

COLORADO
CORRECTIONAL INDUSTRIES

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CCi Vision

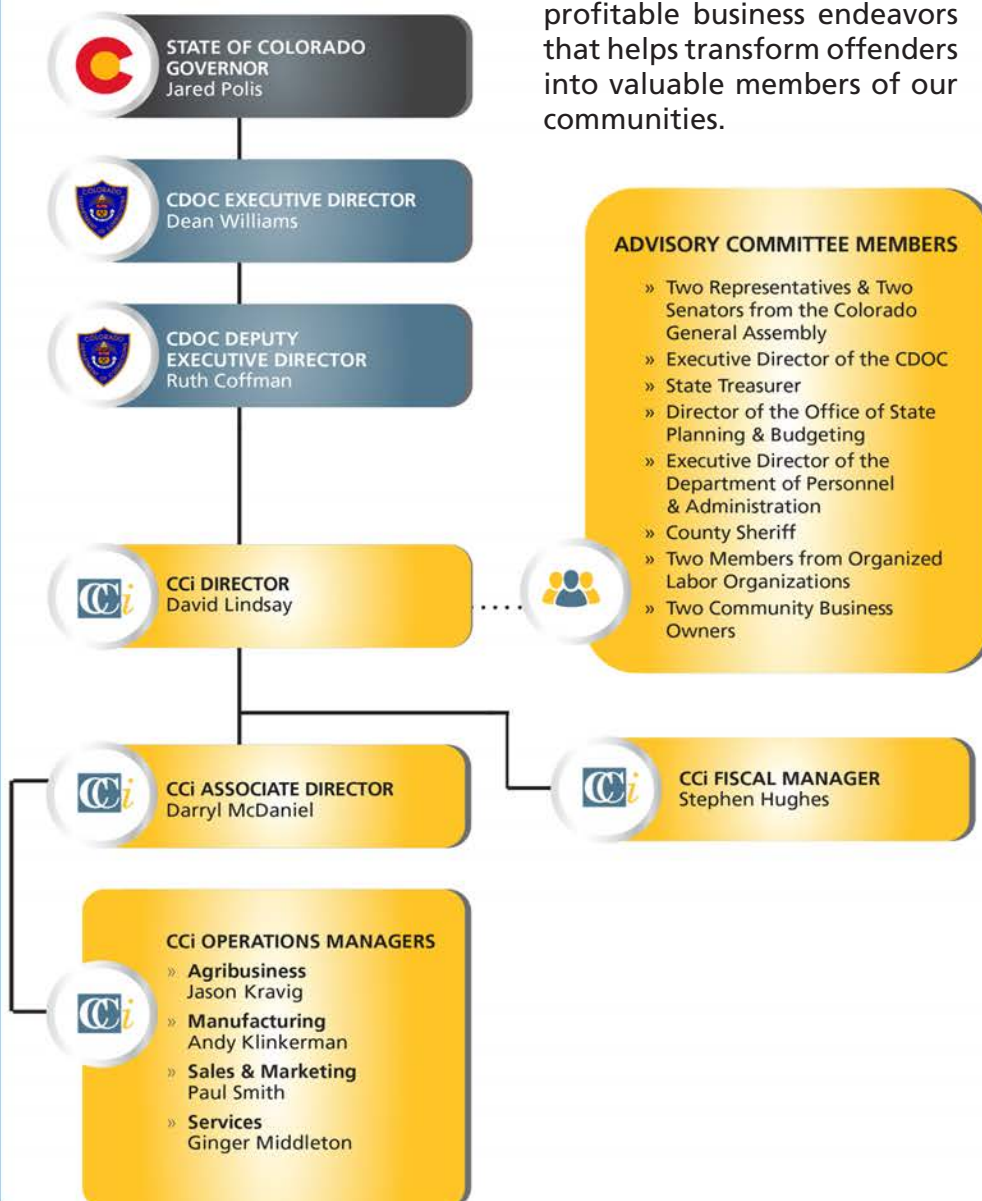
We Build Opportunity.

CCi Core Values

- O** » Optimistic About the Future
- P** » Passion for Changing Lives
- P** » Present and Professional Team
- O** » Ownership of Operations & Resources
- R** » Recognize Everyone's Potential
- T** » Teamwork Built on Trusting Others
- U** » United in Public Safety and Security
- N** » Nourish Respect and Diversity
- I** » Integrity First and Always
- T** » Transparent Communications
- Y** » Yearning for Innovation



Our Organization



Our long and successful track record spans diverse industries and services. Throughout the years, we have built a unique combination of professional expertise and in-depth knowledge of self-sustaining, profitable business endeavors that helps transform offenders into valuable members of our communities.

CCi Mission

- To provide offenders with meaningful work opportunities, skills, and work ethics which better prepare them to successfully transition back into the community.
- To reduce offender idleness by employing as many offenders as possible in self-sustaining, innovative, and productive industries.
- To function in a business-like manner so that on-going operational and financial requirements of the Division are consistently achieved.

Director's Welcome



Welcome! Thanks for taking a moment to review the Colorado Correctional Industries (CCI) 2020 Annual Report. Due to all that has happened over the past year, we could not think of a better theme than “Resiliency” to encapsulate what was needed during this period of time. There were highs and lows, successes and failures, shutdowns and innovations, which put all of our team, both staff and offenders, in some very difficult situations. I am proud to say that even while challenges remain, team CCI approached each situation with a strong resolve, a focus on safety, and a desire to persevere. I am humbled every day to work with such a professional and hard-working team!

As was the case for many throughout Colorado, this past year proved to be an extremely challenging period in so many different ways. CCI started the Fiscal Year with solid operational and financial plans and were on the path to profitable year, when in March the impacts of COVID hit us very hard. We saw some significant reductions in state agency spending, several long-term customers move in other directions, and the shutdown of most of our operations for varying amounts of time. The impact to operations was inevitable and we worked hard in order to keep animals fed and milked with CCI staff from different programs lending a hand. Financially, as can be seen in the financials on pages 16-17, we saw an unprecedented year over year reduction in revenue (principally in the 4th quarter) of almost \$10M. In order to address this, we had to implement several options, to include a business reorganization that impacted staff and offender positions as well as the decommissioning of several long-running CCI programs. All of these decisions were extremely difficult and were not taken lightly.

In spite of the monumental COVID impacts, there were some bright spots that could have only happened through the tremendous work by our team. When the Department needed masks, CCI stepped up, retooled garment operations, and produced masks to help make the facilities and operations safer for staff and offenders. To date, approximately 200,000 masks have been made in CCI shops. In addition, as you will read about later in this report, CCI has begun increasing wages in some shops and are building a strong partnership with the Take Two program all in an effort to increase pay and subsequent savings for offenders when they release.

One thing that you will notice in this year's report is the new format. Historically, we have used this forum as an opportunity to report what has happened in the past year. For this year, we decided to take it in a new direction. We will of course continue to report on what we were able to accomplish in the prior year, but we have added a forward looking element to let you know where we are going. Additionally, we have added letters from offenders to give them a voice and let them say in their own words what CCI means to them. Finally, we have previously used an external agency to develop and design this report. However, building upon the outstanding talents and ideas of the offenders in our Print Shop in Denver, we have for the first time in over 10 years, given them the opportunity to participate in the design and development of this report. I think you will agree with me that they did an outstanding job!

While we will never be satisfied and will continue to focus on improving, we are proud to be able to play a part in impacting and being impacted by the lives of some amazing people!

Sincerely,



David Lindsay
Director, Colorado Correctional Industries

✓
1,365+
Offenders
employed

👤
187
CCi Staff

🌐
19
Locations with
CCi industry
programs

👥
29
New CCi
staff hires/
transfers into
division

💼
4
Joint
venture
partners

💡
36
Offender
programs

🕒
313K
Offender
hours
worked

🛒
\$10M+
Colorado-based
supplier partner
purchases

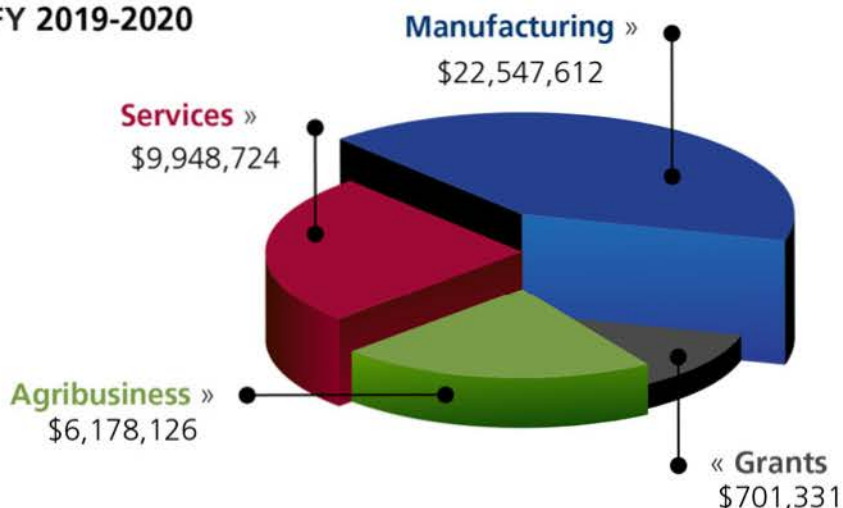
📈
\$37.9M
Revenue
Realized

Building Our Future

Replacing multiple data systems with Global Shop Solutions' Integrated Enterprise Resource Planning (ERP) system provides shops greater efficiencies across the board. From tighter inventory control to more efficient labor management, Global is a tool that ultimately lowers cost of goods sold and improves manufacturing. Using the Job Costing Accounting module, there is no question as to the true cost of a job. The Advanced Planning & Scheduling module allows shops to see all materials and labor attached to one job up to the minute, accurately and timely. From paper stacks on desks to real time data on GUI stations, Global Shop bridges manufacturing and efficiency while teaching offenders how to effectively operate ERP software.

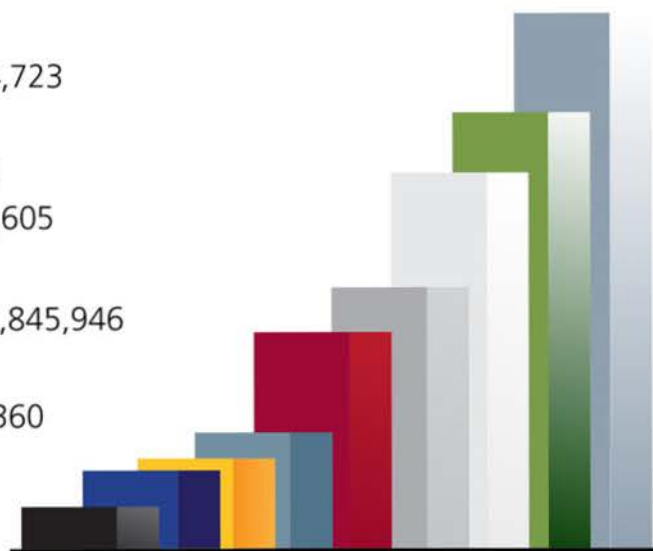
MARKET PROFILE

Revenue by Sector: FY 2019-2020



Revenue by Source:

- State Agency = \$12,564,723
- CDOC = \$7,290,036
- Education = \$8,425,416
- Private Sector = \$6,208,605
- Grant = \$701,331
- Other Government = \$1,845,946
- CCi = \$482,138
- Joint Venture = \$1,243,360
- PIE = \$614,238



Top Ten Benefits of Correctional Industries



Reduces Recidivism

Correctional Industries (CI) is a proven program that works. CI's recidivism rate of **20.5%** vs. the state rate of **40.5%**¹ illustrates that offenders working in CI are less likely to return to prison than the average offender.



Saves Taxpayers Money

86%² of CI programs are self-funded and operate solely from the revenue they generate from the products and services they provide, without relying on tax-appropriated funds.



Keeps Prisons & Communities Safer

CI programs effectively reduce offender idleness inside our prisons which is proven to decrease violence against staff and offenders. CI provides offenders with job skills, enabling them to successfully reenter society, obtain employment, and contribute as tax-paying citizens.



Reduces Cost of Incarceration

The existence of self-sustaining CI programs offsets the need to spend additional taxpayer dollars for offender supervision and alternative program costs.



Generates Return on Investment

A Washington State Institute for Public Policy study concluded that CI programs generate significant savings of taxpayer dollars. For every **\$1.00** spent on CI, **\$4.77**³ is saved in future criminal justice costs due to the reduction in recidivism.



Supports Businesses & Economy

CI purchases over **\$1.3 Billion**⁴ in raw materials, supplies, component parts, equipment and services to support its operations. In doing so, they rely heavily on small businesses in the community, returning much of the revenue to local businesses.



Builds Family Ties

Offenders working in CI are able to send a portion of their earnings home to support their families, offsetting the need for additional taxpayer public assistance programs. Over **\$51 Million**⁵ has been contributed to Family Support Payments through the Prison Industry Enhancement Certification Program (PIECP).



Provides Victim Restitution

Offenders who participate in CI programs are able to contribute to their financial obligations from their earnings. Over **\$97 Million**⁶ has been contributed to Victim Compensation and Restitution Funds through PIECP.



Supports Veterans

CI employs veterans in both civilian staff and offender worker positions. CI works with disadvantaged and disabled veteran-owned businesses.



Made in the USA

Products manufactured by CI are made in the United States, supporting domestic jobs and our nation's economy. CI serves as a domestic resource to perform work that would otherwise be done outside the United States.

IN THEIR WORDS

Tuesday, July 7, 2020

9-30-20
M.S. Coffman,
Hello, My Name is Jaron Gallob my Doc number is 153373 I am writing you today to share with you my experience in both SWIFT as well as Canteen Services I was accepted into the SWIFT Program February 14th 2020. Due to the Covid 19 Pandemic we were asked to work in Canteen Services. There are no words I can put in this letter that will convey how much of an influence Kristina Ireland as well as her staff has had on me through her Pilot Program of training me as an Employee and making my tasks at work challenging I have gained so much self worth back and for me the key to success and completing Parole is the will and determination to know I am so much more than a Number. I am so humble and fortunate to have worked directly with Kristina always rising up to the tasks she put before me. There is a lot more to my Back story and Kristina can share it with you. I see Parole October 16th and I really believe that I have re-established my work ethic and I now have the skills to succeed. It's kind of ironic that through this job I have become much closer with my family. As you read this letter I ask for nothing in return other than hoping the next man will leave Canteen Services with a sense of Normal as I have. Thank you so much for your time.
Regards
Jaron Gallob

Clark
Front Correctional Facility
Box 999
Canon City, Co, 81215
7/7/2020

To Whom it may concern,
My name is James Clark. I am an elderly Anglo-American. Also, I am a criminal offender incarcerated with in the Colorado Department of Corrections at Fremont Correctional Facility.
As you know, the Fremont facility is also the location of the Colorado Correctional Industries (CCI) Furniture Shop. I want you to know that lucrative business contracts between University of Colorado and CCI Furniture Shop have provided a myriad of life-enhancing opportunities for offenders working in the Furniture Shop. It is a privilege to me to be a part of this business arrangement. Thank you for your support.
During the past five years I have witnessed behavior changes, which undoubtedly proved to be useful in terms of transition from prison life to community placement. Offenders working in the Furniture Shop have secured employment either prior to release/parole or within a short time after release from prison. Such employment relates directly to work skills acquired and practiced at the Furniture Shop. Such work skills include clerical/computer, product production, assembly and shipping, graphic arts, fiberglass production, carbon fiber production, and 3D-printing production using a chemically generated synthetic material to create casts for medical re-habilitation purposes with respect to personal injuries such as fractured wrist, arms, legs and feet.
I consider the Furniture Shop staff to be role models. Shop rules are enforced, but not arbitrarily or capriciously. Offenders are terminated for rule infractions such as, smuggling out material from the shop, failed UAs, cell house documented rule infractions, non-compliance attendance to required programs such as sex offender treatment. Truthfully, I had never witnessed staff mistreatment. Delinquent offenders incur their own grief. Worker hierarchy comprised of all nationalities, whites, blacks, Hispanics and Asians hold some of the most sought after positions.
I appreciate the opportunity to share with you (let's say) the other side of the story.
If you have any comments or questions, feel free to contact Furniture Shop Supervisor, Major Caleb Moore at 719-269-4526.
Respectfully,
James Clark

To Whom It May Concern:

My name is Samuel Kase White and I am a black incarcerated male in the Colorado Department of Corrections (C.D.O.C.) at Fremont Correctional Facility (F.C.F.) since May 2009. I have been employed with Correctional Industries (CI)/Furniture Shop for the past 5 years and it has been an awesome experience to say the least.

I began by working in the kitchen at F.C.F. for 3 years where I made \$0.86 a day and it was very hard work with very low pay and even less respect. After this time, I decided to work my way through the C.D.O.C. by obtaining computer skills through the educational department (CISCO systems) and I have also learned office management skills by becoming a chaplain's clerk and utilized what I've have learned to my current position at the CI/Furniture Shop.

During my time at the Furniture Shop I have been able to support myself financially in prison by purchasing my own electronics and clothing which totals well over \$500.00 (TV, radio, alarm clock, watch, sweatshirts/pants, thermal underwear, tennis shoes, and other various items from canteen). Instead of asking my family for help I have been able to consistently send my dependent mother \$150.00 a month to help with her mortgage and household expenses.

Needless to mention is the peace of mind I receive from having daily responsibilities, increased self-worth, and a professional working environment that reflects real world employment that I strive to have again when I am released from prison.

I thank you for your concern and voice about our labor wages. Please seriously reconsider your view on CI and the impact your decisions have on me as a person, my family, and the other hundred employees at CI.

Sincerely,

Samuel K. White
Samuel Kase White

January 10, 2021

Hello. My name is Marissa Jackson and I'm 32 years old. I have been working at Denver Women's Correctional Facility's Print Shop for 2 years. I'm extremely lucky and grateful to have this Correctional Industries job. This opportunity and experience has taught me more about people, respect, work, ethics and myself.

Coming to prison was the worst experience I could've imagined. I was treated unkindly and unfairly, which led to anxiety and depression. I was also lonely, scared and so angry that I became someone I wasn't and didn't know.

Coming to the Print Shop is the best thing that happened to me. I've progressed every day since I walked into my interview. Days passed so simply as speaking kindly, appearing friendly and achieving work goals. It has been the most incredible feeling. I wanted this chance to show my efficient and proficient working skills. I'm pleasantly enthusiastic about learning and teaching while I accomplish my ambitions.

CCI has been the undeniable pivot of the authentic journey. It has helped me grow in more ways than I thought possible. It has exceeded all my expectations and adequately encourages my curiosity. I'm more aware of who I want to be and how I want to get there. For my family, kids, myself and the success of this program.

I have been able to show my true character, personality and spirit. I have also had the privilege of being treated with nothing but genuine respect by all my supervisors who believe in me. I take tremendous pride in all that I do and will continue to do when I'm released. I not only acquired skills for a steady job but a stable career. I'm capable of providing for my family and reconstructing my path because I'm confident in my training. This CCI opportunity has transformed me into a courageous and determined woman.

Thank You CCI for giving me this chance to be who I am. I don't know where I would be if it were not for this fortunate venture. I'm proud and blessed to be a part of this CCI crew. Words alone cannot describe how appreciative I feel. Only to continue to grow and pass on what I've learned. To thrive and be successful.

Thank You again, Ladies and Gentlemen. I'm immensely honored. I truly believe CCI has changed my life and heart.

Sincerely,

Marissa Jackson #170493

July 8, 2020

Good Afternoon,

My name is Clint Gerlock. I am 43 years old. I spent nearly 20 years incarcerated in the Colorado Department of Corrections for a crime I am fully guilty of. In this letter I would like to express my gratitude for what Colorado Correctional Industries has done for me because I believe strongly in the benefits of the program. I have been out for over 4 years now and that gratitude has not faded.

I was lucky to get a correctional industries job. Most of those in the department of corrections, those wearing green, are not lucky enough to rise to be able to work at an industries job. Instead they create busy work for them to do that only take 5 minute a day, or half day jobs at best. I see it as unlikely that these people, once released, will be able to adjust to working a full time job and be successful in a timely manner.

Colorado Correctional Industries allow their employees to work 10-hour days. Pay is on an incentive based bonus system which encourages them to take ownership in the quality and quantity of the product going out the doors. CCI staff as a rule treat the men and women working for them like people, equals with a common goal to provide a quality product and make money. This attitude allows people to develop positive views of those in authority, something that is in contrast to what happens in the rest of the DOC. CCI employs men and women on a regular basis who have zero skills when they walk in, and if they endure, they walk out with a marketable trade that can serve to support their families upon time of release. That is the black and white of what I see CCI doing for those in D.O.C.

To paint a picture of what that looks like in real life I'm going to tell you about the effects CCI had on my life. When I first walked into CCI I had already been incarcerated for over a decade. I carried about me an air of resentment and hatred towards authority. As I worked for CCI and stopped being treated like an offender and started being treated like a man, my hard views eventually changed. I can't express how much this different treatment enabling such an attitude shift can prepare people for real jobs. It allowed me to develop people skills that I was strongly lacking and sorely needed to reenter the workforce. I began having great pride, and in this my negative attitudes started melting. I became motivated to learn more. Through the money I made through CCI I was able to afford taking college classes and eventually earned an associate's degree from Adams State. I took Cad classes and became a very skilled draftsman.

When I walked out of DOC on a Thursday I was working on Monday at a landscaping company. The work ethic, people skills, and organizational abilities I picked up in CCI allowed me to quickly move up in the company. Within 3 months I was directing 4 crews underneath me. My boss one day told me that I worked like I owned the company and asked why he couldn't get more to do that. I give the bulk of the credit for that attitude to my experience in CCI.

I changed jobs from the project manager at the landscaping firm, to Engineer at a upscale kitchen and Bath Company where I began to utilize the skills learned at CCI. I began August of 2016. Something that more than upset my former employer, but opportunities just opened up for me. This job, which I still have today, though I am now the Chief Engineer, Developed through relationships made while working for CCI. Because Bella Vie Kitchen and Bath, was and still is a large Cabinet provider that is a major purchaser of casework from CCI. I am successful today because CCI staff pushed to get me a position here back then, even months after I already left the facility. Their commitment to me did not end when the gate opened. Had I not worked for years at CCI I can't imagine that I could have walked out of out of

the DOC after 18 years, 4 months and 11 days and had the awesome success I have experienced up to this point.

I went from inmate labor working for CCI, to Chief Engineer and probably one of the larger customers purchasing product from CCI, atleast the furniture shop portion. And I stand by there product to this day.

I still communicate with CCI staff on a daily basis as we process jobs. I really enjoy working with these people still today. They really select the cream of the crop when they decide the staff who get positions there. And for good reason, because it's more than just busy work. They're rebuilding lives there.

When you purchase from CCI you are clearly purchasing more than just a desk or table. You are enabling CCI to prepare individuals who have made a mistake in their lives to reenter society and have success. You are allowing CCI staff to change attitudes and develop prosocial skills in Men and women that would not have that opportunity otherwise. You are helping to create an atmosphere of pride, and self-respect in a place where these are rare commodities.

I truly believe that CCI changed my life, and I hope that all CCI customer's will allow them to keep doing for other's what they have done for me.

Thank you.

Clint Gerlock
Chief Engineer


(719)252-3736
clint@inesadesigns.com



William J. Hunsaker, Jr.

July 8, 2020

RE: Colorado Correctional Industries

To Whom It May Concern:

This letter is being written to provide support for, and perspective of, Colorado Correctional Industries, a program integrated with the correctional system in the State of Colorado that provides skills and knowledge to offenders while incarcerated that they can use in seeking employment when they are released into the community. As a former offender being released. I can unequivocally state that CCI provided invaluable tools and taught me many skills that I have been able to utilize in my current employment with a local plumbing contractor.

Offenders employed by CCI are taught many skills, including operating hand and power tools, job management, business operations, as well as interpersonal skills. These skills often assist in obtaining employment upon release from incarceration and CCI even assists with referrals and job placement when offenders are released. While offenders are typically compensated at a rate of less than minimum wage while employed at CCI, many projects that are awarded to CCI compensate offenders at the state's minimum wage. In addition, skills and knowledge obtained are invaluable and are often determinative as to whether or not an offender is successful in reintegrating into the community upon release from incarceration.

As a fellow alumnus of the University of Colorado and an offender incarcerated in the correctional system, I have had unique life experiences as both an academic and an inmate. I feel fortunate that I was provided the opportunity to work in the Colorado Correctional Industries program at the Furniture Factory and believe the program is invaluable, particularly as it relates to the probability of success of offenders upon release from prison. I welcome the opportunity to answer any specific questions or address any concerns that the University might have concerning the operations of CCI via email or telephone.

Sincerely,


William J. Hunsaker, Jr.

Thank you for the opportunity for us to really see ourselves as successful and productive citizens. Your kindness and thoughtfulness has given us a look into what the world really has to offer us. You are someone who we will always remember.
Thank You. Cally Barnes

Thank you for everything! Thank you for providing us with the opportunity of working a "real" job to save some money. Thank you for also giving us some hours to gain employment. Thank you for being an amazing Supervisor.
Alan Sublette

Thank you for everything that you have done for us! Thank you for believing in us and thank you for being the kind woman that you are. Leroy Gardenhire

Ms. Ireland I want to thank you for helping this trust in us and showing me people care. Thank you and I will always remember you as I go through life. Thank you
ROBBY Valenzuela



















Thank you for the opportunity, your sincere thoughtfulness and constant kindness. You will always have my gratitude and respect.
Matthew Herrera

I sincerely hope that these words convey how truly appreciate I am for all of the support and encouragement you've shown me and all of it! I feel like every day you are somehow advocating to make our lives better. For that and everything else... Thank You!!
Gratefully
Eric Dan









Ms. Ireland
Thank you for everything you have done for us and for being the kind woman that you are. Thank you!!
Leroy Gardenhire








Offender Training Programs

(by facility)

Facility	# Positions Forecasted (avg)	Positions Worked (avg)	Facility	# Positions Forecasted (avg)	Positions Worked (avg)
1 Arkansas Valley Correctional Facility  			8 Denver Women's Correctional Facility   		
CAD/GIS	16	22	Canteen	25	27
Call Center	20	12	Electronic Image Verifications	20	30
Fulfillment Center (Seasonal)	30	30	Garments	25	15
Modular Office Systems (PIECP)	60	33	K-9 Adoption & Training	36	36
			Printing Services	35	31
			TV Assembly	10	5
2 Bent County Correctional Facility 			9 East Cañon Complex:		
Fulfillment Services	30	31	9a Arrowhead Correctional Center   		
			Canteen	70	84
3 Buena Vista Correctional Complex   			Fishery	24	14
Firefighting & Reclamation	24	17	Fishing Rod Manufacturing	6	0
Fishery	10	4	Fleet Services	15	15
Heavy Equipment/Trails Program	20	20	Greenhouse Products	106	34
Leather Products (PIECP)	68	16	Honey Packaging	2	0
			K-9 Adoption & Training	16	16
4 Colorado Correctional Center 			Transportation	10	24
Auto Body/Collision Repair	4	4			
CSP Training Academy			9b Centennial Correctional Facility		
Maintenance	20	18	No CCI offender programs –		
Light Construction & Maintenance/			High Risk/Residential Treatment Facility		
CSP Culinary Arts/DOT City &					
Highway Beautification					
& Improvements	66	50			
			9c Colorado State Penitentiary		
5 Colorado Territorial Correctional Facility  			No CCI offender programs –		
License Plates & Tabs	100	101	Close Custody Facility		
Signs (PIECP)	6	5			
K-9 Adoption & Training	14	14			
			9d Four Mile Correctional Center  		
6 Delta Correctional Center 			Big Horn Sheep Housing	1	1
Farming (Seasonal)	10	0	Composting	1	1
			Dairy & Dairy Processing	70	70
7 Denver Reception and Diagnostic Center			Heavy Equipment	20	15
No CCI offender programs – Receiving Facility			K-9 Adoption & Training	12	10
			Water Buffalo Dairy	5	10
			White Bison Breeding	1	1
			Wild Horse Inmate Program (WHIP)	55	24

We Build Opportunity!

Facility	# Positions Forecasted (avg)	Positions Worked (avg)
9e Fremont Correctional Facility 		
3D Printing	8	6
Fiberglass (PIECP)	35	27
Metal Fabrication (PIECP)	90	63
Furniture (PIECP)	103	118
Security Cells & Furnishings (PIECP)	35	35
9f Skyline Correctional Center  		
Delivery & Installation	12	10
Farming	15	30
Fire Fighting & Reclamation (SWIFT)	24	24
Heavy Equipment	5	4
K-9 Kennels	3	3
Orchard & Vineyard	15	6
Pheasant & Chukar Hatchery	10	10
Recycling	15	11
10 La Vista Correctional Facility  		
Call Center (OIT)	10	7
K9 Kennels	8	8
Light Construction & Maintenance/Seasonal Farming	80	27
11 Limon Correctional Facility 		
Embroidery	40	17
Flag Manufacturing	20	12
Garments (PIECP)	80	89
12 Oakland Facility 		
Delivery & Installation	6	6
Vehicle Sales (Fleet/eBay)	1	1
State & Federal Surplus Distribution Center	3	11
	4	3
13 Rifle Correctional Facility 		
Culinary Arts	38	24
Firefighting & Reclamation (SWIFT)	20	14
Trails Program	10	7

Facility	# Positions Forecasted (avg)	Positions Worked (avg)
14 San Carlos Correctional Facility No CCI offender programs – Mental Health Facility		
15 Sterling Correctional Facility  		
K-9 Adoption & Training	32	38
Mattresses	5	5
Seating (PIECP)	87	40
16 Trinidad Correctional Facility  		
Air Filters	15	6
K-9 Adoption & Training	24	24
Fleet Services	5	5
17 Youthful Offender System 		
Specialty Products/Flies/Lures	10	10
18 International Corrections Management Training Center 		
Culinary Arts	12	-
Guest Services	10	-
Maintenance Workers	1,541	
19 CCI Administrative Office/CDOC Headquarters 		
No CCI offender programs – Administration		
TOTAL	1,965	1,541

.....

-  Agribusiness
-  Manufacturing
-  Sales/Marketing
-  Services

Agribusiness



Dairy Cow, Water Buffalo, and Processing

Cow milk collected	18,400,994 lbs
Water buffalo milk collected	307,060 lbs
Number of births (all)	1,065
Water buffalo milk sold to make cheese	300,000 lbs
Cow milk sold to DOC for offender consumption	5,100,000 lbs
Total number of animals housed	2,000
Total number of animals milked	1,027

REVISED
8:47 am, Feb 05, 2021



Greenhouse

Number of hanging baskets/pots produced	2,900
Size of area maintained for bedding plants	10,000 sq. ft.



Wild Horse Inmate Program (WHIP)

Mustangs saddle/halter trained	96
Mustangs on grounds (monthly average)	65
Public adoptions	17



Recycling

Tons of cardboard, office paper, scrap metal/tin, aluminum recycled tons	706
--------------------------------------------------------------------------	-----



Fisheries

Tilapia sold	34 tons
Rainbow trout & Arctic char sold	12 tons



Canine

Dogs trained since inception	14,000
New dogs trained this year	888
Number rescued from shelters and adopted	103
Returning alumni dogs	210
Service trained dogs	85

Farming



11.75 TONS
Vineyards Harvested



520 ACRES
Farmed



9,000 TONS
Silage Harvested



4900PHEASANTS & CHUKARS
Raised for Public sale

4,900 PHEASANTS

REVISED
8:48 am, Feb 05, 2021

Manufacturing



3D Printing

Orthopedic casts and other applications	13,329
Hours spent printing (average of 5 hrs/cast)	59,980



Modular Office Systems

Modular Office System (MOS) components	1,789
Gift packs shipped	24,806



Air/HVAC Filters

Total filters	34,064
State	25,734
Schools	8,151
All others	179



Seating

Chairs/stool products	11,995
Lounge furniture products	295
Mattresses/pillows	6,741
Chairs repaired	1,699
PIE seating components	53



Furniture

Furniture components	5,589
PIE Furniture components	642



Leather

K9 leashes provided to adoptive families	522
Officer duty belts sold during basic training	2,860
Sides leather ordered	1,389



Garments & Flags

Garment products produced	
Flags	2,638
Garment & Embroidery	580,647
Total Revenue	\$1,873,605
PIE components produced	38,191
Total Revenue	\$280,193



License Plates

DOR license plates	2,024,381
Fulfilled by POD	462,291
Tabs	7,241,306
Road signs	1,670
PIE sign products produced	200
Mounting Boards for DOR & Dealer Association	1,016,900

Metal



502

Total Dumpsters



327

Bear-Proof
Dumpsters



60

Campsite/Park
Products



29

PIE units (dumpsters, carts,
enclosures & lockers)

Services



Canteen

Canteen items available
Canteen orders processed

1,066
784,521



Fleet Services

State vehicles serviced

1,244



Fire Fighting & Reclamation

Offender man hours
Crew days spent fighting
Colorado wildfires and/or
remediation projects
Individual fires

12,960

45

6



Heavy Equipment & Trails

Community improvement
projects

42

Transportation



3,596

Deliveries Made



8

Light Utility
Vehicles



124

Tractor Trailers



335,804

Miles Driven

Sales & Marketing



Auto Collision Repair/Painting

State vehicles serviced
Vehicles with decals

71
65



Sales

CAD drawing projects 2,701
Fingerprinting 1,269



Surplus Property

State surplus revenue \$689,059



Electronic Image Verifications

Plates verified
Average daily plate verification

21,270,193
102,519



Distribution Center

Deliveries/installs 1,483
Total rigs in fleet 3
Value of deliveries \$5.4 mil



Highway & Labor Crews

Total days worked
Trash removal days
Bags of trash collected
Denver Metro weed/brush mitigation days
Repaired/new fence built for CDOT in Denver/Metro Area
CDOT homeless camp clean ups
Adams County with stock show clean up / CU Dome teardowns

1,530
461
18,440
121
6,000 ft.
37
3



Web Orders

On-line orders 1,797
Unique online customers 917
On-line sales
Furniture \$453,515
Seating \$3,077,775
Modular Office Systems \$5,217,157.48
Flags \$11,623.92
Web site visitors 917

Printing Services



11,313,591

Forms and books printed for state agencies



9,992,985

Number printed for Department of Revenue



4,785

TVs assembled for CDOC

Canteen Services

The Canteen program is self-sustaining, receives no taxpayer support, and is designed to teach offenders relevant, marketable, transferable skills such as inventory management, warehousing, production, order-fulfillment, customer service and forklift certification. Eligible offenders can select from a wide range of more than 1,000 retail items, including ready to eat foods, snacks, hygiene products, cosmetics, clothing, hobby and religious supplies. The 80+ offenders who support Canteen operations process over 65,000 orders per month and profits from these orders help to fund offender educational, recreational and social activities, as well as supplementing other direct offender needs (which includes providing satellite television and music services).



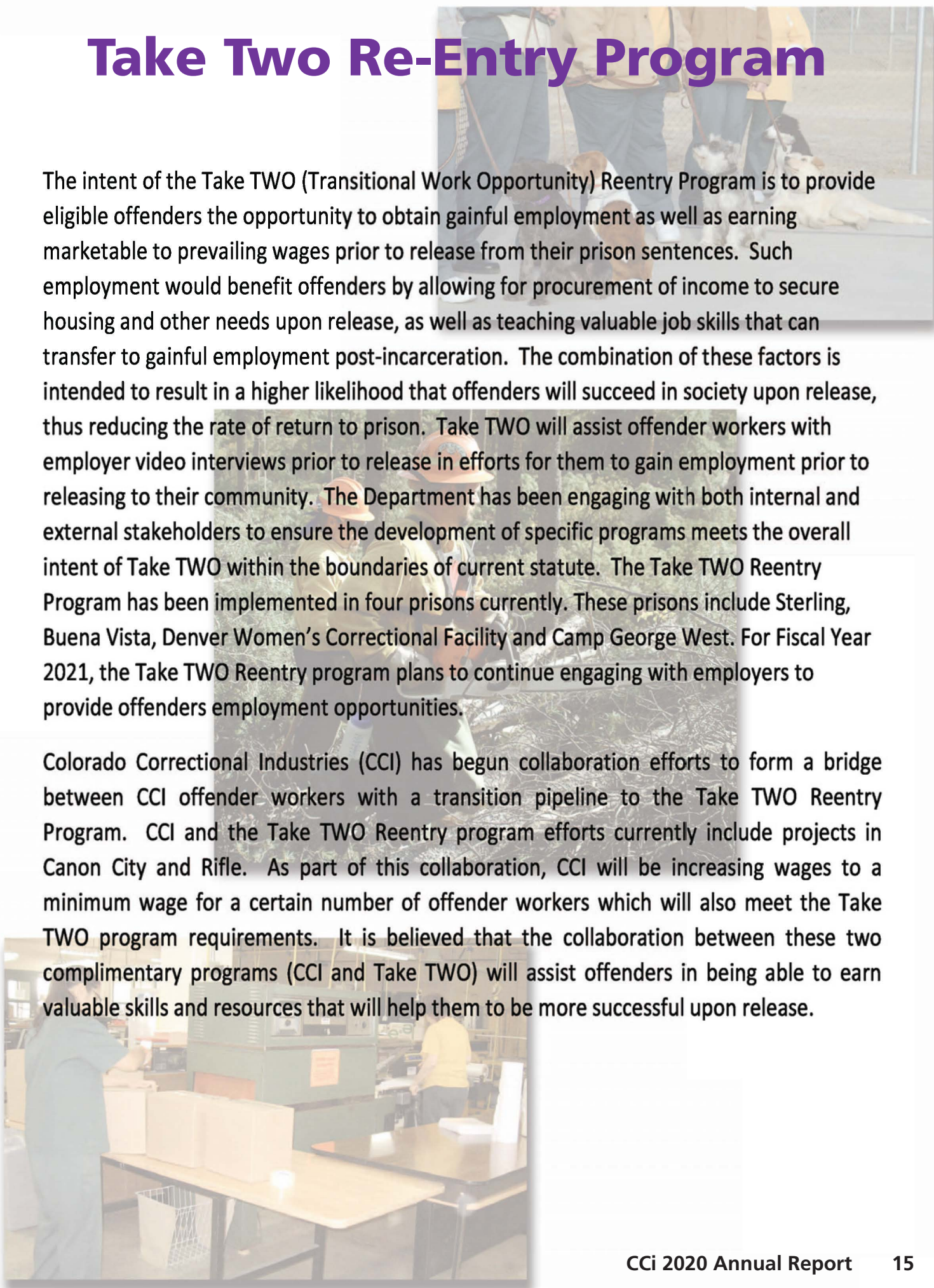
Canteen Services also administers the CIPS Colorado Inmate Phone System (CIPS), providing the telephone system for entire CDOC offender population. Finally, Canteen Services oversees both video visitation and the electronic tablet program, affording offenders with another avenue of connection to family, friends and the communities they will return to one day. These services have become even more important due to challenges related to COVID.

As with all of its programs, CCI strives to create a working environment in its many different industries that mirrors companies in the community. To this end, they are always looking for ways to innovate and create real world job skills, benefits, and opportunities. One area that CCI has identified as a priority is to look for ways to create a new type of offender pay plan that would not only provide increased opportunities for earning higher wages (through higher base wages as well as production bonuses), but also allows offenders to progress into more responsible roles and responsibly within the particular shop. In order to test out this new idea, Canteen Services was chosen and effective September 2020, they implemented their new pay plan. This resulted in offenders being able to earn nearly twice the wages that they were making previously and has dramatically increased the morale within the shop. Ultimately, this provides the opportunity for offenders to make and save additional funds that will be critical upon their release. This successful model is being examined for implementation in other CCI shops and programs. Additionally, Canteen Services staff worked with Prison Operations Leadership to provide opportunities to eight members of the Juveniles Convicted as Adults Program (JCAP). These offenders were juveniles



when they initially committed their crimes and have spent more than twenty years in prison. Through these initiatives, offenders participating in the Canteen Services program have expressed a sincere appreciation for the opportunity afforded to them. This appreciation has been expressed in various letters, including one from Offender Jason Gallob who wrote, "I have gained so much self worth...and the key to success and completing parole is the will and determination to know that I am so much more than a number." They note a sense of gratitude as they regain their self-worth and develop greater confidence in their work abilities.

Take Two Re-Entry Program



The intent of the Take TWO (Transitional Work Opportunity) Reentry Program is to provide eligible offenders the opportunity to obtain gainful employment as well as earning marketable to prevailing wages prior to release from their prison sentences. Such employment would benefit offenders by allowing for procurement of income to secure housing and other needs upon release, as well as teaching valuable job skills that can transfer to gainful employment post-incarceration. The combination of these factors is intended to result in a higher likelihood that offenders will succeed in society upon release, thus reducing the rate of return to prison. Take TWO will assist offender workers with employer video interviews prior to release in efforts for them to gain employment prior to releasing to their community. The Department has been engaging with both internal and external stakeholders to ensure the development of specific programs meets the overall intent of Take TWO within the boundaries of current statute. The Take TWO Reentry Program has been implemented in four prisons currently. These prisons include Sterling, Buena Vista, Denver Women's Correctional Facility and Camp George West. For Fiscal Year 2021, the Take TWO Reentry program plans to continue engaging with employers to provide offenders employment opportunities.

Colorado Correctional Industries (CCI) has begun collaboration efforts to form a bridge between CCI offender workers with a transition pipeline to the Take TWO Reentry Program. CCI and the Take TWO Reentry program efforts currently include projects in Canon City and Rifle. As part of this collaboration, CCI will be increasing wages to a minimum wage for a certain number of offender workers which will also meet the Take TWO program requirements. It is believed that the collaboration between these two complimentary programs (CCI and Take TWO) will assist offenders in being able to earn valuable skills and resources that will help them to be more successful upon release.

CCi Financials

COLORADO CORRECTIONAL INDUSTRIES STATEMENT OF NET POSITION			6/30/20	6/30/19
CURRENT ASSETS:				
Cash and Pooled Cash ^(NOTE 2)			\$(3,163,093)	\$944,255
Other Receivables, net			1,598,576	1,160,654
Due from Other Governments			430,988	1,878,584
Due from Other Funds			672,219	3,930,692
Inventories			11,757,833	11,365,044
TOTAL CURRENT ASSETS			\$11,296,523	\$19,279,229
NONCURRENT ASSETS:				
Other Long Term Assets			\$1,018,802	\$1,437,898
Depreciable and Capital Assets and Infrastructure, net			3,760,977	3,580,488
Land and Nondepreciable Infrastructure			940,730	940,730
TOTAL NONCURRENT ASSETS			5,720,509	5,959,116
TOTAL ASSETS			\$17,017,032	\$25,238,345
CURRENT LIABILITIES:				
Accounts Payable and Accrued Liabilities			\$5,263,285	\$6,773,224
Compensated Absences Payable			65,400	140,200
Deferred Federal Revenue			823	372,753
Other Current Liabilities			215	23,406
TOTAL CURRENT LIABILITIES			\$5,329,723	\$7,309,583
NONCURRENT LIABILITIES:				
Accrued Compensated Absences			1,322,065	1,115,000
TOTAL LIABILITIES			\$6,651,788	\$8,424,583
NET POSITION:				
Net Investment in Capital Assets			\$4,701,707	\$4,521,218
Unrestricted			5,663,537	12,292,544
TOTAL NET POSITION			\$10,365,244	\$16,813,762
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION			6/30/20	6/30/19
OPERATING REVENUES:				
Sales of Goods and Services			\$37,176,546	\$44,792,786
Federal Grants and Contracts			406,600	3,613,933
Other Revenues			270,815	245,236
TOTAL OPERATING REVENUES			\$37,853,961	\$48,651,955
OPERATING EXPENSES:				
Raw Materials and Supplies			\$19,830,525	\$24,430,705
Salaries and Fringe Benefits			15,229,632	13,500,908
Operating & Travel ^(NOTE 2)			7,717,589	8,220,208
Depreciation			396,635	435,233
Grant Expenditures			816,393	3,880,819
TOTAL OPERATING EXPENSES			\$43,990,774	\$50,467,873
OPERATING INCOME (LOSS)			\$(6,136,813)	\$(1,815,918)
NON-OPERATING REVENUES AND (EXPENSES):				
Investment Income (Loss)			\$(1,152)	\$74,076
Rental Income (Loss)			86,406	33,010
Gifts and Donations			2,032	4,480
TOTAL NON-OPERATING REVENUES (EXPENSES):			\$87,286	\$111,566
INCOME (LOSS) BEFORE CONTRIBUTIONS AND TRANSFERS			\$(6,049,527)	\$(1,704,352)
OPERATING TRANSFERS				
Transfers-In			18,445	-
Transfers-Out to General Fund ^(NOTE 3)			\$(417,436)	\$(429,080)
TOTAL OPERATING TRANSFERS			\$(398,991)	\$(429,080)
CHANGE IN NET POSITION			\$(6,448,518)	\$(2,133,432)
NET POSITION - FISCAL YEAR BEGINNING			\$16,813,762	\$18,947,194
NET POSITION - FISCAL YEAR ENDING			\$10,365,244	\$16,813,762

CASH FLOWS FROM OPERATING ACTIVITIES:

Fees for Service	\$4,198,594	\$7,745,727
Sales of Products	37,064,914	33,824,704
"Gifts, Grants, Donations (Federal Grant)"	197,325	3,779,577
Income from Property (Rent)	86,406	33,010
Other Sources	270,815	245,236
Employees	(15,166,640)	(13,603,239)
Suppliers	(28,505,002)	(29,788,275)
Grant Expenses	(816,393)	(3,880,819)
Other	(462,349)	(240,030)
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	\$(3,132,330)	\$(1,884,109)

CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:

Transfers-In	18,445	-
Transfers-Out to the General Fund	(417,436)	(429,080)
"Gifts, Grants, Donations not for Capital Use"	2,032	4,480
Deposits Held in Custody	215	-
NET CASH (USED) BY NONCAPITAL FINANCING ACTIVITIES	\$(396,744)	\$(424,600)

CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:

Acquisition of Capital Assets	(577,122)	(337,048)
NET CASH (USED) BY CAPITAL RELATED FINANCING ACTIVITIES	\$(577,122\$)	\$(337,048)

CASH FLOWS FROM INVESTING ACTIVITIES:

Interest and Dividends on Investments	3,799	\$21,924
Increase (Decrease) from Unrealized Gain (Loss) on Investments	(4,951)	52,152
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,152)	\$74,076

NET INCREASE (DECREASE) IN CASH AND POOLED CASH	\$(4,107,348)	\$(2,571,681)
CASH AND POOLED CASH , FISCAL YEAR BEGINNING	944,255	3,515,936
CASH AND POOLED CASH, FISCAL YEAR END	\$(3,163,093)	\$944,255

RECONCILIATION OF NET OPERATING INCOME (LOSS) TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES

Net Operating Income (Loss)	\$(6,136,813)	\$(1,815,918)
Adjustments to Reconcile Net Operating (Loss) to Net Cash Provided by Operating Activities:		
Depreciation	396,635	435,233
Rents	86,406	33,010
Compensated Absences	132,265	(30,465)
Changes in Assets and Liabilities Related to Operating Activities:		
(Increase) Decrease in Operating Receivables	4,268,145	(3,160,229)
(Increase) Decrease in Inventories	26,307	32,277
Increase (Decrease) in Accounts Payable	(1,509,939)	2,513,635
Increase (Decrease) in Other Operating Liabilities	(395,336)	108,348
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	\$(3,132,330)	\$(1,884,109)

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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, worker's compensation insurance, legal services, liability and property insurance, and other operating expenses.

NOTE 4: Operating transfers-out to the General Fund are costs reimbursed to the general fund for support services.

Canteen Financials

CANTEEN ENTERPRISE FUND STATEMENT OF NET POSITION	6/30/20	6/30/19
CURRENT ASSETS:		
Cash and Pooled Cash ^(NOTE 2)	\$7,742,801	\$7,559,087
Inventories	672,223	672,223
TOTAL CURRENT ASSETS	\$8,415,024	\$8,231,310
NONCURRENT ASSETS:		
Depreciable Capital Assets and Infrastructure, net"	\$2,005,158	\$1,971,744
TOTAL NONCURRENT ASSETS	2,005,158	1,971,744
TOTAL ASSETS	\$10,420,182	\$10,203,054
CURRENT LIABILITIES:		
Accounts Payable and Accrued Liabilities	\$1,589,424	\$1,269,573
TOTAL CURRENT LIABILITIES	\$1,589,424	\$1,269,573
NONCURRENT LIABILITIES:		
Accrued Compensated Absences	\$248,100	\$238,674
TOTAL LIABILITIES	\$1,837,524	\$1,508,247
NET POSITION:		
Net Investment in Capital Assets	\$2,005,158	\$1,971,744
Unrestricted	6,577,500	6,723,063
TOTAL NET POSITION	\$8,582,658	\$8,694,807
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION	6/30/20	6/30/19
OPERATING REVENUES:		
Sales-Canteen and Similar Activities	\$19,756,854	\$19,446,916
Other Revenues	845,258	829,913
TOTAL OPERATING REVENUES	\$20,602,112	\$20,276,829
OPERATING EXPENSES:		
Cost of Goods Sold	\$14,613,096	\$14,292,791
Salaries and Fringe Benefits	2,460,975	2,303,882
Operating & Travel ^(NOTE 2)	1,091,499	1,075,366
Depreciation	214,469	114,546
TOTAL OPERATING EXPENSES	\$18,380,039	\$17,786,585
NET OPERATING INCOME	\$2,222,073	\$2,490,244
NON-OPERATING REVENUES AND (EXPENSES):		
Inmate Benefits	\$(2,660,589)	\$(2,990,080)
Investment Income	402,262	380,738
Gain/Loss on Sale or Impairment of Capital Assets	-	2,055
TOTAL NON-OPERATING REVENUES (EXPENSES)	\$(2,258,327)	\$(2,607,287)
INCOME BEFORE OPERATING TRANSFERS	\$(36,254)	\$(117,043)
OPERATING TRANSFERS:		
Transfers-Out to General Fund ^(NOTE 3)	(75,895)	(81,265)
TOTAL OPERATING TRANSFERS	\$(75,895)	\$(81,265)
CHANGE IN NET POSITION	\$(112,149)	\$(198,308)
NET POSITION - FISCAL YEAR BEGINNING	\$8,694,806	\$8,893,114
NET POSITION - FISCAL YEAR ENDING	\$8,582,657	\$8,694,806

CANTEEN ENTERPRISE FUND STATEMENT OF CASH FLOWS			6/30/20	6/30/19
CASH FLOWS FROM OPERATING ACTIVITIES:				
Sales of Canteen Items and Similar Activities			\$19,756,854	\$19,446,916
Other Revenues			845,258	829,913
Employees			(2,451,549)	(2,306,729)
Suppliers			(15,384,744)	(15,686,213)
NET CASH PROVIDED BY OPERATING ACTIVITIES			\$2,765,819	\$2,283,887
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:				
Inmate Benefits			\$(2,660,589)	\$(2,990,080)
Transfers-Out to the General Fund			(75,895)	(81,265)
NET CASH (USED) BY NONCAPITAL FINANCING ACTIVITIES			\$(2,736,484)	\$(3,071,345)
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:				
Purchases of Capital Assets			\$(247,883)	\$(709,179)
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:			\$(247,883)	\$(709,179)
CASH FLOWS FROM INVESTING ACTIVITIES:				
Interest and Dividends on Investments			\$214,290	\$236,386
Increase from Unrealized Gain on Investments			187,972	144,352
NET CASH FROM INVESTING ACTIVITIES			\$402,262	\$380,738
NET INCREASE IN CASH AND POOLED CASH			\$183,714	\$(1,115,899)
CASH AND POOLED CASH, FISCAL YEAR BEGINNING			7,559,087	8,674,986
CASH AND POOLED CASH, FISCAL YEAR END			\$7,742,801	\$7,559,087
RECONCILIATION OF NET OPERATING INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES				
Net Operating Income			\$2,222,073	\$2,490,244
Adjustments to Reconcile Net Operating Income to Net Cash Provided by Operating Activities:				
Depreciation			214,469	114,546
Compensated Absences			9,426	(2,847)
Net Changes in Assets and Liabilities Related to Operating Activities:				
(Increase) Decrease in Operating Receivables			-	-
(Increase) Decrease in Inventories			-	26,666
Increase (Decrease) in Accounts Payable			319,851	(344,722)
NET CASH PROVIDED BY OPERATING ACTIVITIES			\$2,765,819	\$2,283,887

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