## Mission Statement

It is the mission of the Division of Correctional Industries to:

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

"This is the best job I’ve ever had... I’m grateful everyday for what I’ve learned and continue to learn.”
— Earl, Horse Trainer, Inmate

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**Program Highlight: Unlikely Heroes**

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**Program Highlight: Building a Better Future**

**Key Industries**

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Thank you for your interest in the work of Colorado Correctional Industries (CCI) — we are pleased to share our achievements with you.

Return on Investment
Our professional team provides a unique service to the state, using skills learned in the private sector to train, educate and manage Colorado’s most unlikely employees — incarcerated men and women. While the challenges are many, the results remain undeniable. Significant reduction in recidivism. Significant reduction in taxpayer burden. Vastly more productive, skilled citizens upon release.

Committed to Reform
With an abundant supply of inmate labor, The Colorado Department of Corrections (CDOC) is committed to changing the mindset and conduct of this population. Treating inmate addictions and antisocial behavior, while offering academic and vocational education prepares these men and women for effective reintroduction to life after incarceration.

A Beneficial Approach
CCI, in collaboration with the CDOC, matches eligible inmates with an appropriate position within one of our manufacturing, agricultural or service industries. Intensive training and assessments reinforce positive behavior while modest compensation instills work ethic and builds self reliance. Time spent with CCI provides relief to the custody and control section of the CDOC resulting in an annual savings of approximately $5,000 per employed inmate.

35 Years of Proven Success
With over 35 years of proven success, our motivation lies in the continued fulfillment of our mission. We look forward to proactively creating a brighter future for our inmates and a better tomorrow for Colorado.

Sincerely,
Dennis Dunsmoor

Director, Colorado Correctional Industries

Unlikely Heroes
From forest fires, to floods, to mudslides, the men of the SWIFT program have been instrumental in providing much needed relief during some of Colorado’s biggest natural and man-made disasters.
In 1977, legislative bill CRS 17-24-101 created the Division of Colorado Correctional Industries (CCI) within the Colorado Department of Corrections. As we approach our 40th year in business, we’re proud to say that like our program, our success continues to grow. Since inception, a considerable percentage of inmates have gone on to lead productive, crime-free lives post-incarceration. Many of these men and women cite the skills and work ethic established through CCI as the basis of their reformation.

In fact, our program is so effective that we’ve helped reduce repeat offenders by nearly 20 percent when compared to non-matched general population inmates. It’s a number we continue to improve upon, but clearly providing meaningful work and self-improvement opportunities in a safe, humane and appropriately secure environment, has been highly beneficial in assisting inmates with community reintegration.

In addition to reducing recidivism, we’re happy to report that over the last two decades, the CCI program has saved Colorado taxpayers over $150 million dollars. Not only do we not receive any tax monies for support, but we reduce the annual cost per participating inmate by approximately $5,000. With the current employment of roughly 1,800 inmates at 20 DOC facilities located throughout Colorado, this equates to nearly $9,000,000 per year saved by our state taxpayers.

Overview

Growing Marketable Skills

Approximately 1,800 inmates are trained and employed annually by CCI in a variety of industries including agriculture, manufacturing and service-related jobs. The education and skills obtained during tenure with CCI easily transfer to the private sector, providing our inmates with the tools they need to become successful, contributing members of society once their sentence is completed.

Pride in Workmanship

Three of our most popular industries, our office furniture, modular office systems and seating/lounge products, employs over 250 inmates. With limited lifetime guarantees on all work, the teams focus on exceptional quality and take great pride in achieving it consistently. From hand staining to streamlined designs, assembly to delivery, CCI’s office product lines bring quality, efficiency and style to any business space.
Executive Team — 125 Years of Experience

Imagine running a $62 million industry with over 1,800 employees and hundreds of customers. Now imagine that the majority of your employees start out unskilled, requiring extensive training, extra motivation and extreme supervision. No ordinary challenge, our six person executive team combines nearly 125 years of CCI experience and an unwavering dedication to our mission that achieves extraordinary results. Hailing from careers in construction, management, finance, agriculture and other private sector professions, the team brings considerable expertise to our program and exceptional results to our customers. Committed to the mission and the men and women who work under their supervision, these gentlemen plan, supervise and perform the daily operations of one of Colorado’s biggest enterprises. And under their guidance, CCI’s programs have grown to employ nearly 10 percent of the inmate population. With an eye towards the future, the team plans to double involvement and increase productivity in the coming years.

Dennis Dunsmoor, newly appointed Colorado Correctional Industries Director in 2015, first joined CCI in 1991 with a strong tool and die background. After working five years within the license plate factory, Dennis was promoted to Site Manager, and really started to make his mark. Managing several programs, he was recognized for his outstanding contributions to production line improvements in numerous shops including fiberglass, license plates, seating refurbishing, panel systems, furniture, inmate phone systems, and central/northern cafeteria. Having mentored under our prior Director (retired), Dennis picked up the crucial skills of market analysis and trend evaluation, expertise sure to benefit our program and our inmates with growth for the future.

Richard Curry joined CCI from the private sector in 2001 as our Sales Manager and was promoted to Marketing Director/Sales Manager in 2002. He enjoys working for CCI because of the dynamic business environment and progressive correctional operations in Colorado. Richard truly focuses on the gratification of working for an industry that receives no taxpayer assistance and provides a large array of skills and opportunities for inmates’ success.

James McCoy is our CCI Chief Financial Officer. James began his career with the State in 1999 as a budget analyst with the Joint Budget Committee. He held this job for nearly six years before promoting within the State. James’ new role led him to the Department of Revenue (DOR) as their IT Budget Director and then a budget analyst in the Central Business Office. His three years of experience with DOR introduced him to CCI and allowed him to become very familiar with our license plate program. James joined the CCI executive staff in the fall of 2009, and was quickly introduced to the numerous and varied programs CCI operates. Since 1999, excluding a two-year break to travel the world, James has analyzed and managed the diverse fiscal needs of our State agencies. He enjoys the unique opportunity provided by working in a profit-and-loss business environment for the State of Colorado — something everyone within CCI takes very seriously.

Jim Heaston is our Agribusiness Division Manager, appointed in 2008 and overseeing more than a dozen ag-related programs. Jim first joined CCI in 1987 working in our dairy. With more than 20 years work experience in this program, Jim has been a key player in the major expansions. Jim has seen the CCI milking herd grow from 250 head to 850 head and from a twice a day operation to three times a day, seven days a week. During 2007, Jim was extremely instrumental in assisting in the development and implementation of the largest goat herd and dairy within the State of Colorado. Jim believes in looking for opportunities that will continue to move the agricultural division forward in today’s world.

Jack Laughlin has performed as our Service Division Manager since 2001 and oversees transportation, the CCI International Correctional Management Training Center, fleet services and the statewide inmate firefighting programs. From 1996 to 2001, Jack was CCI’s Administration Director, overseeing all financial operations of the organization. Jack explains the best part of working for CCI is the diversity of products and services. This allows us to provide a meaningful experience for inmates while meeting the equally diverse needs of our customers.

Andy Klinkerman serves as our Manufacturing Division Manager. Andy began his career with CCI in 1992 in our agricultural division. In 1997, Andy transferred to become a facility site supervisor at Arkansas Valley Correctional Facility and five years later he was promoted to his current position. Andy believes the best part of working for CCI is the diversity of our products and services. This allows us to provide a meaningful experience for inmates while meeting the equally diverse needs of our customers.

advisory board

Building on Good Advice

The CCI advisory board, defined through legislation, evaluates proposed new industries that would utilize the services of prisoners prior to their establishment. Members of this board, selected from the State of Colorado, correctional entities, private industry and organized labor, serve for the duration of their term in office or for a three-year appointment by the Governor.

- State Treasurer
- Two house representatives and two senators from the General Assembly
- Director of the Office of State Planning and Budgeting
- Executive Director of the Department of Personnel
- Two business community leaders
- Two members from organized labor
- Executive Director of the CDCC
- A County Sheriff
The Organization
at a glance

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 transform inmates into productive citizens.

CCi's Proven Success —
More Involvement Results in Less Recidivism

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>CCi Involvement</th>
<th>General Population Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1+ Year</td>
<td>86%</td>
<td></td>
</tr>
<tr>
<td>181-365 Days</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>1-180 Days</td>
<td>74%</td>
<td></td>
</tr>
<tr>
<td>No CCi Involvement</td>
<td>68%</td>
<td></td>
</tr>
</tbody>
</table>

Recidivism

Participants in the CCi work programs are significantly less likely to commit a repeat offense and far more likely to find work upon release. Of course, it always seemed logical and we always believed in the program. Our recent recidivism study, however, offered up numbers that impressed even us — including nearly 20% reduction in recidivism for the men and women employed by CCi versus non-matched general population inmates.

Giving Back to the Communities We Serve

Recycling
CCI volunteers our services to local communities, providing free recycling pickup. When you consider that each can recycled saves as much energy as if that can were 1/2 full of gasoline, we’re pretty proud of our impact.

Buying Colorado
CCI not only purveys goods, we procure them. Lots of them. In fact, we are one of Colorado’s largest purchasers of local products, infusing our state’s economy with over $8 million a year. From wood to steel, fiberglass to feed, we buy Colorado.

Going Green
From water reclamation to fertilizer, CCi conserves. Our environmental efforts, however, go far beyond reducing waste. We meet or exceed all state standards regarding toxins, waste and pollution, right down to the recycled stock used for this brochure.
Working closely with the Department of Corrections, CCI operates industries in 20 of the 24 facilities located throughout Colorado. Our programs employ over 200 civilian staff and more than 1,800 inmates on a monthly basis.

### State Facilities where we are

1. Arkansas Valley Correctional Facility
2. Buena Vista Correctional Complex
   - Buena Vista Correctional Facility
   - Buena Vista Minimum Center
3. CCi Oakland Facility
4. Colorado Correctional Center
5. Colorado Territorial Correctional Facility
6. Delta Correctional Center
7. Denver Reception and Diagnostic Center (no programs)
8. Denver Women’s Correctional Facility
9. East Cañon Complex
   - Arrowhead Correctional Center
   - Centennial Correctional Facility (no programs)
   - Colorado State Penitentiary (no programs)
   - Four Mile Correctional Facility
   - Skyline Correctional Center
10. La Vista Correctional Facility
11. Limon Correctional Facility
12. Rifle Correctional Center
13. San Carlos Correctional Facility (no programs)
14. Sterling Correctional Facility
15. Trinidad Correctional Facility
16. Youthful Offender System
17. International Correctional Management Training Center
18. CCi Administrative Office

### Products & Services

#### agribusiness
- Big Horn Sheep Housing (9d)
- Bucking Bull Housing (9d)
- Composting (9d)
- Cow Dairy and Dairy Processing (9d)
- Farming (6*,9f,10)
- Fish Farming (2b,9a)
- Fish Processing (9a)
- Goat Dairy and Dairy Processing (9f)
- Greenhouse Products (9a)
- Honey Production (9a)

#### manufacturing
- Air Filters (15)
- Canoes (9e)
- Dormitory Furniture (9e)
- Embroidery (11)
- Fiberglass Tanks (9e)
- Flats (11)
- Fly Rods & Spinning Rods (9a)
- Garments (8,9e,11)
- Granite Countertops (9e)
- LED Lighting (9e)
- License Plates & Tabs (5)
- Leather Products (2a)
- Mattresses (14)
- Metal Fabrication (9e)
- Modular Office Systems (1)
- Motorcycles (5)
- Musical Instruments (9a)
- Office Furniture (9e)
- Screen Printing (11)
- Seating (14)
- Security Cells & Furnishings (9e)
- Signs (5)
- Stone Paver Castings (9e)
- Television Manufacturing (8)
- Tractor Refurbishing (9a)

#### services
- Administrative Services (3,10)
- Antique Vehicle Restorations (9a)
- Auto Collision Repair/Painting (4)
- CAD/GIS (1,3)
- Canteen (9,9a)
- Construction & Maintenance (10)
- Culinary Arts (12,17)
- Customer Service (1,3)
- Delivery & Installation (3,4,9f)
- DMV Public Information (1)
- eBay Auto Sales (3)
- Electronic Recycling (7)
- Fingerprinting Services (3)
- Fire Fighting & Reclamation (2b,9f,12)
- Fleet Services (9a)
- Forms Distribution (3)
- Fulfillment (1)
- Heavy Equipment (2b,9d,9f,14)
- Highway Cleanup (4)
- Information Technology (10)
- Janitorial (5)
- K-9 Adoption & Training (2b,8,9a,9d,14,15)
- Landscape Maintenance & Beautification (4,9a)
- Moving Service (4,9a,10)
- Pizza Assembly (17)
- Printing Services (8)
- Public Information Services (1)
- Recycling (9f)
- Retail Outlets (17,18)
- Reupholstery (14)
- Sales and Showroom (3,18)
- Service Station (9a)
- State & Federal Surplus (3)
- State Patrol Training Academy, Garage, Kitchen, Maintenance (4)
- Tablet Service (7)
- Trail Programs (2b,9f,12)
- Training & Guest Services (17)
- Transportation & Tech Training (9a)
- Warehousing (3,8,9a)
- Waste Site Maintenance (10)
- Web Design (1)
operations

Administration

The CCI Division Director’s office, located in the Colorado Department of Corrections headquarters in Colorado Springs, facilitates easy collaboration between the two entities. Engaging CDOC executive staff in decisions that involve both divisions yields a well-coordinated approach to doing business.

Additionally, all matters related to planning, personnel, legal concerns, departmental affairs, public information and goals are administered from this office. Focused on our customers — both internal and external — the Director’s team provides strategic direction promoting CCI’s continued growth and diversification.

Sales

Located in Denver, the CCI sales office is staffed with five account representatives responsible for serving existing customers and increasing our client base in Colorado. With extensive backgrounds in sales and customer service, our account representatives work hard to stay current on CCI’s diverse product offerings. This ongoing quest for expertise not only keeps our team fresh, but often results in new sales opportunities and strategies.

Showrooms Increase Sales

The Denver sales offices also serve as a showcase for our office furniture and equipment. This, in addition to our satellite showroom in Colorado Springs, gives customers across the state an opportunity to view and purchase products on-site. Increasing the visibility of our best-selling furniture products within our showrooms has not only increased sales, but customer satisfaction as well.

Marketing and Business Development

CCI understands that to win new business and keep existing clients, we must provide pricing, quality and service comparable to our competitors. Through marketing efforts and the expansion of our programs, CCI strives to become the vendor of choice for all our customers. Focused on educating current and potential customers about the benefits of doing business with CCI, our marketing efforts continue to provide a variety of information about our products, services and mission.

Today, CCI uses all the media at our disposal to get the word out about our products, services and story. While referrals continue to be a tremendous source of business for us, we’ve evolved from word-of-mouth to informative brochures, mass emailings, professional showrooms, and a full service e-commerce presence on the web.

To continue to meet the needs of our customers, CCI has established partnerships with several private companies. These partnerships include the supply of product components and materials used in the manufacture of CCI products. Developing partnerships with well-known established companies allows us to increase our level of service and provide a dependable, reputable product.

Focused on Success

From metal working to warehousing, one thing remains consistent when you talk with staff, inmates or management, “We Build Opportunity” is more than a tagline. It’s the entire organization’s mantra. “We learn as much from the inmates, as they learn from us. Half the time, our biggest ideas for improvement or new business come from the inmates. They’re committed to CCI’s success…and so are we.”

Andy Klinkerman, Manufacturing Division Manager
A Great Fish Story

CCi’s tilapia facility is the only egg-to-processing operation in the United States. A four-year success story, CCi stands poised to double their fishery operations in the next year.
Manufacturing

CCI’s diverse manufacturing programs provide products that serve the citizens of Colorado, governmental entities and CCI. Most Colorado citizens know us as the manufacturer of their license plates, yet our organization produces a plethora of high quality everyday merchandise including office furnishings, ergonomic seating and metal products. CCI also manufactures many of our own necessities. From inmate garments to steel security cells, as well as many of the components used in the production of our products, our self-sufficiency helps to reduce the cost of operations and we pass these savings on to our customers. With more than 20 manufacturing operations, CCI is committed to addressing the diverse needs of our customers. Excellence is our standard and perfection our goal.

Services

Our most diverse operations exist within our Services industry. Nearly 40 programs provide services that address the needs of Colorado inmates, the Colorado DOC, CCI staff, customers and the citizens of Colorado. These programs operate from 14 DOC facilities located throughout the state and include inmate canteen services; DOC facility and vehicle maintenance; highway cleanup; public information; dog adoption and training; governmental forms printing and distribution; the International Correctional Management Training Center; and wild land firefighting, reclamation and trail construction.

Agribusiness

From flowers to fish, and goats to grapes, CCI’s highly successful agricultural division consists of over 20 diverse programs. Although the majority of correctional industries throughout the country are downsizing their agriculture programs, CCI has introduced and/or expanded operations. These programs operate to address the needs of Colorado DOC, CCI, Colorado citizenry, or the private partners we have established throughout the years.
Prison Industries Enhancement Certification Program (PIECP)

Created by Congress in 1979 to establish employment opportunities for inmates that mirror private sector opportunities, PIECP benefits inmates, CCi, private sector partners and society. Inmates acquire marketable skills that assist in their success when they are released from prison. Correctional industries have the opportunity to sell manufactured goods in interstate commerce. Participating partners benefit with a steady workforce focused on quality. Finally, Colorado’s taxpayers share less of the burden for incarceration costs.

Wages earned by inmates participating in a Colorado PIECP operation are subject to federal and state taxes, deduction for costs of incarceration, victim compensation, family support and a mandatory savings program. Since 1995, more than $1 million has been paid in victims’ restitution and assistance by participating PIECP inmates.

CCI became certified in 1990 under the Prison Industries Enhancement Certification Program beginning with our saddle making and leather goods operation. CCI has five additional designated PIECP programs and products vary from furniture to garments, security cells and furnishings to 10,000 gallon fiberglass fish tanks.

Since 2002, the CCI Prison Trained K-9 Companion Program (PTKCP) is one of our most visible services. With over 7,000 dogs trained throughout the years, this program is the last chance for many. PTKCP saves dogs, both pure bred and mixed breed, from humane shelters and other animal rescues all over Colorado and surrounding states. From family pets, to service companions, the animals receive behavioral instruction while living with their inmate handlers. Once graduated from obedience training, the dogs move on to live with their forever families and their handlers begin the task again, training someone’s soon-to-be best friend.

Adoption information is available at www.coloradocelldogs.com.
Ultimately, our goal is to work ourselves out of business, to be so successful at giving inmates the skills and confidence they need for success on the outside, that they never come back into the system. But until then, nearly every state correctional industry program faces the same difficulties. How can we create profit, sustain inmate jobs, attract customers and expand programs? That’s why we challenge our entire organization—employees, inmate workers, customers and major stockholders—to address needed changes, seek better solutions, and identify the keys to making the future even more successful than our past. Every participant is not only encouraged, but expected to contribute ideas, effort and commitment.

With an increasing inmate population, CCi continues to work closely with the Colorado DOC, addressing the challenges of more inmate workers while providing security, safety, education, work ethics and marketable skills. Our goal is to double the number of CCi’s inmate workers, allowing us to grow more businesses and foster more productive citizens.

- Inmates benefit from increased knowledge and skills, thus reducing their risk of recidivism.
- Colorado DOC benefits from a more efficient, safer environment.
- CCi benefits by addressing our mission objectives.
- Colorado citizens benefit through reduced costs of incarceration.

The general expectation within a successful correctional industry is to build customer satisfaction for all products and services offered. When achieved, that gratification is also experienced by organizational employees, inmate workers, valued customers and major stockholders. We work hard to fulfill these responsibilities and will continue to evolve our programs in ways that offer the maximum benefit to all involved.