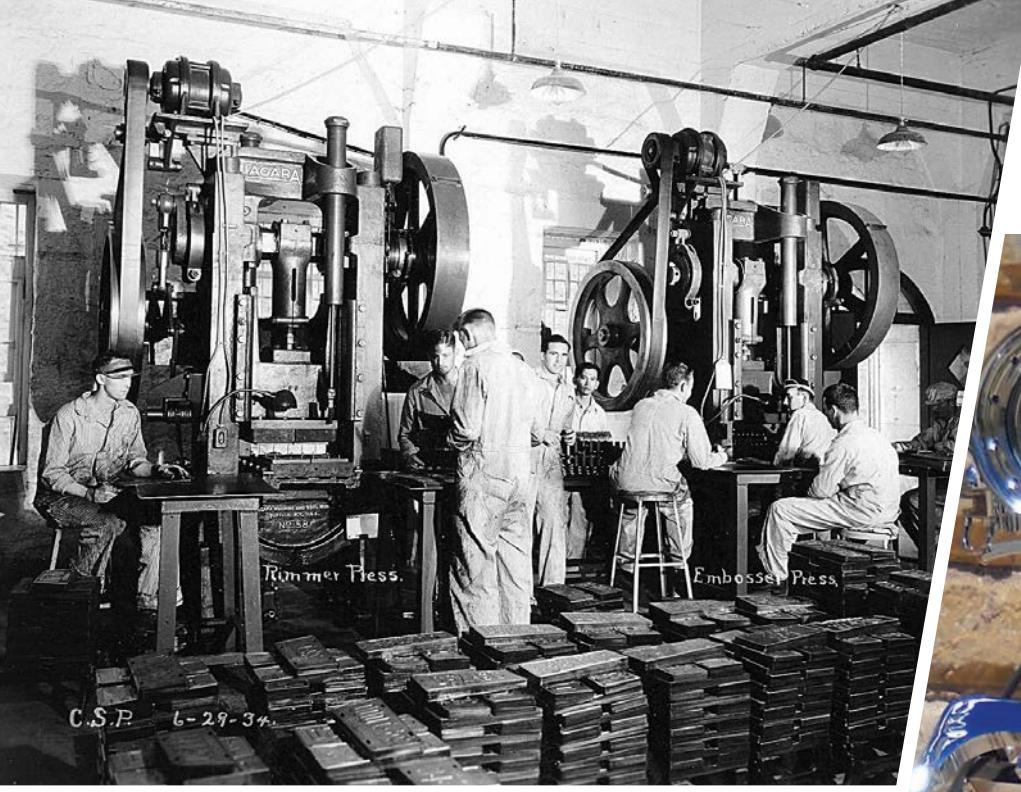


OUR MISSION

The mission of Colorado Correctional Industries is three-fold.

- To reduce offender idleness and the demand for general-funded programs by working as many offenders as possible in self-supporting and productive industries.
- To train offenders in meaningful skills, work ethics, and quality standards which better enable them to secure long-term employment after release from prison.
- To operate in a business-like manner so that enough revenues are realized each year to meet the ongoing capital equipment, working inventories and operating cash needs of the division.





License plate manufacturing has been a mainstay by State prison offenders for the last 80 years. In 1934 the license plate prison industries program was installed at Colorado State Penitentiary (currently Colorado Territorial Correctional Facility). Plates are still being manufactured today in this same facility.

Photo courtesy of Museum of Colorado Prisons

OUR WELCOME

It is my pleasure to share our 2013 Annual Report with you and to provide some insight into the many successes of Colorado Correctional Industries (CCi), past and present.

COLORADO'S PRISON INDUSTRIES HISTORY

The first recorded industry program in Colorado dates back between 1868-1871, when Colorado's first 42-cell penal institution was built, using prisoner labor and rubble masonry quarried from stone found in the area. Some of the first industry programs to launch from this project were a sandstone and lime quarry, shoe factory, tailor shop, vegetable farm, cow dairy and culinary programs. In just 15 short years after construction of the first prison was complete, prison population grew to 972 prisoners, and thus, a need for organized industry programs was embraced.

CURRENT TIMES

Today, with a current prison population of over 17,600 housed in State, youth and private prison facilities, CCi employs 1,800 offenders and plays a vital role in the safety and security of staff and offenders alike. CCi is successful due to several reasons.

First, we continue to develop joint venture partnerships with several new organizations to help meet a mutual goal of production, performance and profitability. Additional offenders were employed and our staff and offenders became engrossed in the new avenues we embarked upon. The partnerships addressed CCi's re-entry mission, inspiring our inmate population to learn new trades, skills and work practices. Some of these trades include water buffalo dairy farming, auto body paint and collision repair, tilapia and lobster farming, Silversmith merchandising production, saddlery, furniture upholstery, forestry services, Bureau of Land Management wild horse program, and the care and housing of bucking bulls on the pro-rodeo circuit. Our partnerships are a key component to the success and future of CCi.

We also addressed existing programs this year. We looked at ways to enhance overall safety, production flow, raw materials, processes and staffing. Investing in technological advances were implemented along side all of our operational improvements. These advancements afforded our customer base with convenient ordering methods, and our staff were able to process orders more efficiently and effectively. This not only makes business sense, it makes for a stronger economic foundation for CCi's future.

Finally, CCi prides itself in providing offenders the necessary skills required to succeed after release from incarceration. Several, if not most, of our programs offer college certificate classes, apprenticeship training, on-the-job skills training, and all teach basic work ethics that are required for work with any job in our communities. Having these tools upon release improves the state's recidivism rate and keeps our communities a safer place to work, live and play.

In April, 2012, the Colorado Department of Corrections Office of Planning and Analysis, conducted a very extensive study comparing recidivism rates of inmates who were involved in CCi programs over the course of one year, versus those who were not involved in any type of rehabilitation program. The findings of this study are impressive and have been included in this annual report. I am proud to re-state that working in CCi programs enhances an offender's opportunity for achievement, giving them the life skills, confidence, self esteem and financial means necessary for successful reentry.

As our motto states, "We Build Opportunity." CCi is committed to helping make re-entry victorious through hard work, technological advances, collaboration and winning partnerships. We continually launch new programs, thereby expanding our revenues and assuring CCi's sustainability for our future. It is the pride of our staff and offenders, and the continued support of CDOC joint venture partners, vendors and customers that built another successful year for CCi. Please enjoy our 2013 Annual Report, and thank you for your interest in and continued support of CCi.

Sincerely,



Steve Smith
Director, Colorado Correctional Industries





OUR
PARTNERSHIPS
ARE A KEY
COMPONENT
TO THE SUCCESS
AND FUTURE
OF CCI AND
THE AGENCIES/
CORPORATIONS WE
HELP TO SUPPORT.

OUR DIVISION

Since 1977, with the passage of Legislative Bill CRS 17-24-101, Colorado Correctional Industries, a division of the Colorado Department of Corrections, has worked to improve the lives of incarcerated men and women, reduce the tax burden of Colorado citizens and assist the CDOC in addressing the safety and well-being of our citizens, victims, staff and offenders. CCI and CDOC collaborate collectively within a controlled environment addressing the mission of each government entity. The opportunities for self-improvement and meaningful work skills provided by CCI for incarcerated offenders help prepare these individuals when returning to free society.

CCI is mandated to operate in a business-like manner. We employ over 1,800 offenders on a monthly basis within three program areas; agricultural, services and manufacturing. More than 70 programs operate within these three areas to provide products and/or services for our customers, train offenders with marketable skills, and generate revenues that allow us to fully fund the costs of operating our division. As a cash-funded entity with enterprise status, CCI does not receive tax-payer support. It is the business decisions made by our professional staff that we rely upon to meet the continuing financial needs of our organization and address our mission of providing opportunities for offenders.

The training and employment of offenders within CCI financially benefits the taxpayers of Colorado. Our programs result in a cost **avoidance** for the state of approximately \$5,000 per offender when compared to general-funded training and employment opportunities. With our current employment roster of over 1,800 offenders, this equates to \$9,000,000 per year **avoided** by Colorado taxpayers. The financial benefits of CCI are far-reaching and include:

- Offenders employed within CCI Prison Industries Enhancement Program have contributed more than \$.5 million in victim's restitution and assistance.
- The skills and work ethics CCI provides assist the offender with reentry to society, thus helping to ensure success for a productive and contributing individual.
- Partnering with CDOC to address the mission of each government entity ensures a safe and secure environment is provided to offenders, staff and citizens of Colorado.

Working on the Inside—Succeeding on the Outside is the motto of our National Correctional Industries Association. It is a phrase that rings true throughout all correctional and industry facilities. The diverse programs we operate benefit corrections, CCI, and taxpayers. These programs offer offenders an immense opportunity in which to learn meaningful skills, work ethics and responsibility prior to their release. Studies have shown that an offender who is successful within correctional industries programs is more likely to be successful within the private community. Colorado recidivism rates are improved by 18% compared to inmates who were not involved in a CCI program. It is our goal to provide as much opportunity for an offender's success and assist in reducing the recidivism rate of Colorado. We will continue to accomplish this mission through the professional efforts of our staff who believe in CCI.





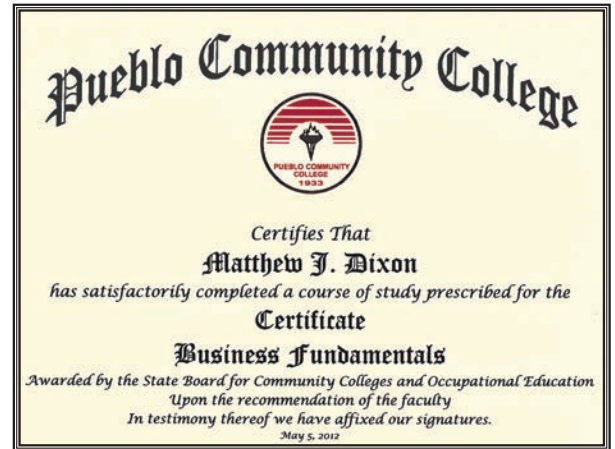
OUR SUCCESSES

Continuing education is a big part of CCI's success. Both staff and offenders participated in job skills enrichment training and/or higher education curriculum.

STAFF TRAINING

Every staff member employed within CCI is challenged each year, to further enhance their job-related expertise by attending a minimum of 40 hours of internal and external training. This training standard was surpassed, with a total of 10,900 training hours achieved for the year! Some of the specialized training attended include the following:

- Automotive Service Excellence (ASE) for auto mechanics.
- Canine behavior, service dogs and specialty training for police dog work.
- Facility Management training.
- Fiberglass processes training.
- Fire and life safety training.
- Floral design.
- Global Shop training for inventory, sales order entry, etc.
- Hazard Analysis and Critical Control Points (HACCP) for Fishery.
- Hostage training.
- Leather works training.
- Management seminars.
- Metal works and powder coat training.
- National Animal Interest Alliance (NAIA) training in agriculture
- Specialized investigation and intelligence training through various police agencies.
- Transportation rules of the road training.
- Video media for wild horse training.
- Wild Land Fire Fighting advanced training.



COLLEGE COURSES AND OFFENDER APPRENTICESHIP PROGRAMS

Our offender population partook in college courses and apprenticeship programs this year, to further enhance their knowledge and success when released from prison. 137 male and female offenders participated in college courses from Pueblo Community College. These offenders successfully managed to work in a CCI program, and during their off time, participated, studied and passed their college courses, achieving a combined total of 1,177 college credits! Some of-

fenders chose a different route, and participated in apprenticeship programs which will generate a certificate at the conclusion of their on-the-job training and work experience. For many offenders, these educational opportunities would have never been achieved, if it weren't for the structure and encouragement of CCI staff, and the partnership CCI shares with the CDOC Education department.



FROM IDLE...



...TO IMPACT!



OUR PARTNERS

C Ci values the relationships and business we have achieved with our many Joint Venture Partnerships. These partnerships have helped meet a mutual goal of production, performance and profitability. Our partnerships are a key component to the success and future of CCI and the agencies/corporations we help to support.

Below are some excerpts from letters we have received from a number of our partners or community members. These statements are proof that our partnerships hold value, keep our business prospering, and make solid financial sense for current times and in the future.

“As the owner of a distributor of commercial furniture in three states, the support and value add relationship with CCI is important to my business. We work hand in hand with some of our largest clients together. CCI is an integral and important part of our educational community. Our company is extremely grateful for the opportunity to work with CCI.”

– Canter Company

“During a hike along the Continental Divide near Morgan's Gulch, we came upon a crew of inmates building the new hiking trail. The trail work was exceptionally well done. It was gratifying to have the chance to talk with trail crew bosses and the inmates, to thank them for their hard work at very high elevations. We very much appreciate the work completed and were honored to be the first group to achieve the pass on the new trail.”

– Linden Lane Partners, LLC/private citizen

“This business alliance has not only been a strong contributor to employment of personnel, but it has provided quality parts and components in a timely basis to deploy your mission within the correctional institution. With our combined efforts of delivering quality products and providing outstanding customer service, we plan to continue to invest in our relationship with CCI and look forward to long term growth.”

– Inscape Company

“Juniper Valley Fire Crew had great attitude and work ethic. The crew was on “auto pilot” most of the time! All tasks were completed with enthusiasm to our full expectations. This is a top notch crew and I would welcome them to any fire we may have to fight in the future.”

– Boise Smokejumpers

“Our company has supplied chair kits to CCI for over 20 years. Our annual sales volume with CCI exceeds over a million dollars a year. I travel the country visiting other correctional industry programs and CCI is respected across the country as one of the best run programs. After touring CCI Seating manufacturing facility, I found it to be very well run and achieves its mission of teaching the inmates a skill they can use for a lifetime. Your program helps to keep the streets of Colorado safe by improving inmates skills, building self respect and reducing recidivism.”

– Dauphin Company

“Our corporation values our partnership with CCI and collectively we have experienced strong sales growth over the last several years. We look forward to continuing our partnership with CCI and supporting the inmate employment program for many years to come.”

– Allsteel Corporation

“Our company has been doing business with CCI for more than 20 years. CCI has been an active partner with OEI in developing new products and processes, and helping train inmates with marketable skills.”

– OEI Original Equipment Industries



RECIDIVISM STUDY

Colorado Correctional Industries (CCi) is designated as an enterprise under the provisions of Article X, Section 20 (2)(d) of the Colorado Constitution. CCi is required to generate sufficient revenue to cover all of its business operations and related capital investment and partly reimburses the General Fund for the associated cost of offender management services. CCi is responsible for training offenders in general work habits and various job skills that may increase their future employment prospects.

NATIONAL LITERATURE

- Although methodologically sound research on this topic is limited, a review of rigorous studies concluded that prison industries reduced recidivism by more than 6% and provided a net benefit (crime reduction benefits to taxpayers and victims minus program costs) of \$13,961 per participant (in 2007 dollars).¹
- Earlier research, also conducted by the Washington State Institute for Public Policy, similarly found that “correctional industries programs can be expected to produce a statistically significant reduction in the future criminality of participating offenders” (p. 1).²
- Offenders who worked in federal prison correctional industries for at least 6 months were compared to a matched group of nonparticipants; participants were 24% less likely to be reincarcerated up to 12 years later.³
- Participants in the Washington State Department of Corrections’ correctional industries (CI) program (n = 1,092) had higher 1-year and 3-year employment rates (40.1% and 34.9%, respectively) than a similar control group of nonparticipants (n = 422; 29.1% and 8.2%). CI graduates also were less likely to return to prison 1 year and 3 years after release (34.5% and 47.2%, respectively) compared to the matched group (45% and 61.4%).⁴
- Offenders who participated in Ohio Penal Industries (OPI) were said to have a recidivism rate of 18%, compared to the overall state 3-year rate of 34%. No details were provided about how the rate was calculated for OPI participants.⁵ However, a 2010 report stated that those with OPI experience were just as likely to recidivate within 5 years of release as offenders without.⁶
- An 8-year follow-up study of Arizona Correctional Industries (ACI), completed in 2002, evaluated 1,056 program participants and 15,078 nonparticipants, taking into account risk-related group differences (e.g., gender, ethnicity, age at release, current offense, criminal history, custody level, and supervision status). Comparing participants to nonparticipants, respectively, 34.5% and 55.2% returned to prison; 26.1% and 39.2% returned with a new felony conviction; and 6.5% and 10.4% returned with a new violent felony conviction.⁷ As the study did not use comparable groups, it is difficult to determine whether ACI participation does indeed reduce recidivism.

COLORADO RESULTS

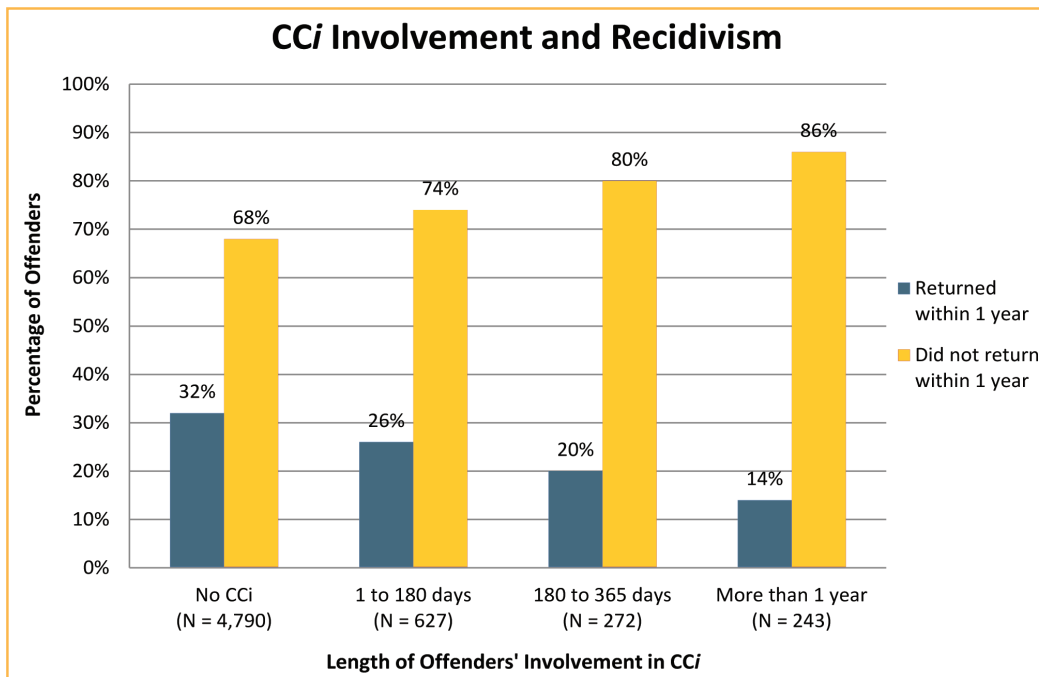
- Several analyses were used to compare recidivism rates for offenders who worked for CCi with those who did not. First, a sample of 5,932 FY2010 releases was used to examine the relationship between CCi work experience and recidivism (see graph to follow).
- To determine whether the relationship between CCi and recidivism was due to the program itself or to selection bias (i.e., CCi employing the lowest-risk offenders), propensity score matching was used to create a comparison group. Propensity score matching is a statistical method employed in nonexperimental settings when random assignment to treatment and control groups is not possible. The comparison group was matched to the offenders who worked for CCi for at least 60 days on variables including disciplinary violations, educational level, program compliance (SOTMP or substance abuse), LSI-R score, gang status, any time ever in administrative segregation, vocational needs level, final custody level, and offense degree.

RECIDIVISM STUDY

- Data were analyzed for 60-day and 90-day CCI participants in an effort to pinpoint the minimum length of employment needed to produce positive outcomes. These preliminary findings seem to suggest that “longer is better,” although results for the 60-day group were in the right direction (the CCI group had a 23% recidivism rate, compared to 27% for the matched sample), the difference was not statistically significant.
- Offenders who worked for CCI for 90 days or more were compared to matched nonparticipants (n = 720 per group). Results showed:
 - participants had a significantly lower recidivism rate than the no-CCI group (21% vs. 26%);
 - even after controlling for release type (discretionary parole, mandatory parole or reparole, sentence discharge), the difference between the two groups was statistically significant (p < .05);
 - of the offenders who returned to prison, those who worked for CCI stayed out of prison significantly longer than the matched comparison group (on average, 52 days longer); even after controlling for release type, the difference was statistically significant.
- Post-release employment status also was analyzed for 1,350 parolees who participated in a CCI program for at least 90 days. (Information about employment status is not available for other types of releasees.) The CCI group was significantly more likely to find a job within 1 year of release compared to the matched group (53% vs. 45%). Even after controlling for release type, the positive relationship between CCI and employment was still statistically significant.

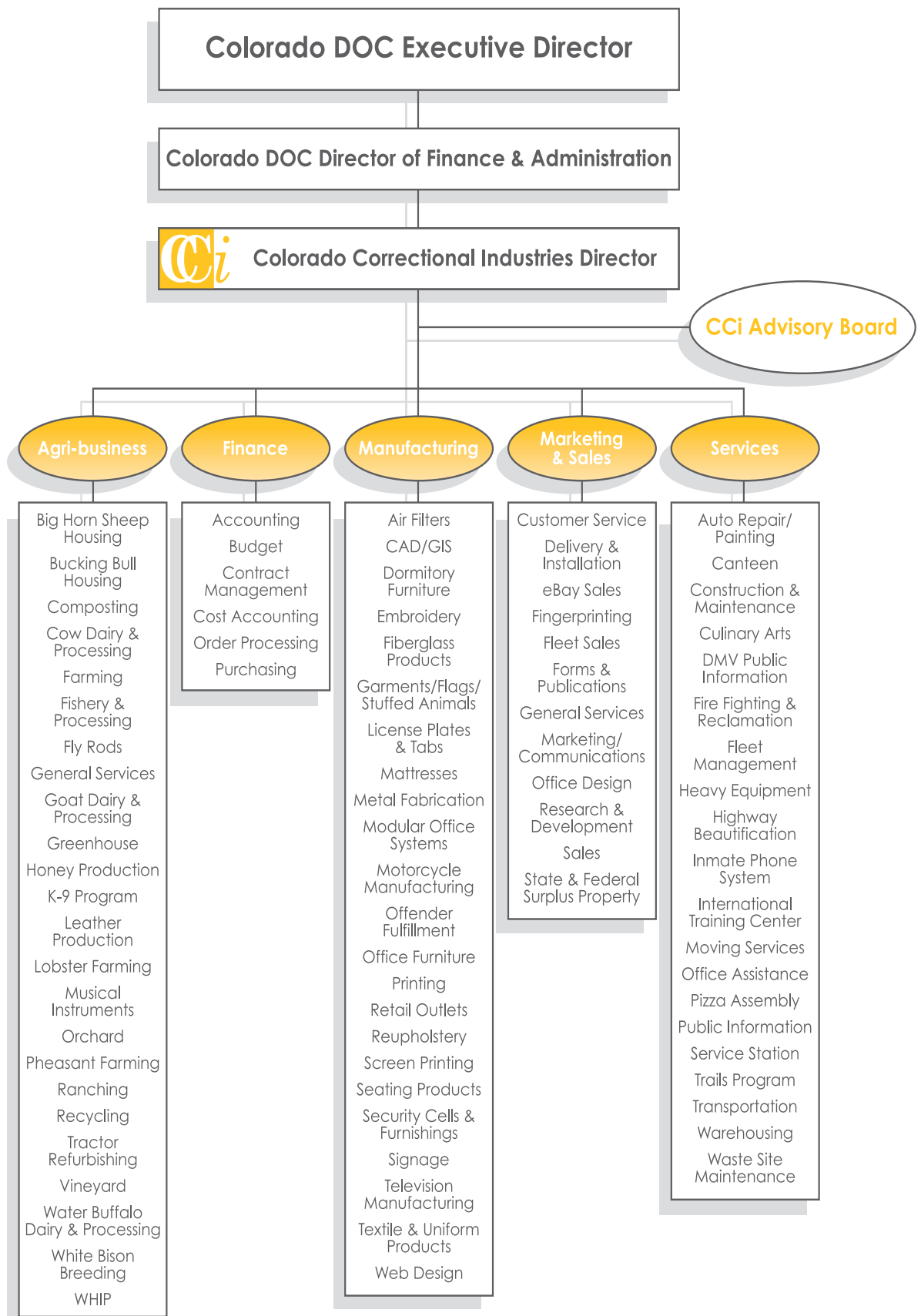
REFERENCES

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- 2 Aos, S. (2005). *Correctional industries programs for adult offenders in prison: Estimates of benefits and costs*. Olympia, WA: Washington State Institute for Public Policy. Retrieved from <http://www.wsipp.wa.gov/rptfiles/05-01-1202.pdf>
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- 4 Evans, M. (2011). Does participation in Washington's Correctional Industries increase employment and reduce recidivism? Olympia, WA: Washington State Department of Corrections.
- 5 Bischoff, L. (2010, January 31). State tries to keep offenders busy to lower return rate. *Dayton Daily News*. Retrieved from <http://www.daytondailynews.com/news/dayton-news/state-tries-to-keep-offenders-busy-to-lower-return-rate-521314.html>; Furderer, D. (2011). Ohio penal industries. *Correctional Institution Inspection Committee*; Ohio Department of Rehabilitation and Correction. (2011, February 14). Ohio prison recidivism at 11-year low. Retrieved from <http://www.drc.ohio.gov/Public/press/press397.htm>
- 6 VanDine, S., & Bickle, G. (2010). *What works? General principles, characteristics, and examples of effective programs*. Columbus, OH: Ohio Department of Rehabilitation and Correction.
- 7 Arizona Department of Corrections. *Arizona correctional industries impact recidivism (Fact sheet 03-01)*.





ORGANIZATIONAL CHART



OUR OPERATIONS

ADMINISTRATION

Our division director's office has always been an open door to our varied and numerous customers. All matters related to planning, personnel, legal affairs, departmental affairs, public information and strategic goals are administered from this office. A productive relationship has been built over numerous years with Colorado DOC executive staff and CCI in order to discuss, plan and execute business decisions that involve both parties.

Steve Smith, CCI Director, has grown with and guided the organization for more than 25 years. Promoting his way through CCI and serving in various management positions has provided Steve with a diverse understanding of the division. His implementation of cutting-edge programs has led to national recognition. Steve believes the diversity of operations is one of the greatest advantages for CCI, and his enthusiasm, energy, expertise and leadership skills continue to move CCI forward.



AGRI-BUSINESS

CCI's agricultural roots began with farming in 1874 as part of the Colorado State Penitentiary inmate work program. Nearly 140 years later, CCI's agricultural activities continue to include farming and diverse programs that involve greenhouses, cows, dogs, fish, goats, horses, water buffalo, big horn sheep and white bison.

Jim Heaston, CCI Agri-business Division Manager, believes in looking for opportunities that will continue to move the agricultural division forward in today's world. Jim joined CCI in 1987 and has promoted through the organization to become a division manager in 2008. He has been a key player in major expansions, development and implementation of CCI's diverse agri-business programs.



FINANCE

It has always been more than crunching numbers. Processing all CCI sales, invoicing, purchases, accounts payable and receivable, financial statements, inventories, and ensuring a balanced book exists at the end of day. Our financial division must also be able to predict cash flow, oversee the budgets of our more than 70 cost centers and ensure end-of-year reconciliation.

James McCoy, Chief Financial Officer, joined CCI in 2009 and truly enjoys the profit-and-loss business environment of such a unique organization. With more than 12 years as a budget analyst for the State, James became very familiar with CCI operations. His budgetary analysis and management of our unique operations are related to the financial success of CCI.



OUR OPERATIONS

MANUFACTURING

The diverse operations of CCI manufacturing programs provide products that serve the citizens of Colorado, governmental entities, higher education and CCI. As with nearly every national correctional industry, we are identified as "the license plate maker" for our state. CCI is more than that. If you can imagine a product needed, we can provide it.



Andy Klinkerman, CCI Manufacturing Division Manager, believes the diversity of our products and services is what ranks CCI above other industry programs, answers the needs of our customers and provides equally diverse job opportunities for offenders. Since beginning his career with CCI in 1992 in our agriculture division, Andy has learned and experienced many roles. His belief in the mission of CCI promoted him through the organization, and in 2002 he stepped into his current position.

MARKETING & SALES

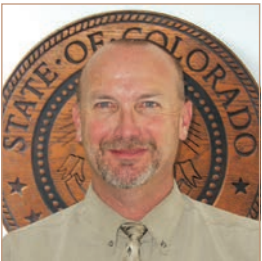
CCI understands that we must provide comparable pricing, along with quality and service above that of our competitors to deserve our business. It is our goal to become the vendor of choice for our customers. Over the years we have evolved from a word-of-mouth advertising to a full-scale showroom and the electronic world of websites and on-line ordering.



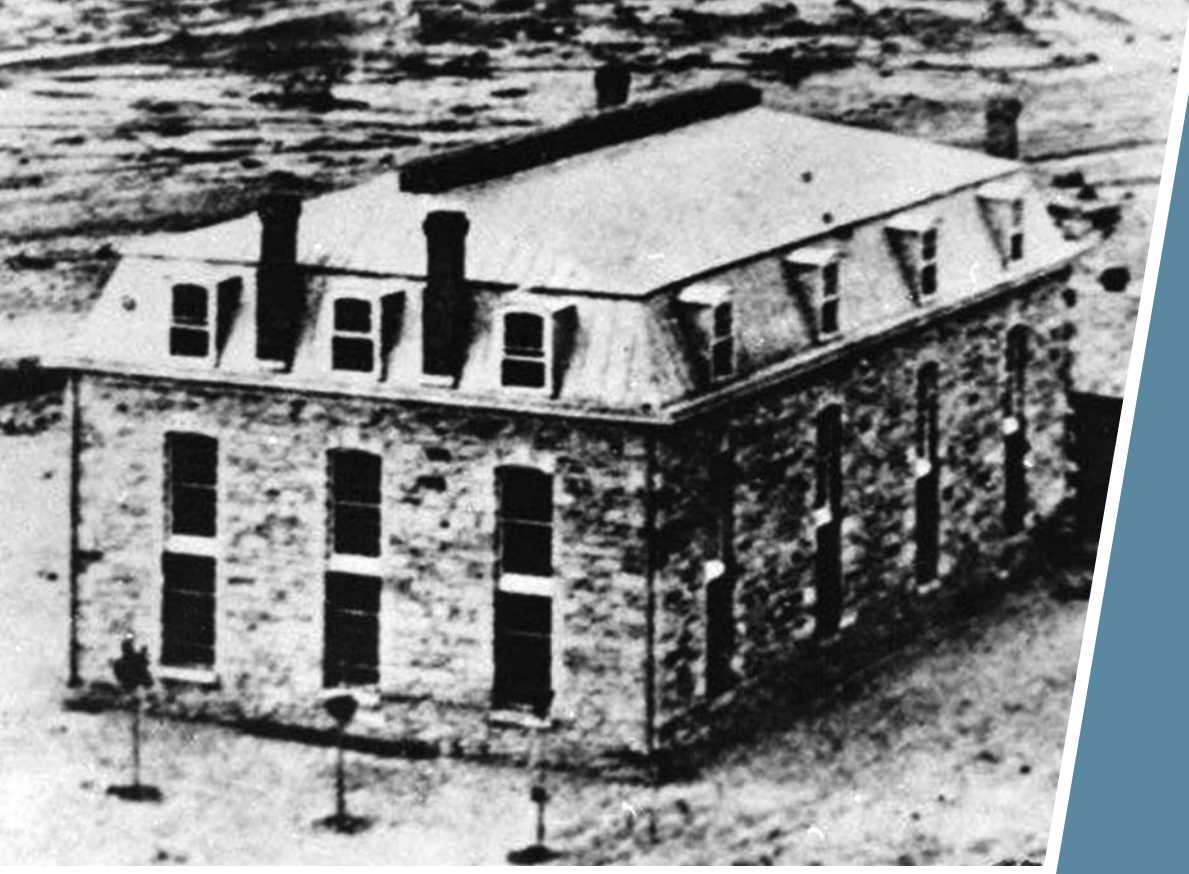
Richard Curry, CCI Marketing and Sales Division Manager, came to CCI from the private sector in 2001 as our Sales Manager. His knowledge of the business world, gratification in knowing that CCI is not a tax-supported entity and belief in future organizational opportunities promoted him within one year to oversee the Marketing and Sales division.

SERVICES

Operating costs for CCI are reduced through the efficient utilization of our own internal staff and offenders for support services. Their skills and dedication answer the needs of customer service, warehousing, transportation, delivery and install, and much more. Our service division also answers the needs of our customers, our State, and CDOC offenders.



Jack Laughlin, CCI Services Division Manager, has served both CDOC and CCI during his vast career. His knowledge of operational responsibilities for each "side" and his eagerness to address challenges benefits CCI. Jack enjoys thinking outside the box when developing industry programs that address the needs of customers and offenders.



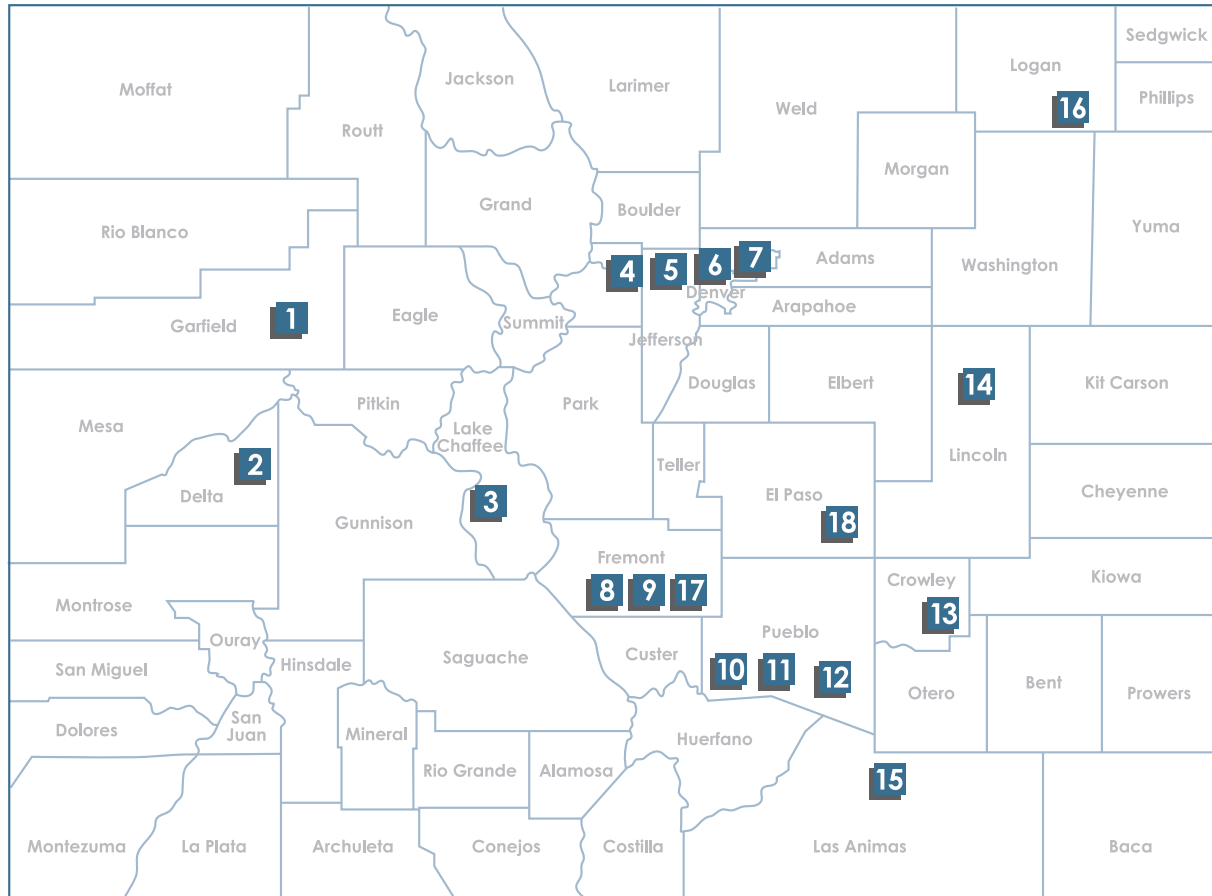
Between 1868 to 1871, this three-tiered cell house was the first Colorado prison facility ever built using prisoner labor. Total cost of construction was \$40,000. It contained 42 cells, each measuring six by eight feet in size. By year end of 1871, there were only 23 prisoners residing in this cell house.

Photo courtesy of Museum of Colorado Prisons

WE CONTINUALLY
LAUNCH NEW
PROGRAMS, THEREBY
EXPANDING OUR
REVENUES AND
ASSURING CCI'S
SUSTAINABILITY FOR
OUR FUTURE.

STATE FACILITIES

C Ci works closely with the Colorado Department of Corrections to incorporate industry programs at each facility in which inmates are available for work. Together, we manage the population of incarcerated men and women throughout Colorado. CCI programs operate within 19 of the 23 DOC facilities and employ 211 civilian staff and over 1,800 inmates on a monthly basis.



- | | |
|--|---|
| 1 Rifle Correctional Center | 10 La Vista Correctional Facility |
| 2 Delta Correctional Center | 11 San Carlos Correctional Facility |
| 3 Buena Vista Correctional Complex | 12 Youthful Offender System |
| a Buena Vista Correctional Facility | 13 Arkansas Valley Correctional Facility |
| b Buena Vista Minimum Center | 14 Limon Correctional Facility |
| 4 CCI Oakland Facility | 15 Trinidad Correctional Facility |
| 5 Colorado Correctional Center | 16 Sterling Correctional Facility |
| 6 Denver Reception & Diagnostic Center | 17 International Training Center |
| 7 Denver Women's Correctional Facility | 18 CCI Administration Office |
| 8 Colorado Territorial Correctional Facility | |
| 9 East Cañon Complex | |
| a Arrowhead Correctional Center | |
| b Centennial Correctional Facility/
Centennial South | |
| c Colorado State Penitentiary | |
| d Four Mile Correctional Center | |
| e Fremont Correctional Facility | |
| f Skyline Correctional Center | |

PRODUCTS & SERVICES


<p>1 Rifle Correctional Facility </p> <p>Culinary Arts Offender Jobs 42</p> <p>Firefighting & Reclamation Offender Jobs 24</p> <p>Trails Program Offender Jobs 24</p>	<p>7 Denver Women's Correctional Facility</p> <p>Canteen Offender Jobs 25</p> <p>Garments Offender Jobs 20</p> <p>K-9 Adoption & Training Offender Jobs 36</p> <p>Printing Services Offender Jobs 25</p> <p>TV Manufacturing Offender Jobs 6</p>
<p>2 Delta Correctional Center </p> <p>Farming* Offender Jobs 30</p>	
<p>3 Buena Vista Correctional Complex   </p> <p>Firefighting & Reclamation Offender Jobs 24</p> <p>Fish Farming Offender Jobs 10</p> <p>K-9 Adoption & Training Offender Jobs 16</p> <p>Saddles & Leather Products (PIECP) Offender Jobs 68/17 PIECP</p> <p>Trails Program Offender Jobs 22</p>	<p>8 Colorado Territorial Correctional Facility</p> <p>License Plates & Tabs Offender Jobs 110</p> <p>Motorcycle Manufacturing Offender Jobs 8</p> <p>Signs Offender Jobs 10</p>
<p>4 CCI Oakland Facility </p> <p>CAD Design Offender Jobs 1</p> <p>Customer Service Offender Jobs 2</p> <p>Delivery & Installation Offender Jobs 6</p> <p>EBay Sales Offender Jobs 2</p> <p>Forms Distribution Offender Jobs 1</p> <p>Janitorial Offender Jobs 1</p> <p>Office Assistance Offender Jobs 1</p> <p>Sales & Showroom Offender Jobs 2</p> <p>State & Federal Surplus Offender Jobs 3</p>	<p>9a Arrowhead Correctional Center</p> <p>Canteen Offender Jobs 60</p> <p>Fish Farming Offender Jobs 20</p> <p>Fish Processing Offender Jobs 40</p> <p>Fishing Rod Manufacturing Offender Jobs 15</p> <p>Fleet Services Offender Jobs 15</p> <p>Greenhouse Products Offender Jobs 89</p> <p>Honey Production Offender Jobs 2</p> <p>K-9 Adoption & Training Offender Jobs 12</p> <p>Musical Instruments Offender Jobs 2</p> <p>Tractor Refurbishing Offender Jobs 3</p> <p>Transportation & Tech Training Offender Jobs 10</p> <p>Warehouse Offender Jobs 10</p>
<p>5 Colorado Correctional Center </p> <p>Collision Repair Offender Jobs 10</p> <p>CSP Training Academy Garage Offender Jobs 3</p> <p>CSP Training Academy Kitchen Offender Jobs 10</p> <p>CSP Training Academy Maintenance Offender Jobs 5</p> <p>Delivery & Installation Offender Jobs 24</p> <p>Highway Barrier Fencing Offender Jobs 6</p> <p>Highway Cleanup Offender Jobs 24</p> <p>Highway Mowing/Trimming Offender Jobs 12</p>	<p>9b Centennial Correctional Facility <i>No programs – Special Needs Facility</i></p> <p>9c Colorado State Penitentiary <i>No programs – Maximum Security</i></p>
<p>6 Denver Reception & Diagnostic Center <i>No programs – Receiving Facility</i></p>	<p>9d Four Mile Correctional Center</p> <p>Bucking Bull Housing Offender Jobs 2</p> <p>Big Horn Sheep Housing Offender Jobs 1</p> <p>Composting Offender Jobs 2</p> <p>Dairy & Dairy Processing Offender Jobs 72</p> <p>Heavy Equipment Offender Jobs 30</p> <p>K-9 Adoption & Training Offender Jobs 12</p> <p>Water Buffalo Dairy Offender Jobs 6</p>



PRODUCTS & SERVICES

White Bison Breeding Offender Jobs 1
 Wild Horse Inmate Offender Jobs 55
 Program



Modular Office Offender Jobs 53
 Systems
 Public Information Offender Jobs 15
 Services
 Web Design Offender Jobs 4


9e Fremont Correctional Facility 
 Dormitory Furniture Offender Jobs 25
 (PIECP)
 Fiberglass Tanks Offender Jobs 25
 (PIECP)
 Garments Offender Jobs 15
 Metal Fabrication Offender Jobs 120
 Office Furniture Offender Jobs 93
 Security Cells & Offender Jobs 45
 Furnishings (PIECP)

14 Limon Correctional Facility 
 Embroidery & Offender Jobs 9
 Screen Printing
 Flags Offender Jobs 12
 Garments Offender Jobs 165

15 Trinidad Correctional Facility  
 Air Filters Offender Jobs 5
 K-9 Adoption Offender Jobs 24
 & Training

9f Skyline Correctional Center  
 Delivery and Offender Jobs 10
 Installation
 Farming Offender Jobs 45
 Fire Fighting Offender Jobs 24
 & Reclamation
 Goat Dairy & Offender Jobs 30
 Processing
 Heavy Equipment Offender Jobs 10
 Orchard & Vineyard Offender Jobs 15
 Recycling Offender Jobs 15

16 Sterling Correctional Facility  
 K-9 Adoption Offender Jobs 32
 & Training
 Seating Offender Jobs 75



17 International Training Center 
 Culinary Arts Offender Jobs 5
 Pizza Assembly Offender Jobs 14
 Retail Outlets Offender Jobs 2
 Training & Guest Offender Jobs 22
 Services

10 La Vista Correctional Facility  
 Administrative Offender Jobs 12
 Services
 Construction & Offender Jobs 44
 Maintenance Services
 Farming Offender Jobs 80
 Information Offender Jobs 10
 Technology

18 CCI Administration Office 
 Retail Outlets Offender Jobs 0

11 San Carlos Correctional Facility
 No programs – Special Needs Facility

12 Youthful Offender System
 Specialty Products Offender Jobs 10

13 Arkansas Valley Correctional Facility  
 CAD/GIS Offender Jobs 15
 Customer Service Offender Jobs 2
 Toll-free
 Fulfillment Center Offender Jobs 12

SERVICES	
MANUFACTURING	
AGRI-BUSINESS	
*Seasonal	

OUR FINANCIALS

For Fiscal Years Ended June 30, 2013 and 2012 unaudited (Note 1)

COLORADO CORRECTIONAL INDUSTRIES STATEMENT OF NET ASSETS

	6/30/13	6/30/12
ASSETS		
Current Assets		
Cash and Pooled Cash (Note 2)	4,805,766	6,090,291
Other Receivables, net	1,308,858	907,630
Due from Other Governments	1,041,278	475,637
Due from Other Funds	2,813,849	2,736,252
Inventories	12,673,528	12,483,140
Prepays, Advances, Deferred Charges	394	251
TOTAL CURRENT ASSETS	22,643,673	22,693,201
NONCURRENT ASSETS		
Other Long Term Assets	1,910,263	1,746,173
Capital Assets:		
DEPRECIABLE CAPITAL ASSETS AND INFRASTRUCTURE, NET	3,791,111	3,829,670
Land and Non-Depreciable Infrastructure	980,412	980,412
TOTAL NONCURRENT ASSETS	6,681,786	6,556,255
TOTAL ASSETS	29,325,459	29,249,456
LIABILITIES		
Current Liabilities:		
Accounts Payable and Accrued Liabilities	4,578,141	4,905,219
Compensated Absences Payable	40,000	36,000
Other Current Liabilities	8,243	15,283
Due to Other Funds	0	5,025
Deferred Revenues	51,000	26,269
TOTAL CURRENT LIABILITIES	4,677,384	4,987,796
NONCURRENT LIABILITIES		
Accrued Compensated Absences	1,147,768	1,127,269
TOTAL LIABILITIES	5,825,152	6,115,065
NET POSITION		
Investment in Capital Assets	4,771,523	4,810,082
Unrestricted	18,728,784	18,324,309
TOTAL NET ASSETS	23,500,307	23,134,391

STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN FUND NET ASSETS

	6/30/13	6/30/12
OPERATING REVENUES		
Sales of Goods and Services	44,485,405	48,708,212
Other Revenues	160,685	101,789
Federal Grants and Contracts	1,632,442	1,503,050
TOTAL OPERATING REVENUES	46,278,532	50,313,051
TOTAL OPERATING REVENUES CANTEEN FUND	16,645,513	16,842,987
TOTAL CCI OPERATING REVENUES	62,924,045	67,156,038
OPERATING EXPENSES		
Cost of Goods Sold	24,646,905	28,235,635
Salaries and Fringe Benefits	11,296,683	11,441,969
Operating & Travel (Note 3)	7,905,889	8,446,326
Depreciation	406,830	419,207
Grant Expenditures	1,632,442	1,409,805
TOTAL OPERATING EXPENSES	45,888,749	49,952,942
OPERATING INCOME	389,783	360,109
NON-OPERATING REVENUES AND (EXPENSES)		
Investment Income	(47,819)	21,745
Rental Income	352,769	382,584
Gifts and Donations	1,061	9,015
Insurance Recoveries from Prior Year Impairments	5,484	0
TOTAL NON-OPERATING REVENUES (EXPENSES)	311,495	413,344
INCOME (LOSS) BEFORE CONTRIBUTIONS AND TRANSFERS	701,278	773,453
CONTRIBUTIONS AND TRANSFERS		
Transfers-Out to General Fund (Note 4)	(335,362)	(347,328)
Transfers-In from Land Improvement Fund	0	63,000
TOTAL CONTRIBUTIONS AND TRANSFERS	(335,362)	(284,328)
CHANGE IN NET POSITION	365,916	489,125
NET POSITION - FISCAL YEAR BEGINNING	23,134,391	22,645,266
NET POSITION - FISCAL YEAR ENDING	23,500,307	23,134,391

OUR FINANCIALS

STATEMENT OF CASH FLOWS

	6/30/13	6/30/12
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash Received From:		
Fees for Service	12,387,763	12,154,229
Sales of Products	31,528,731	36,807,283
Income from Property	352,769	382,584
Grants	1,181,619	1,503,050
Other Sources	166,169	101,789
Cash Payments To or For:		
Employees	(11,251,081)	(11,226,985)
Suppliers	(33,217,321)	(36,778,984)
Grant Expenses	(1,632,442)	(1,409,805)
Other	(50,342)	(62,067)
NET CASH PROVIDED BY OPERATING ACTIVITIES	(534,135)	1,471,094
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
Transfers-In from the Land Improvement Fund	0	63,000
Transfers-Out to the General Fund	(335,362)	(347,328)
Gifts and Grants for Other Than Capital Purposes	1,061	9,015
NET CASH FROM NONCAPITAL FINANCING ACTIVITIES	(334,301)	(275,313)
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Acquisition of Capital Assets	(368,270)	(844,565)
NET CASH FROM CAPITAL RELATED FINANCING ACTIVITIES	(368,270)	(844,565)
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest and Dividends on Investments	30,505	25,113
Increase (Decrease) from Unrealized Gain (Loss) on Investments	(78,324)	(3,368)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(47,819)	21,745
NET INCREASE (DECREASE) IN CASH AND POOLED CASH	(1,284,525)	372,961
CASH AND POOLED CASH, FISCAL YEAR BEGINNING	6,090,291	5,717,330
CASH AND POOLED CASH, FISCAL YEAR END	4,805,766	6,090,291
RECONCILIATION OF OPERATING INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
Operating Income	389,783	360,109
Adjustments to Reconcile Operating Income to Net Cash Provided by Operating Activities:		
Depreciation	406,830	419,207
Rents	352,769	382,584
Insurance Recoveries	5,484	0
Compensated Absences	24,499	110,866
Net Changes in Assets and Liabilities Related to Operating Activities:		
(Increase) Decrease in Operating Receivables	(1,044,466)	253,301
(Increase) Decrease in Inventories	(354,479)	(881,213)
(Increase) Decrease in Other Operating Assets	(143)	37,836
Increase (Decrease) in Accounts Payable	(327,078)	772,530
Increase (Decrease) in Other Operating Liabilities	12,666	15,874
NET CASH PROVIDED BY OPERATING ACTIVITIES	(534,135)	1,471,094

Note 1 The underlying balances are audited in the statewide financial audit

Note 2 Cash and pooled cash is defined as cash-on-hand, demand deposits, certificates of deposit, pooled cash with State Treasurer, and warrants payable.

Note 3 Operating and Travel expenses include costs for packaging materials, transportation charges, office supplies and equipment, maintenance, travel, workers' compensation insurance, legal services, liability and property insurance, and other operating expenses.

Note 4 Operating transfer-out to the General Fund are costs reimbursed to the general fund for support services.



Offenders have been purchasing food and hygiene items from the Canteen for nearly 100 years. This early Canteen photo from 1935 shows that chocolate bars were one of the most stocked and best selling items – this same trend is still holding strong today!



CANTEEN, VENDING MACHINE & LIBRARY ACCOUNT

CCI CANTEEN MISSION

The mission of CCI Canteen is:

- To provide work and self-improvement opportunities to assist in successful community reintegration.
- To provide high quality, fairly priced merchandise and services to the offender population in an efficient and profitable manner.
- Aid in the maintenance of a secure environment.
- Reduce reliance on taxpayer provided funds for offender recreational, educational and social benefit expenditures.

CCI CANTEEN SERVICES

In 2002 under House Bill 02-1171, the control of the Colorado Department of Corrections' Canteen program was transferred to the Division of Colorado Correctional Industries and created a Canteen, Vending Machine and Library Account. As a cash-funded entity with enterprise status, all Canteen revenues generated are exempt from the State's Taxpayer Bill of Rights (TABOR) revenue base.

The CCI Canteen operates as every program within CCI is mandated to; operate in a business like manner comparable to the private sector. While receiving no taxpayer support, the revenues generated must cover all costs associated with operating the Canteen program, thus saving Colorado taxpayers additional monies. Profits experienced are used to fund educational, recreational and social benefit of inmates, and to supplement direct inmate needs as noted in State Statute CRS 17-24-126. Current revenue sources are derived from retail and vending machine sales to offenders, family gift pack and Colorado Inmate Phone System (CIPS) commissions.

Offenders housed within the 23 CDOC facilities and 4 private facilities benefit from Canteen services. Retail products not provided by CDOC are available for purchase to offenders showing adequate funds within their inmate bank account. Orders are completed through two distribution centers; the northern and eastern portions of the state are served by the Denver facility and the central and southern portions of the state are served by the Canon City facility. Between these two facilities, 60,000 orders are processed on a monthly basis. More than 85 male and female offenders are employed within the operations, learning marketable skills and work ethics that are required to work in any job in our communities. College certificate classes are also available to the offenders working in Canteen during their off-hours, to further enhance their success upon release from incarceration.



CCI CANTEEN FINANCIALS

For Fiscal Years Ended June 30, 2013 and 2012 unaudited (Note 1)

CANTEEN ENTERPRISE FUND	6/30/13	6/30/12
ASSETS		
Current Assets		
Cash and Pooled Cash (Note 2)	2,174,185	2,021,006
Other Receivables, net	424,430	262,165
Inventories	529,314	587,717
TOTAL CURRENT ASSETS	3,127,929	2,870,888
NONCURRENT ASSETS		
Less Accumulated Depreciation	1,932,964	1,927,378
TOTAL NONCURRENT ASSETS	1,932,964	1,927,378
TOTAL ASSETS	5,060,893	4,798,266
LIABILITIES		
CURRENT LIABILITIES		
Accounts Payable and Accrued Liabilities	626,416	745,541
TOTAL CURRENT LIABILITIES	626,416	745,541
NONCURRENT LIABILITIES		
Accrued Compensated Absences	222,209	208,494
TOTAL LIABILITIES	848,625	954,035
NET POSITION		
Investment in Capital Assets	1,932,964	1,927,378
Unrestricted	2,279,304	1,916,853
TOTAL NET POSITION	4,212,268	3,844,231
OPERATING REVENUES		
	6/30/13	6/30/12
Sales-Canteen and Similar Activities	14,164,521	14,297,694
Commissions-Offender Phone System	2,443,191	2,515,860
Other Revenues	37,801	29,433
TOTAL OPERATING REVENUES	16,645,513	16,842,987
OPERATING EXPENSES		
Cost of Goods Sold	10,319,635	10,694,394
Salaries and Fringe Benefits	1,998,961	1,961,500
Operating & Travel (Note 3)	906,411	662,599
Depreciation	116,730	110,915
TOTAL OPERATING EXPENSES	13,341,737	13,429,408
OPERATING INCOME	3,303,776	3,413,579
NON-OPERATING REVENUES AND (EXPENSES)		
	6/30/13	6/30/12
Offender Benefits	(2,897,404)	(3,047,421)
Investment Income	11,116	42,536
Donations	0	14,300
TOTAL NON-OPERATING REVENUES (EXPENSES)	(2,886,288)	(2,990,585)
INCOME BEFORE OPERATING TRANSFERS	417,488	422,994
CONTRIBUTIONS, TRANSFERS AND OTHER ITEMS		
Transfer-Out to General Fund (Note 4)	(49,451)	(48,262)
Transfer-Out to Capital Construction Fund (Note 5)	0	(17,228)
TOTAL CONTRIBUTIONS AND TRANSFERS	(49,451)	(65,490)
CHANGE IN NET POSITION	368,037	357,504
NET POSITION - FY BEGINNING	3,844,231	3,486,727
NET POSITION - FY ENDING	4,212,268	3,844,231

CCI CANTEEN FINANCIALS

	6/30/13	6/30/12
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash Received From:		
Sales of Canteen Items and Similar Activities	14,164,521	14,297,694
Commissions from Offender Phone System Calls	2,280,926	2,550,131
Other Revenues	37,801	29,433
Cash Payment To or For:		
Employees	(1,973,286)	(1,970,828)
Suppliers	(11,298,728)	(11,246,160)
NET CASH PROVIDED BY OPERATING ACTIVITIES	3,211,234	3,660,270
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
Offender Benefits	(2,897,404)	(3,047,421)
Transfers-Out to the General Fund	(49,451)	(48,262)
Transfers-Out for Capital Construction	0	(17,228)
Donations	0	14,300
NET CASH FROM NONCAPITAL FINANCING ACTIVITIES	(2,946,855)	(3,098,611)
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
Acquisition of Capital Assets	(122,316)	(16,298)
FROM CAPITAL RELATED FINANCING ACTIVITIES	(122,316)	(16,298)
CASH FLOWS FROM INVESTING ACTIVITIES		
Interest and Dividends on Investments	37,462	38,830
Increase (Decrease) from Unrealized Gain (Loss) on Investments	(26,346)	3,706
NET CASH PROVIDED BY INVESTING ACTIVITIES	11,116	42,536
NET INCREASE (DECREASE) IN CASH AND POOLED CASH	153,179	587,897
CASH AND POOLED CASH, FY BEGINNING	2,021,006	1,433,109
CASH AND POOLED CASH, FY ENDING	2,174,185	2,021,006
RECONCILIATION OF OPERATING INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
Operating Income	3,303,776	3,413,579
Adjustments to Reconcile Operating Income to Net Cash Provided by Operating Activities:		
Depreciation	116,730	110,915
Compensated Absences	13,715	8,125
Net Changes in Assets and Liabilities Related to Operating Activities:		
(Increase) Decrease in Operating Receivable	(162,265)	34,271
(Increase) Decrease in Inventories	58,403	(99,772)
(Increase) Decrease in Other Current Assets	0	71
Increase (Decrease) in Accounts Payable	(119,125)	193,081
NET CASH PROVIDED BY OPERATING ACTIVITIES	3,211,234	3,660,270

Note 1 The underlying balances are audited in the statewide financial audit

Note 2 Cash and pooled cash is defined as cash-on-hand, demand deposits, certificates of deposit, pooled cash with State Treasurer (at fair market value), and warrants payable.

Note 3 Operating and Travel expenses include costs for packaging materials, transportation charges, office supplies and equipment, maintenance, travel, workers' compensation insurance, legal services, liability and property insurance, and other operating expenses.

Note 4 Operating transfer-out to the General Fund are costs reimbursed to the general fund for support services.

Note 5 Operating transfer-out to Capital Construction Fund are for construction projects such as offender recreation and education equipment and buildings.



OUR FUTURE



CCi is an ever-revolving wheel. We continually explore new endeavors and partnerships to expand our programs, employ inmates, attract customers and generate profits that will propel and sustain us for many years to come. Every participant must be encouraged to contribute individually in a manner that will support the organization and its employees, our joint venture partners, our valued customers, the CDOC, and Colorado taxpayers.

A few projects currently under consideration or development include:

- Construction and assembly of recreational travel trailers for resale throughout the United States. This P.I.E. program would utilize our Metal, Furniture, Fiberglass and Seating operations. The goal is to produce 100 units per year.
- Roasting, grinding, dehydrating and packaging regular and instant coffee. This program would exist to sell to our own Canteen Services, Colorado State agencies, other canteen/commissary operations, and Colorado coffee distributors.
- Packaging of a tobacco substitute, in the form of tea bags, to be sold to our own Canteen Services, Colorado State agencies, and other canteen/commissary operations.
- Manufacturing and assembly of custom granite countertops. This joint venture partnership will allow CCI offenders to learn how to read blueprints, cut, trim, and polish granite countertop slabs. Installation would be the responsibility of our joint venture partner.

Offenders employed within CCI programs learn marketable skills and work ethics. He or she will one day become a private citizen searching for employment. It is our goal to assist our offenders in becoming productive citizens upon reentry. Our proven statistics show that less and less offenders come back to prison after working in CCI programs. Many offenders participate in apprenticeships or earn college credits all the while gaining experience in their chosen field of work. Their achievement is a direct correlation of moving forward on the "ever-revolving wheel," which helps with the success of their future, and the future of America's labor force.





In the early 1900's, Colorado State Penitentiary Inmate Labor Overseers were instrumental in the program development, construction, training, and supervision of prison laborers.

Photo courtesy of Museum of Colorado Prisons

EVERY STAFF MEMBER

EMPLOYED WITHIN CCI IS CHALLENGED EACH YEAR, TO FURTHER ENHANCE THEIR JOB-RELATED EXPERTISE BY ATTENDING A MINIMUM OF 40 HOURS OF TRAINING.

OUR EMPLOYEES

Ted Adamic
Stoney Adams
Cheryl Ahumada
Irene Alcon
Philene Alfonso
Robert Anderson
Deeann Audet
Sherry Bell
Dennis Berg
Mary Bergman
Michelle Berry
Dave Block
Orville Bloesser
Bradley Bobst
Arlin Bolkema
Chris Bongirno
Bruce Bradley
Stacy Brandt
Brenda Breister
Railey Brooks
Chris Brown
Charles Burrell
Joe Carochi
Celia Carrillo
Joe Carroll
Greg Carwin
Justin Chambers
James Chaney
Steven Chavez
Duncan Clarke
William Claspell
Mark Clementi
Gina Cline
Melvin Cole
Kevin Conrad
Mike Cunningham
Doug Cuppy
Richard Curry
Dave Daiker
Andrew Dalton
Tim Dalton
Worden Davis
Michael Delarosa
Mike DelCastillo
Dennis DeLong
Ronald Diller
Wade Draper
Dennis Dunsmoor
Charlene Dykes
Ken Enslow
Bill Fetherston
Rick Fitzpatrick
Don Flock
Tom Foreman
Chad Fraher
Pat Gallegos
Amy Garcia
Connie Garcia
Steve Garcia
Larry Goad
Stacy Gordon
Frank Graeber
Brian Graham
Joe Granato
Sandy Gray

Virginia Green
Robert Greenfield
Garrick Gregory
James Grisenti
Joseph Grisenti
Vince Guara
Tim Guidry
Scott Hall
Brian Hardin
Bobby Harlan
Terry Harrow
Patricia Hart
Jim Hartman
Greg Hawkins
Jim Heaston
Sylvia Hernandez
Les Hilburn
Doug Hill
Mary Hoffmann
Lyle Hollingsworth
Becky Holtz
Josh Hughes
Paul Humiston
Sandy Hunsaker
Justin Hunter
Paula Hunter
Phred Jahner
Charles Johnson
Lucas Johnson
Tim Johnson
Pam Kahanic
Rod Kappert
Raymond Kaspar
James Keller
Jonathan Kenline
Andy Klinkerman
Randy Klungseth
Sandra Knudsen
Lawrence Kreutzer
George Langbein
Dan Laughlin
Jack Laughlin
Geoffrey Legge
Eric LeTendre
Gabriella Licano
Michelle Lucero
Brenda Marino
John Martinez
Michael Mattson
Shane McCall
Mike McConnel
Will McConnell
James McCoy
Ted McDowell
Jeff McGinnis
Darlene McInnes
Gavin McKenzie
Glen McKinney
Jason McLaughlin
Margie McNew
Crissy McQueen
Louis Medina
Roberta Melton
Ken Meyer
Jason Miller

Ray Mizer
Tammy Monks
Charles Moon
Caleb Moore
Dominic Moschetti
Richard Mouriquand
Sid Myers
Gary Nichols
John O'Brien
Miriam Osburn
Don Pacheco
Dan Padilla
Dave Pagnotta
Alan Passarelli
Pam Pearson
Gerald Peasley
Charlie Pelletier
Brian Pence
Thom Phillips
Sharlann Pomeroy
Mary Provost
Richard Quijada
Tim Quinn
David Randall
John Reilly
Anthony Richey
Jacque Riffe
Thomas Rittenhouse
Cassandra Ritter
Tim Roberts
Danita Rocha
Jake Rodriguez
Tony Salazar
Chris Sanchez
Joe Sanchez
Ray Sanchez
Yvonne Sargent
Jeff Seley
Mark Serpa
Robert Sheets
Kellie Siegfried
Troy Slate
Connie Sloan
Dave Sloan
Jason Smith
Leonard Smith
Paul Smith
Steve Smith
Richard Smythe
Todd Snyder
Dan Spinuzzi
Chris Spitznogle
Casey Spurlin
Alister Steer
Debi Stevens
Mike Sweeney
James Tafoya
Thomas Taylor
Chris Tenorio
Debbie Thalhamer
Karen Thorpe
Jay Townsend
Shirley Troutman
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Dave Urich

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Steven Varner
Mike Velotta
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David Wang
Randy Watters
Erik Wayland
Alan Werner
Cody West
Rhonda Wheeler
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Alan Woolsey
Sherrill Woolsey
John Wright
Robert Wright
Glenn Yoder
Gailene Zalman





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