

# ARIZONA CORRECTIONAL INDUSTRIES



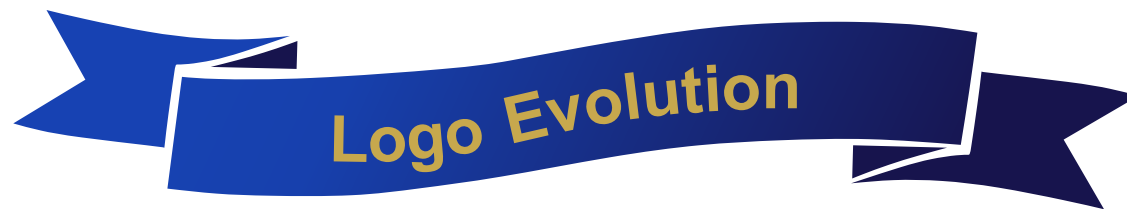
**INNOVATIVE SOLUTIONS = PRODUCTIVE LIVES**

**ANNUAL REPORT 2017**



## We are proud to celebrate 30 years as Arizona Correctional Industries!

Continuing to support the Arizona Department of Corrections mission and create opportunities for offenders to develop marketable skills and good work habits through enterprises that produce quality products and services for our customers, while achieving inmate work increase, revenue and profit objectives.



1987



1990



1996



2008



2014



### **Learning from Each Other:**

At our annual meeting, we learned how to recognize and better interact with our unique personality behavioral styles. When ACI hosted the NCIA Conference in Tucson it brought peers from around the country here to share ideas on new programs and initiatives to improve reentry results.

01

02

### **Financials:**

A record year for our key metrics: inmate hours, revenue, and net income, illustrates that after thirty years, ACI is still growing and creating new ways to fulfill its vital mission to provide meaningful job skills training opportunities for offenders.

### **Successful Transitions:**

We followed up with four of the women who worked at ACI Central Office and discovered that they are now enjoying fulfilling careers. They share their stories with us, revealing the important role that their ACI jobs had in transition back to civilian life.

03

04

### **Digital Branding:**

Social Media provides a platform to reach well beyond our customer and prospect lists, while providing invaluable demographic information on the users that are engaging with ACI online.

### **Labor Partnerships:**

By recognizing offender talents instead of focusing on their past offences, our labor contract partners can benefit from this skilled labor pool as more private businesses learn about the staffing options ACI can provide.

05

# Douglas A. Ducey

**Governor  
State of Arizona**



Taxpayers demand accountability from their government and its public servants – myself included. Every day we must strive to enhance programs that are working and eliminate those that no longer contribute to improving the lives of Arizona citizens and businesses. The ongoing efforts by ACI and ADC to improve reentry outcomes is a model for success and something we wholeheartedly support. By reducing recidivism these efforts will decrease the prison population and free up precious resources that we can apply to education and infrastructure upgrades.

ACI's positive impact goes well beyond its financial self-sufficiency. The public-private partnership fulfills a critical mission of teaching job skills and positive work ethic to inmates. As a valued partner to private businesses throughout the state, ACI has established itself as a go-to resource with proven results.

ASU studies confirm that ACI makes a positive financial impact and contributes to the creation of thousands of new jobs to Arizona each year. These achievements are all the more praiseworthy for a business run with inmate labor behind prison walls, operating without taxpayer dollars.

I know we can count on the ACI staff and inmates, who work together on this outstanding program, to continue making these positive contributions to the State of Arizona.



# Charles L. Ryan

**Director  
Arizona Department of Corrections**



When we reorganized the Department last year, creating the Inmate Programs and Reentry Division, we knew we could count on Arizona Correctional Industries (ACI) to help us improve reentry outcomes and reduce recidivism. They have not disappointed.

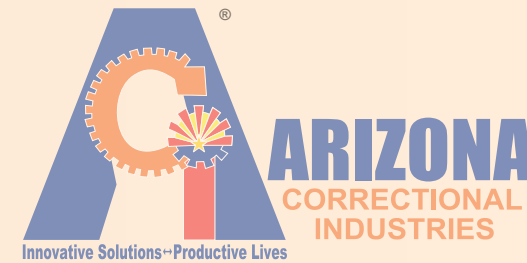
With a record number of total inmate hours worked, several important new private business partnerships and improved efficiencies throughout its various industries, ACI has once again made significant contributions to the Arizona Department of Corrections' mission and goals.

Studies show that inmates who participate in work programs have a much better chance of finding success after release. Inmates learn a range of soft skills, such as effective verbal and written communications and new technologies, while learning specific job skills that employers need. These inmates also possess higher self-esteem and a greater appreciation of teamwork in achieving project goals.

All of these daily transformations in working inmates make them easier to manage and improve the safety of staff and citizens while they are incarcerated and make them much more employable after their release. Two important outcomes that help the Department achieve its mission.

Moving forward we know that we can depend upon the staff and inmates at ACI to continue making vital contributions to achieving the Department's mission and goals.





Fiscal Year 2017 was extremely positive for ACI as we hosted the very successful National Correctional Industries Association 2017 Training Conference in Tucson and reached new milestones in all three of our key success metrics: inmate working hours, revenue and net income.

We are extremely proud to report a new record for inmate employment of 4.3 million hours, furthering the benefits of inmate employment and the positive effect it has on recidivism reduction. Much of this growth arose from new partnerships with private businesses in the metro Phoenix area. Financially, we had a record year with sales of \$43.6 million and net income of \$4,295,285. In addition, the governor and state parks recognized our contribution to the fallen firefighters memorial in Yarnell.

ACI fortunately has a dedicated staff that embraces its mission and makes success possible. Because of their efforts we were able to exceed our goals, while earning the respect of our peers across the country by helping NCIA present a world-class conference. We recognize these above-and-beyond efforts with our Employee of the Quarter Awards, and our annual off-site staff meeting, highlighted in this report.

Our success as an organization is augmented by the positive transitions to the private sector workforce that inmates from our program make each year. Four of these transformations are highlighted in this report. Their stories vividly remind us of how impactful our work is while serving as an inspiration to current inmates and ACI staff. Additionally, these ex-offenders provided recommendations on how we can better serve their reentry needs going forward.

We are proud, once again, to share the findings of the Arizona State University, WP Carey School of Business, Seidman Research Institute study. It estimates the economic impact from ACI to the State of Arizona this year at \$182 million along with the creation of 1,977 private sector jobs potentially generating millions more in state tax revenues.

As we conclude our 30th year, mindful of the unique challenges and responsibilities of this business, we sincerely thank the ADC executive staff for its leadership and support. Our continued success depends on the ACI executive staff, the ACI Advisory Board, associates, business partners, customers and suppliers throughout the year. Together we will continue to find new ways to meet business challenges and provide opportunities for inmates to set their lives on a more positive course.

Sincerely,

Brian Radecki  
CEO/General Manager





# VISION



**Support ADC's vision, serve as a resource for the public sector and private businesses throughout the state, and operate successful business enterprises that help inmates acquire occupational skills and work experience.**





STATE OF ARIZONA  
OFFICE OF THE GOVERNOR

DOUGLAS A. DUCEY  
GOVERNOR

EXECUTIVE OFFICE

January 18, 2017

Dear Arizona Correctional Industries Staff,

I would like to express my personal thanks for your participation in the dedication of Arizona State Parks and Trails' first memorial state park, Granite Mountain Hotshots Memorial State Park. The ceremony was a tremendous success as a result of the collaboration of community members. This generosity of spirit represents the best of Arizona.

I was proud to open this beautiful park as a lasting tribute the nineteen heroes who sacrificed their lives on June 30, 2013 while protecting our community. I know that you agree that the legacy of those we honor must be shared, nurtured and protected so that it can be passed on through the generations. With each step along the trails of this park, we connect with the Hotshots' commitment to duty; we reflect on their challenges in fulfilling that duty; and we commit ourselves to incorporating the lessons they taught us.

Thank you again for contributing your time and talents to the Granite Mountain Hotshots Memorial State Park's dedication ceremony. Your efforts certainly honored the memory of our fallen heroes.

With gratitude,

Douglas A. Ducey  
Governor  
State of Arizona

1700 WEST WASHINGTON STREET, PHOENIX, ARIZONA 85007  
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# **Learning from Each Other**

**01**





## Annual Company Meeting

Once every fall, we gather together as a company to celebrate the excellent work of the past year, to recognize the outstanding achievement of the employee of the year, and to look ahead at the challenges of the coming fiscal year. On September 28, 2016, ACI employees and guests gathered in Chandler, Arizona. The theme of the day echoed our Annual Report theme, "Adapt to Change", and comprised a combination of education, information and the ability to spend time together as a company.

The day began with an exercise conducted by Bill Foster, Industry Operations Administrator, covering manufacturing and quality control. That followed with Glen Davis, Operations Bureau Administrator, conducting a company security review. Dale Beatty, Comptroller, then brought us up to date on ACI's financial health. The last part of the morning's program consisted of Clark DesSoye, Marketing Specialist, providing a thorough marketing review and forecast for the upcoming year.







*Carla Carter discusses behavioral styles with Carlos Esparza and Arrin McCoy*

After several years of taking tours of ACI Industries, this year we opted for a training session as the main morning session activity. We were lucky enough to work with Carla Carter, who created a class for us based on Personality Behavioral Styles. Carla has over twenty years of experience in management and consulting roles focused on organizational change and people development. She is the president of Carla Carter & Associates, Inc. in Phoenix, Arizona. Her specialties span the fields of organization redesign, strategic planning, quality systems, business process improvement, operations, and human resource development in several industries ranging from financial to healthcare and manufacturing to government/non-profit. Before the meeting, all employees took a personality profile, and Carla used the session to talk about behavioral styles, and how it affects our communication styles and interactions.

Brian Radecki, General Manager concluded the morning with a year-end review, and after a busy morning everyone was ready for lunch.



*Brian Radecki conducts year-end review*



*Dale Beatty enjoys midday lunch break*



The afternoon session began with a panel discussion, moderated by Glen Davis, with three ex-offenders that have successfully transitioned back to civilian life. Each story was inspiring and gave a much greater insight into the struggles and successes they face in reentry.

Division Director of Inmate Programs & Reentry, Karen Hellman, spoke to the group and gave her vision for the recent reorganization and creation of the reentry program within the Arizona Department of Corrections. Greg Lauchner, ADC Inspector General, was then introduced and spoke about changes within the department, and the positive influence of ACI.

Brian Radecki recognized the twenty year anniversary of Manheim (Greater Auto Auction), and presented a plaque that highlighted the 2,177,827 Inmate Hours worked since the creation of ACI's partnership with Manheim. Platinum achievement awards were presented to outstanding shops, and the Employee of the Year award was presented to Michael Campos.



Glen Davis leads ex-offender panel discussion with Annette Anaya, Tony Kennett, and Chris Dewell



Division Director of Inmate Programs and Reentry  
Karen Hellman



Inspector General Greg Lauchner



Brian Radecki presents 20 year anniversary plaque to Manheim (Greater Auto Auction)



Brian Radecki presents Employee of the Year award to Michael Campos



## NCIA Conference in Tucson Focused on Public/Private Partnerships

Each year the National Correctional Industries Association selects a member city to host its National Training Conference. In the spring of 2016, ACI began preparations to host the 2017 NCIA Conference in Tucson, Arizona at the JW Marriot Starr Pass Hotel Resort.

The conference opened with a keynote session in the packed Tucson banquet hall emceed by NCIA President Mike Herron, Director of PEN (Indiana Prison Enterprises) and presentation and posting of colors by Arizona Department of Corrections Honor Guard.

After thanking the sponsors and other exhibitors for their support of the conference, Mr. Herron turned his attention to the hosts of the 2017 Conference. Brian Radecki, CEO of Arizona Correctional Industries (ACI), in turn, recognized the many ACI staff members (both civilian and offender) who worked so diligently to make sure that everything came together to make the conference a success.

Hundreds of signs were created and Correctional Industries (CIs) from around the country shipped gift bag items (including the gift bags themselves) and printed programs to ACI's Central Office in Phoenix in the weeks before the conference. They were assembled, and shipped to Starr Pass resort on schedule, much to the relief of Gina Honeycutt, NCIA Executive Director, and her staff from Baltimore.

Mr. Radecki then introduced City of Tucson Mayor, Jonathan Rothschild, who began his remarks by thanking NCIA for bringing its conference to Tucson:

*"We are honored that you chose to convene your annual conference with us here in Tucson, America's biggest small town!"*

*This gathering mirrors our formula for success because we believe that, for a city to grow and prosper, it takes people and organizations working together in partnership.*

*One of our best partners is the Arizona Department of Corrections, its training facility and ACI."*



ACI inmate workers assemble goody bags in ACI Central Phoenix warehouse





ACI CEO Brian Radecki, Tucson Mayor Jonathan Rothschild, NCIA Executive Director Gina Honeycutt, and NCIA President Michael Herron

Mr. Radecki thanked the Mayor for his support of the conference, and the Department, and acknowledged all of the support that was provided by the Arizona Department of Corrections as he introduced its Director, Charles L. Ryan, who reinforced the message of partnership with other agencies and municipalities. After completing his welcoming remarks, Director Ryan then introduced the keynote speaker:

“There is one more important part of our communities that can, and here in Arizona definitely does, make a positive impact on our reentry outcomes, and that is our partnerships with private businesses. Back in 1995, we first met the Hickman family and our stories have been enriched ever since.

Today we are privileged to hear from the current President and CEO of Hickman’s Family Farms, Glenn Hickman, a third generation Arizona farmer. According to payment records, his official start date with the family business was 1973, when he was 12.”



Glenn Hickman delivering Keynote Address

# HICKMAN'S family farms

Mr. Hickman concluded his address by reiterating that without the support of ADC and ACI and the thousands of offenders who have worked with them over the years, there would not be a corporate jet or distributors across the country.

“By working together,” he emphasized, “providing opportunities to learn real-world job skills; we’re giving people who want to change the course of their lives that very precious choice. They can make of that choice what they will. We’re proud to have witnessed hundreds of positive transformations in those who chose to embrace the opportunity and use it as a starting point on the way towards new lives as tax-paying citizens!”







*Mariachi Luz De Luna entertain guests at the end of the Keynote Address*



*The ribbon cutting signifies the opening of the tradeshow and conference activities*

The conference opening ceremony ended with a flourish of guitars, as a mariachi band played and traditional dancers twirled across the room. Attendees followed down to the exhibit hall, where a ribbon was cut to officially start the three day event. The vendor registration and conference attendee check-in were manned by five ACI staff throughout the conference.

In addition, ACI staff were used for room security/check-in, to facilitate training sessions, and anywhere else NCIA staff needed assistance. In total, over 15 ACI employees attended, worked, or presented at the conference.



*ACI Staff register attendees and answer questions during the conference*



*ACI Sales staff man the booth at the tradeshow*



Many of the conference workshops focused on the importance of Correctional Industries partnerships with private businesses:

Representative from SCOT Sustainable Energy Solutions and LEEDing Edge Sustainable Solutions presented a workshop on Developing Cutting Edge Product Markets, where they provided invaluable statistical information on the LED lighting industry market. These energy saving lights will be used in businesses, government agencies and consumers in the future. CI's can participate in the exponential growth opportunities in that market by partnering with manufacturers and investors to offer Energy Services Contracts that allow organizations to make the infrastructure upgrades necessary for LED conversion with no up-front costs.

ACI participated in two workshops, stressing the importance of Private Sector Outreach. One spoke about the many ways that CIs can engage with businesses, such as Job Fairs, advertising, business group participations and various types of work programs.



Workshop showcasing sustainable energy solutions



Workshop covering the benefits of utilizing labor contracts led by ACI



Workshop focused on finance and purchasing trends and practices



The other ACI workshop featured videos from three of its Labor Contract Partners.

A facility manager from Hickman's Family Farms told his personal journey from an offender working on the pullet (chicks) crew, to the project director on their newest expansion, doubling the size of their operation five years after his release.

Paul Yates had been a tool and die maker before his conviction, but as his release date approached Billy Hickman asked him to stay on and he took that opportunity to expand his skills, study for and earn his General Contractor designation and make himself an essential part of Hickman's operations.

Julie Newman, a Senior Performance Manager, began working for Televerde in 2004 while an inmate at ASPC-Perryville. "At first it was just a job, in the air conditioning, with good coffee," she confessed. But she quickly learned that it could become much more.

The Televerde management wanted to develop her soft skills, making it easier to have productive business conversations, and beyond, as she moved from caller, to quality control, to inbound operator. "They taught me about technology, its vocabulary, and business in general," Julie explained, "how business works and things that you can take with you and put on your resumé."

One of ACI's newest Labor Contract Partners, Erickson Framing Arizona, had been struggling to keep up with growing demand for its residential construction trusses and frames.

General Manager, Larry Butts, explained how the inmate work crew helped them keep their second shift fully staffed. "We learned about the program through the Home Builder's Association of Central Arizona," Larry explained, "and it's made a huge difference for our business because the inmates show up every day. They are respectful, eager and excited. They bring a smile to my face when I see their enthusiasm."



On Sunday evening April 23, 2017, the NCIA Awards Ceremony and Dinner took place in the Tucson Ballroom of the Starr Pass Resort. Arizona Correctional Industries, as host state, designed the tablescapes and takeaway gifts for the attendees, and highlighted the capabilities of our Metal Fabrication and Sublimation shops.

Congratulations to all of the national award winners, especially to Chuck Pattillo, recipient of the esteemed Rodli Award, to Becky Bessine, winner of the National Staff Award, and to Anne Saint, recipient of the Marketing and Sales Award.



*Banquet tables with ACI designed center pieces and favors*



*Brian Radecki receives recognition plaque from NCIA Board*

NCIA also recognized over 30 Staff Award recipients in each of the states as NCIA Honor Roll Recipients. Special congratulations to former ACI employee, Nick Angel, for receiving the Western Region Staff Award for his work in Hawaii Correctional Industries.

At the conclusion of the banquet, Brian Radecki, and all of the ACI Volunteer staff were recognized for their hard work, and it was one final chance to talk and mingle with the other Correctional Industries from around the United States.



*ACI staff members attend NCIA awards banquet*





Two chartered buses arrive from Tucson to the Florence Prison facility

On Monday, April 24th , as the last item on the conference agenda, two busloads of attendees left Tucson for the 90 minute drive to Florence, Arizona where they were able to tour a few ACI programs located at the Arizona State Prison Complex Florence, Eyman, and the Central Arizona Correctional Facility. The success of these programs depends on some important partners.

The ACI Bakery is a state-of-the-art industrial operation that supplies breads, cookies and tortillas to Trinity Services Group, a leading food service provider to the corrections industry. In Arizona, Trinity serves all ADC facilities as well as several county jails.

TRINITY SERVICES  
GROUP



ACI Bakery workers provide bread, rolls, tortillas, and cookies to all ADC facilities





The ACI Upholstery Shop partners with Dauphin, Valo, OEI, AIS and other leading office seating manufacturers to assemble and upholster chairs to customers' specifications. This shop also manufactures mattresses for ADC and several Arizona Colleges and Universities.

In addition, ACI runs a very popular furniture refurbishing program that is open to the general public.

**DAUPHIN**  
HumanDesign® Group

**VALO**®  
by DAUPHIN

**AIS**



*Upholstery and Mattress Operations located at the Central Arizona Correctional Industry*



*Metal Fabrication workers in the ACI industrial yard in ASPC-Florence*

The ACI Metal Fabrication operation manufactures many outdoor furnishings for dozens of state parks, the Game and Fish Department and multiple municipalities throughout Arizona. They create custom grills, picnic tables, benches, ramadas, camp fire rings, informational kiosks and bus shelters. They also provide many custom components for several of ACI's labor contract partners such as Swift Trucking and Hickman's Family Farms.





The ACI Wild Horse and Burro Inmate Program partners with the US Interior Department's Bureau of Land Management by caring for animals removed from public lands that can no longer sustain all the wildlife living on them. Through the program the animals are "gentled" and trained to meet the requirements of individuals and organizations looking to adopt them. The US Border Patrol regularly adopts horses trained for duty along the southern border.

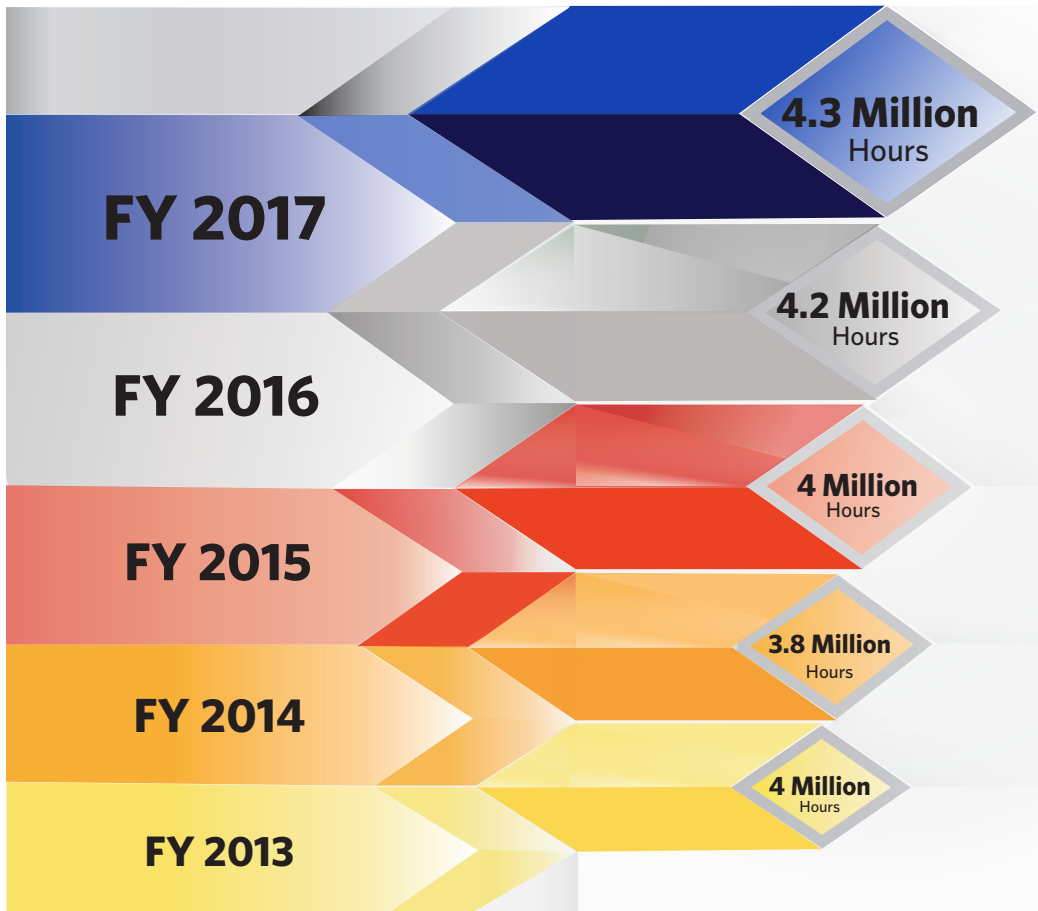
The success of Correctional Industries depends on the greater business community beyond the razor wire topped walls. Business organizations, non-profits and a broad range of private industry organizations all play important roles. With partnership and patronage, they provide the kind of support necessary to enhance the CI mission, to provide job skills training opportunities.

By focusing on these vital relationships, the 2017 NCIA Training Conference helped to reinforce the importance of establishing and continuously reinforcing public and private partnerships.



**02**

**Financials**

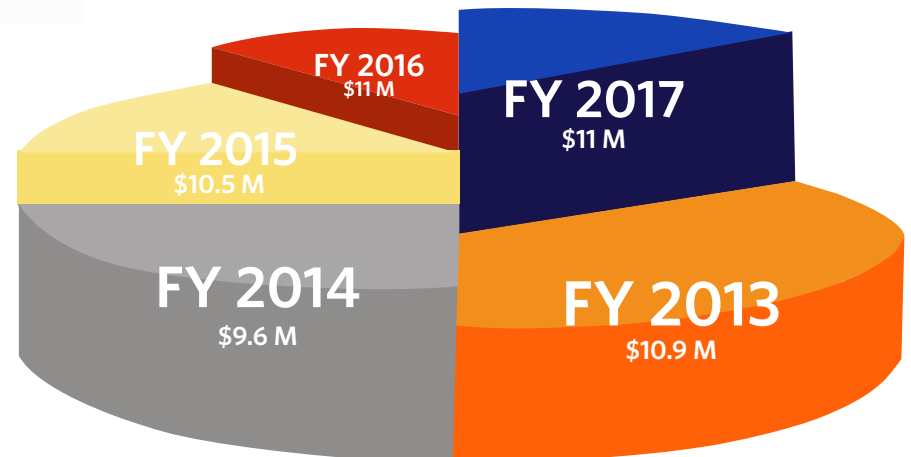


## Inmate Hours by Fiscal Year

During Fiscal Year 2017, ACI exceeded Inmate Hours over last year to a new high of 4.3 million. This chart shows the total inmate hours worked over the past 5 years. Inmate Hours are a combination of four different groups: ACI Owned and Operated businesses, Labor Contracts, Pie Programs (PIECP) and Intergovernmental Agreements (IGA).

## Inmate Wages by Fiscal Year (in Millions)

In fiscal year 2017, inmates earned \$11 million dollars in wages. The chart shows the total wages paid to ACI inmates over the last 5 years; a noteworthy \$53 million. Inmate wages offset the tax burden of room and board and also contribute directly to the General Fund.





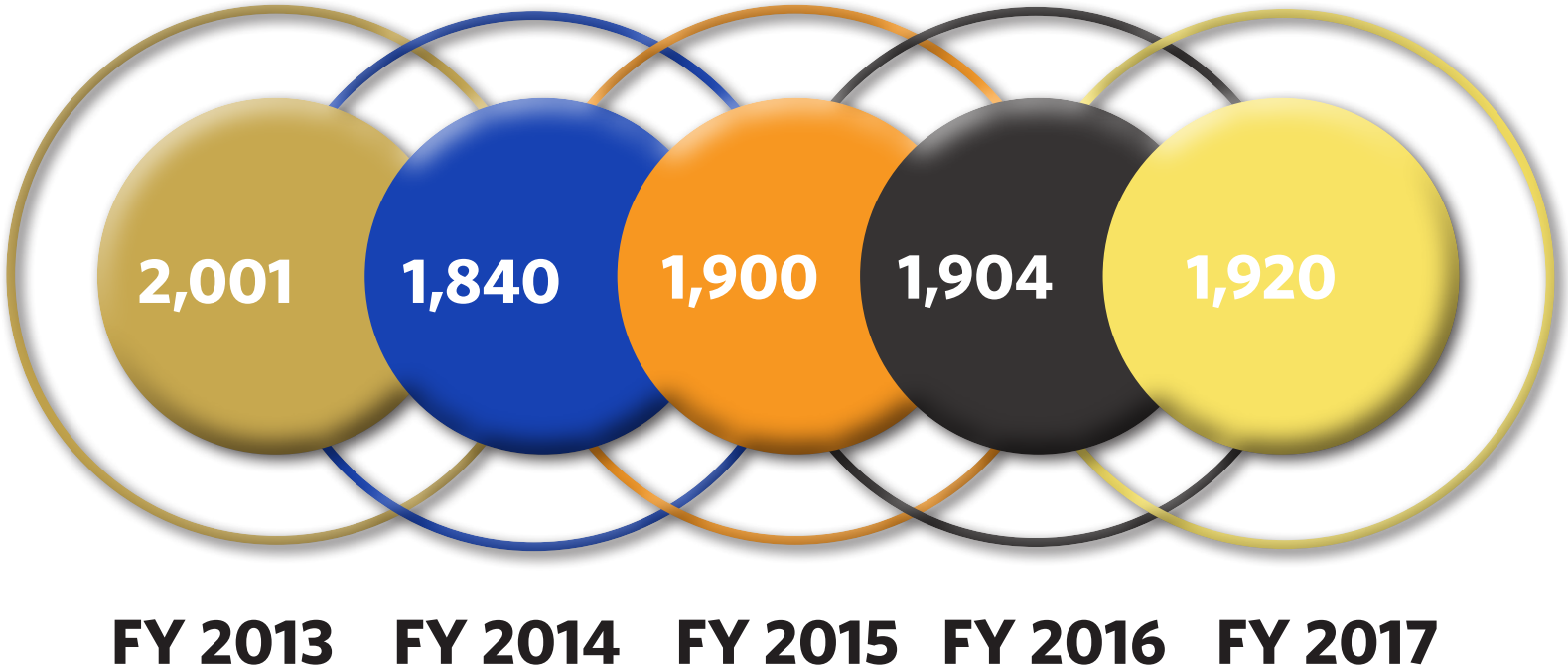
# Top Ten Customers for Fiscal Year 2017



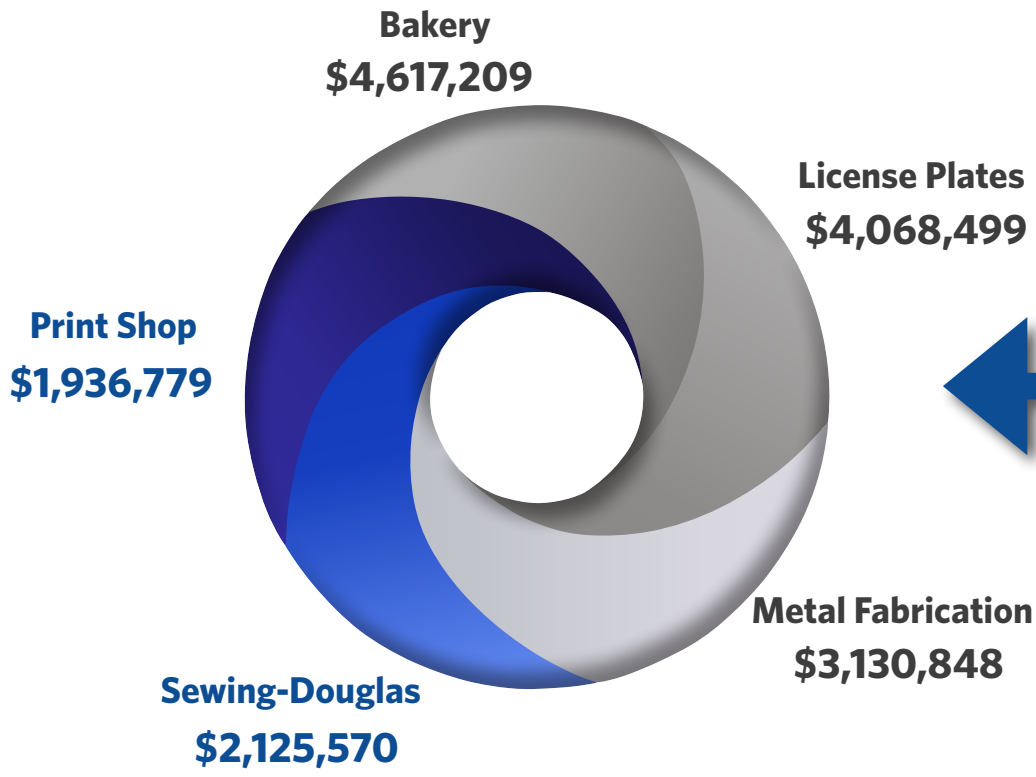
The constructive use of inmate time and labor has a direct and positive impact on the State of Arizona budget. The employment of state employees as ACI workers, as well as the employment of inmates, contributes to the economy of our communities. Inmate wage deductions go to the state general fund, victim and court restitution, and family support. As the State of Arizona faces budget shortfalls

and virtually no expansion of state jobs, ACI provides a steady source of revenue and new job opportunities. The contributions come from two areas: actual raw materials and services that ACI purchases from Arizona Businesses, and consumer expenditures generated as a result of ACI related employment.

## Inmate Workers by Fiscal Year

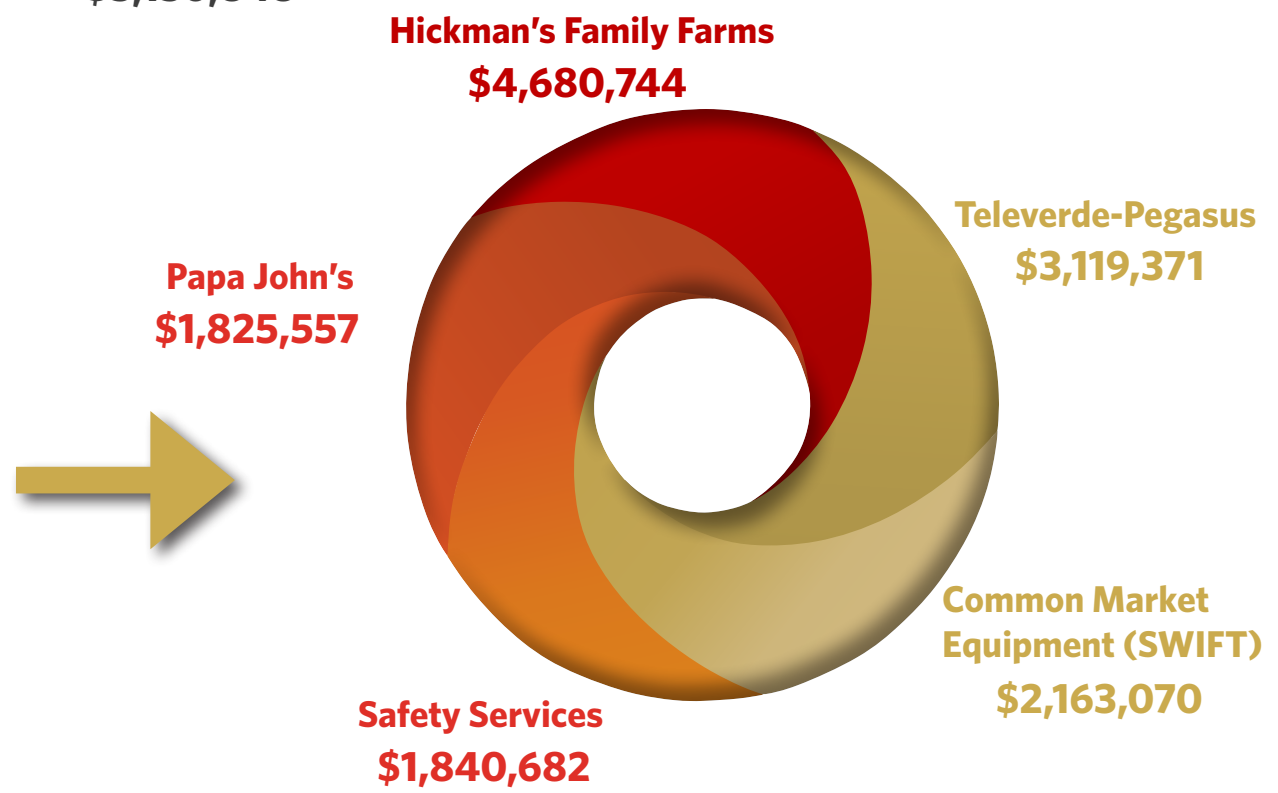






Top 5  
Owned and Operated Shops  
Exceeding \$1 Million  
in Revenue

Top 5  
Labor Contracts  
Exceeding \$1 Million  
in Revenue





DEPARTMENT OF CORRECTIONS  
**FINANCIAL STATEMENTS** (audited)

YEAR ENDING  
JUNE 30, 2017



# BALANCE SHEET

(Year Ending June 30, 2017 and 2016)

	<u>2017</u>	<u>2016</u>
<b>ASSETS</b>		
<b>Current Assets:</b>		
Cash in Bank & on Hand	\$ 179,493	\$ 45,393
Cash on Deposit with Treasurer	12,350,731	9,859,284
Accounts Receivable - Net	5,397,999	5,629,816
Inventories	4,367,767	3,887,341
Prepaid Expenses	175,761	135,286
<b>Total Current Assets</b>	<b>22,471,751</b>	<b>19,557,120</b>
Property and Equipment - Net	5,432,895	4,626,378
<b>Long Term - Other Assets:</b>		
Deferred Pension Contribution	1,369,856	736,610
<b>Total Long Term - Other Assets</b>	<b>1,369,856</b>	<b>736,610</b>
<b>Total Assets</b>	<b>\$ 29,274,502</b>	<b>\$ 24,920,108</b>
<b>LIABILITIES AND EQUITY</b>		
<b>Current Liabilities:</b>		
Accounts Payable	\$ 1,834,025	\$ 88,380
Accrued Payroll & Benefits	834,278	768,280
Accrued Compensation	585,666	508,977
Accrued Liabilities	1,171,561	1,905,416
<b>Total Current Liabilities</b>	<b>4,425,530</b>	<b>3,271,053</b>
<b>Noncurrent Liabilities</b>		
Deferred Revenue	65,794	65,794
Net Pension Liability	7,591,845	7,418,898
<b>Total Noncurrent Liabilities</b>	<b>7,657,639</b>	<b>7,484,692</b>
<b>Deferred Inflows of Resources:</b>		
Deferred Pension Inflow	1,083,327	656,055
<b>Total Deferred Inflows and Resources</b>	<b>1,083,327</b>	<b>656,055</b>
<b>Total Liabilities</b>	<b>\$ 13,166,496</b>	<b>\$ 11,411,800</b>
<b>EQUITY</b>		
Contributed Capital	\$ 2,463,077	\$ 2,463,077
Contributed Land / Building	741,162	741,162
Retained Earnings	8,304,069	7,256,236
Current Profit / (Loss)	4,599,698	3,047,833
<b>Total Equity</b>	<b>\$ 16,108,006</b>	<b>\$ 13,508,308</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$ 29,274,502</b>	<b>\$ 24,920,108</b>

# STATEMENT OF OPERATIONS

## Year Ending June 30, 2017 and 2016

	<u>2017</u>		<u>2016</u>
<b>Sales</b>	\$ 43,634,812	\$	41,583,369
Cost of Goods Sold	33,915,948		33,888,777
	<b>9,718,864</b>	\$	<b>7,694,592</b>
<b>Gross Profit</b>			
<b>Operating Expenses</b>			
Selling	873,108		801,523
General and Administrative	4,356,121		3,852,617
	<b>5,229,228</b>	\$	<b>4,654,140</b>
<b>Total Operating Expenses</b>			
<b>Non-Operating Revenue/(Expenses)</b>			
Investment Income	42,256		34,741
Misc. Income	3,863		0
Net Gain/(Loss) on Equipment Disposal	63,943		(27,359)
	<b>110,062</b>	\$	<b>7,382</b>
<b>Net Non-Operating Revenue/(Expenses)</b>			
	<b>4,599,697</b>	\$	<b>3,047,833</b>
<b>Income before Transfers</b>			
Transfers to State of Arizona Funds	(2,000,000)		(1,500,000)
Total net assets, July 1	13,508,308		11,960,475
	<b>16,108,005</b>	\$	<b>13,508,308</b>
<b>Total net assets, June 30</b>			



# STATEMENT OF CASH FLOWS

## Year Ending June 30, 2017 and 2016

	<u>2017</u>	<u>2016</u>
<b>Cash flows from operating activities</b>		
<b>Operating Income</b>	\$ 4,590,469	\$ 2,980,755
<b>Adjustments to reconcile operating income net cash provided by operating activities:</b>		
Depreciation Expense	895,190	744,589
Pension Expense	454,808	512,390
Employer Pension Contributions	(487,835)	(477,830)
(Increase/Decrease in Accounts Receivable)	231,817	723,200
(Increase/Decrease in Inventories)	(481,098)	584,068
(Increase/Decrease in Prepaid Expenses)	(39,803)	(85,186)
(Increase/Decrease in Long Term Deferred Pension Contribution)	(633,246)	196,039
(Increase/Decrease in Accounts Payable)	1,745,645	(116,476)
(Increase/Decrease in Accrued Payroll & Employee Benefits)	65,999	215,403
(Increase/Decrease in Accrued Compensation)	76,689	(18,349)
(Increase/Decrease in Deferred Revenue)	0	65,794
(Increase/Decrease in other Accrued Liabilities)	(733,856)	(53,694)
(Increase/Decrease in Long Term Pension Liability)	600,219	(161,478)
<b>Net cash provided (used) by operating activities</b>	<b>\$ 6,284,998</b>	<b>\$ 5,109,225</b>
<b>Cash flows from noncapital financing activities:</b>		
Cash transfer to ADC Bldg Renewal Fund	(1,000,000)	(1,000,000)
Cash transfer (to) from General Fund	(1,000,000)	(500,000)
<b>Net cash provided (used) for noncapital financing activities</b>	<b>(2,000,000)</b>	<b>(1,500,000)</b>
<b>Cash flows from capital and related financing activities:</b>		
Acquisition and construction of property, plant and equipment	(1,736,181)	(1,112,491)
Disposal and fixed assets (Gain)/Loss	34,475	29,841
<b>Net cash provided (used) for capital and related financing activities</b>	<b>\$ (1,701,706)</b>	<b>\$ (1,082,650)</b>
<b>Cash flows from investing activities:</b>		
Interest receipts on investments	42,256	32,519
<b>Net cash provided (used) by investing activities</b>	<b>\$ 42,256</b>	<b>\$ 32,519</b>
Net increase (Decrease) in cash & cash equivalents	2,625,547	2,559,095
Beginning cash & cash equivalents balance	9,904,677	7,345,582
<b>Ending cash &amp; cash equivalents balance</b>	<b>\$ 12,530,224</b>	<b>\$ 9,904,677</b>

# **Successful Transitions**

**03**



# Maintaining Successful Transitions

Shortly after its transition to Arizona Correctional Industries from ARCOR thirty years ago, a decision was made to make the ACI Administrative Offices a training program for female inmates. Originally commuting from the Arizona Center for Women at 32nd Street and Van Buren in downtown Phoenix, and subsequently from ASPC-Perryville in Goodyear, an increasing number of inmate jobs have been created in all aspects of our main office operations.

Today, there are 31 inmates with less than three years remaining on their sentences that have been working at our Harbour Drive location. With 95% of incarcerated inmates returning to local communities, Correctional Industries play an important role in their transition and reentry process.

ACI's businesses produce quality goods and services, while providing inmates with relevant job experience. These work opportunities help instill positive work ethics, provide the means for inmates to build a savings account, help support their families, pay court-ordered financial obligations, victim restitution, and also pay a portion of their incarceration costs.

In this year's report, we will focus on four stories of female ex-offenders, who all worked at our Administrative Headquarters in Phoenix. We asked each of the women the same five questions about their experience working with ACI and transitioning back into civilian life:

## Survey Questions

1. Why did you originally apply to the ACI job posting?
2. Did your position at ACI meet your expectations?
3. Did your experience with ACI help you transition to your current position? How or how did it not?
4. How could ACI improve these programs?
5. What advice would you give to inmates currently working in ACI programs to make their transition successful?

We were surprised by the honesty in their answers, but all of them provided important insights that we are happy to share here.



## Cindy Deerinwater, Customer Service Representative at LogistiCare

With her sister's job close by, Cindy is grateful to share the ride and avoid the daily traffic on her way to work, as she handles inbound coverage transportation questions for LogistiCare customers around the country.

Cindy was inquisitive and enthusiastic to expand her knowledge base during her time in ACI's sublimation department, where she took several Adobe software classes, served as the lead graphic artist for two of our annual reports, and was part of the team that submitted the winning design when we changed to the current ACI logo.

She is still focused on learning, as she works toward completing her Associates Degree (2018) from Rio Salado College in Addiction Counseling.

Cindy told us that a mere three weeks after moving to the Piestewa Unit at ASPC Perryville, she applied for a customer service job with ACI because she had years of customer service experience. She quickly learned that the position she was actually hired for was in the sublimation department, where customer interaction was limited, but there were numerous learning opportunities. The experienced graphic designers in the department helped show her the ropes and she soon wanted to learn as much as she could about the various software programs.

She also learned that there are many types of customers beyond those paying for our products and services, such as executive staff, sales managers and others throughout the organization. Cindy was always timely and responsive to their needs by offering creative design suggestions.

**ACI: Did your experience with ACI help you transition to your current position?**

Cindy: "Definitely. Working with civilian customers at ACI made it much easier for me to deal with the real world when I was released." She explained that getting out of the institution each day and working in a business setting gave her back her humanity, and made her feel like an important contributor to the success of ACI. After release, she kept that positive sense of herself, presenting well at job interviews, and quickly getting offered a position where she has already been given additional responsibilities.

Cindy feels that ACI could do more to help with reentry. The women prefer to come to ACI each day and do not want to miss work days to participate in transition programs on the yard. She went on to say, "if some sort of transition classes were provided at ACI Central, they could be more focused on the types of work that our unique experience there makes us qualified for. Having a DES workforce specialist come in to give us some guidance as our release date approaches, would be very helpful."

Cindy's advice to current inmates in the ACI program builds on her experience; "Take what you've learned and build on it. The resources are there; use them. The parole staff want you to succeed; listen to what they are telling you, and do what they suggest. "



Cindy Deerinwater

**LogistiCare**



## Tami Hanson, Materials Supervisor (Buyer) at Wacom Quartz

“The fast-paced semi-conductor manufacturing industry has more things in common with ACI than you might imagine,” Tami told us as she recapped her journey from release (Dec. 2014) to her first job, the next month, at a call center, and then to Wacom Quartz shortly thereafter (March 2015). She began earning \$14 an hour, and within six months, she had already been promoted. Within one year she was able to interview for her current position, where she earns \$60,000 annually, plus lucrative bonuses. Not bad for someone whose only other work experience was at her Dad’s company, and at ACI.

Looking back, Tami remembers thinking that the accounting position she applied for at ACI would be a good fit, as she had been the bookkeeper for her father’s company (which he sold while she was incarcerated). At that time, other inmates raved about how great the jobs were at ACI Central. “I already had some computer skills, and figured that by learning more, I would have a better chance of finding work when I got out,” she said.

“The job, or rather several different jobs I had at ACI, far exceeded my expectations going in.” Tami explained. “I loved it! I got to work in a few different areas: accounts payable, accounts receivable, purchasing.... The opportunities to learn and contribute all built up my self-respect and confidence.”

**ACI: Did your experience with ACI help you transition to your current position?**

Tami: “Absolutely! Just knowing Epicor was huge. It’s the ERP software we use at Wacom Quartz, so the fact that I can help them make better use of it has been a big part of my advancement.” She went on to say that she was grateful for the mentoring she got from Diane, Vickie, Kim and Arrin, “who not only taught us, but also listened to our ideas and pushed us to try doing things outside our comfort zones, like calling delinquent customers. Thanks to these experiences, I got to be more confident speaking with people at a professional level – a vital part of my current job!”

Tami, too, feels that there are things that ACI could do to help inmates transition. “Some of the women in the program don’t really appreciate the value of their Epicor experience on the outside. Many private companies use Epicor, or similar programs to manage their business. If there were a job referral program at ACI central, where these businesses can come in and meet with us before release, it would really help ease the anxiety and trauma of transitioning. Just knowing that we have the skills and experience that companies are looking for on the outside would really ease the stress.”

Tami’s advice to current inmates in the ACI program is simple, “Take everything that you’ve learned with ACI with you. Don’t get discouraged. You are valuable, and some organization out there will recognize that and want you to contribute to its success.” She says that she’s always tried to focus on the “big-picture view of the future, which helped me embrace new learning experiences, which, in turn, gave me confidence. Labor Contract jobs are great, but sometimes what gets lost is that there is more money to be made yes, but the quality of experience you get at ACI Central can take you much further.”



Tami Hanson



## Sandra (Atteberry) Pickering, Assistant to the President at Precise Metal Products

To this day the Atteberry directory on the shared L drive on ACI Central computers remains the go-to site for balance sheets, sales tax reports, and budget figures, a testimony to the enduring contribution that Sandra made during her tenure at ACI. She taught many managers how to pull Epicor reports and retrieve the data they needed to understand our customers and our finances better.

Sandra told us that from her first day at Perryville, she heard that “ACI was THE place to work.” So when she saw the posting for an accounting position at ACI central, she immediately applied. “It was seen as a prestige situation that I knew would help prepare me for life after my sentence.”

In terms of meeting her expectations, Sandra admits that the work she ended up doing, the positions she “invented” for herself, “were not really reflective of the posted job descriptions, but perfectly suited to the sensibilities that I was able to bring to them. That was a good thing, like real jobs, where the strengths and abilities of the individual in the position help shape and define the position itself,” she explained. “It was so empowering when different managers recognized how I might help them with their work and my current manager would ‘lend me out’ to them for work on important projects. I ended up working for a time in every area of accounting and in the executive offices, helping to create Advisory Board presentations and the financials for the Annual Report.”

ACI: Did your experience with ACI help you transition to your current position?

Sandra: “Clearly, having worked with him my first year at ACI, Rick Brodeur, former Accounting Manager who then worked at Precise Metals, brought me in to interview within weeks of my release.”

“But beyond the personal connection,” she went on to explain, “my work at ACI kept my skill-set up to date, especially with Excel and PowerPoint. I just moved right into using those skills here without missing a beat. Another important aspect of my ACI experience was the freedom I earned by showing management what I was capable of, and being allowed to develop projects and solutions to meet the needs of management.”

Like Cindy and Tami, Sandra believes that ACI could do more at ACI central to help inmates transition. “Having some guidance putting together resumés and understanding how to market the many soft-skills that they learn, would be invaluable. And by educating the public, making businesses more aware of ACI, and how it provides job training and staffing solutions, would really open up opportunities after release by showing companies that we do have the skills they need, we are qualified, and we want to be part of a team working toward shared goals. We’ve been doing it at ACI and want to do it for others. Since they hired me, Precise Metals has hired four additional former inmates. Just imagine how many job possibilities might open up if more companies were aware of what ACI is doing to prepare inmates for work after their release.”

Sandra’s advice to current inmates in ACI programs reflects her approach to life, “ACI jobs do not have the prestige they used to. Labor Contract jobs are plentiful, and ACI simply does not pay what they do. Take your ACI skill-set and apply it to your life going forward. You are the key to your success. The management staff at ACI is full of great mentors. Take advantage of what you can learn from them; ask questions; offer solutions. They helped you learn how to make your own way, so take what you’ve learned. It’s made you the key to unlock your own future.”



Sandra Pickering





## Marissa Lopez-Ansani, Production Facilitator at Precise Metal Products

Though her transition from ACI to her current position was bumpy, Marissa always felt positive. She was able to draw from the inner strength she gained during her ACI work experience, and through the reentry programs in which she participated. Today, she ensures that her customers' products pass smoothly through the inspection and assembly areas of Precise Metal's huge facility; a job that seems perfectly suited to her new-found strengths.

Marissa says that her interest in working with ACI was sparked by the inmates on the yard in Perryville who said, "you can do 'real work' there!" She had some office experience, and felt that working in that type of setting would help her keep her skills sharp during her sentence.

"My experience at ACI Central exceeded my expectations – by far," Marissa explained, "I learned new programs and procedures, and always felt like we were doing very important, intense work. It turned out to be very rewarding. In fact, I believe that ACI was one of the best things to ever happen to me." She feels like staff and inmates alike always treated her like a vital member of the team; "I felt productive."

**ACI: Did your experience with ACI help you transition to your current position?**

Marissa: "Definitely! From the mundane things like working 'real life' hours, and learning that I could get up every day and do the long commute – do the hours, to realizing that I could do the work. It made me feel like a normal, productive citizen." She went on to talk about how important it was to learn how to use Epicor and be given creative projects to do for the sales staff using PowerPoint. "It gave me some much needed self confidence." Later, when she was asked about her experience using ERP software during the interview for her current job, she could confidently point to her Epicor skills, as it turns out, translate seamlessly with the program Precise Metals uses (which is derived from Epicor).

"I felt conflicted, when it was time to leave ACI and start my transition programs," Marissa admits. She was in the midst of the PowerPoint project that she had initiated and wanted to see it to completion. But she also knew how important it was to get her resumé updated, learn about what companies are hiring and the resources she could use to find an apartment, set up a bank account, establish credit, and eventually, get custody of her children. "If those services could be part of what we could do during the work day at ACI, while we continued our important work at ACI," she explained, "that would be ideal."

Marissa's advice to current inmates in ACI programs approaching release is simple, "Breathe. There are going to be disappointments and frustrations. Everyone faces them, not just you, not just ex-felons; everyone. When I start feeling helpless, I remember what the ASU instructor in one of my programs told us; 'Take a deep breath. It opens up a world of possibilities.' It works," she claims, "it helps you find and draw from your core where you know that you have abilities, you have skills, and you have the tools you need to deal with it; you are NOT helpless." She is also thankful for the LinkedIn network of former offenders who stay in touch via the internet. "We stay connected online, congratulating each other when we land a new job, or reach some milestone at work or in our personal lives. Don't be too embarrassed to post, 'Hey, I'm looking for a job.'" she advised, "that's how Sandra Pickering knew my situation. She remembered working with me at ACI and knowing my work ethic and skills, she brought me in to interview for a position that had just opened up. The rest is history." Marissa appreciates the opportunities that have come her way thanks to her ACI experience and connections. Thanks to them, she is starting a new career in a new industry, and is hopeful that it will continue bringing her opportunities to learn, to grow, and to contribute to the company and her community. "My kids are teenagers now, and living with me again. For the first time, I feel like I can be a real Mom to them. Life is good."



Marissa Lopez-Ansani



**04**

## **Digital Branding**

# Marketing

## Automation and Social Media Help Enhance Branding Efforts

### Advertising

For the last few years, ACI has made its first small steps using paid advertising to support its evolving branding message. The four-page inserts that run in the *Phoenix Business Journal*, have been very effective, and will continue on a scaled down basis, for FY 2018 with a newly designed insert. Some digital ads in the Journal's daily email updates will also keep the messaging consistency going in the

important metro Phoenix area. We will focus more of our advertising efforts toward Tucson this year, where digital ads and four-page inserts will run in alternate months in the *Inside Tucson Business* print, and online versions.




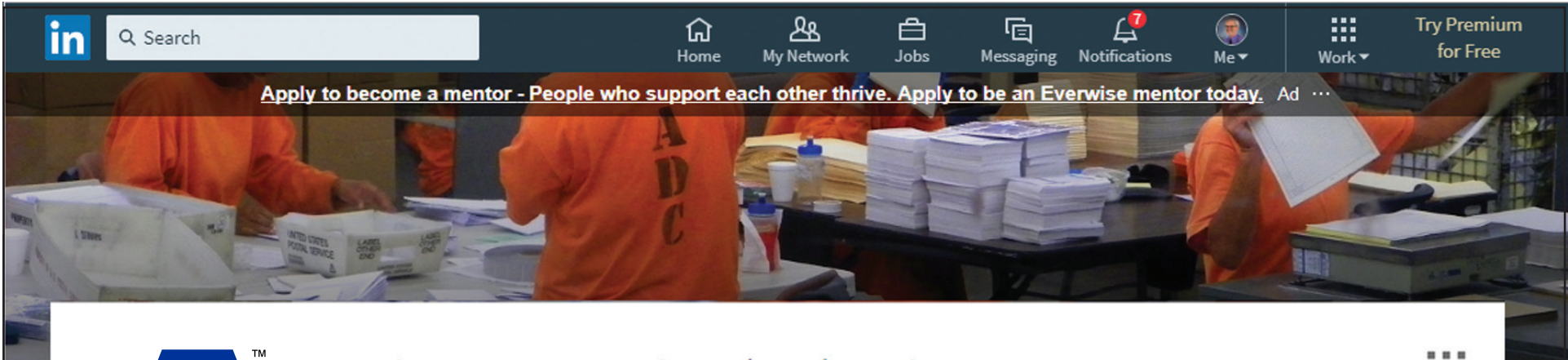


## Online

Traffic to the website has remained constant with more than two thousand visitors, and nearly twenty thousand page views monthly. As in past years, sixty-seven percent of visitors are new. These visitors regularly subscribe to receive e-mail updates at a steady rate ranging from sixty to two hundred plus each week. This has helped build our email subscriber list to over seven thousand. It's important that all these people have opted in to the list, allowing us to e-mail them at any time with special offers, new product news, or other important company information. During this list building stage, we have sent out emails sparingly to limit spam reporting and opt outs.

Using the tools provided through our email service provider, Constant Contact, we have set up an automatic email campaign that runs continuously, sending out a series of emails to people as they subscribe, and weekly, for the next month and a half.

					
Order	Name & Schedule	Metrics			
1	<a href="#">Welcome New Subscriber</a> <b>Sends:</b> 5 days after contact is added to list- <a href="#">Change</a>	188 Queued	3668 Sent	286 Opens	Actions v
2	<a href="#">Email 2 Print</a> <b>Sends:</b> 7 days after "Welcome New Subscriber"- <a href="#">Change</a>	79 Queued	3570 Sent	217 Opens	Actions v
3	<a href="#">Email 3 Labor:Hickmans</a> <b>Sends:</b> 7 days after "Email 2 Print" - <a href="#">Change</a>	63 Queued	3503 Sent	201 Opens	Actions v
4	<a href="#">Email 4 Metal Fab: Outdoor Seating and Tables</a> <b>Sends:</b> 7 days after "Email 3 Labor: Hickmans"- <a href="#">Change</a>	58 Queued	3442 Sent	223 Opens	Actions v
5	<a href="#">Email 5 Sign Shops Engraving</a> <b>Sends:</b> 7 days after "Email 4 Metal Fab:Outdoor Seating and Tables"- <a href="#">Change</a>	11 Queued	3430 Sent	198 Opens	Actions v
6	<a href="#">Email 6 File Boxes</a> <b>Sends:</b> 7 days after "Email 5 Sign Shops Engraving"- <a href="#">Change</a>	50 Queued	3379 Sent	186 Opens	Actions v
7	<a href="#">Email 7 Office Furnishings</a> <b>Sends:</b> 7 days after "Email 6 File Boxes"- <a href="#">Change</a>	304 Queued	3067 Sent	181 Opens	Actions v
8	<a href="#">Email 8 Financial Impact</a> <b>Sends:</b> 7 days after "Email 7 Office Furnishings"- <a href="#">Change</a>	59 Queued	3008 Sent	170 Opens	Actions v
9	<a href="#">Email 9 Success Stories</a> <b>Sends:</b> 7 days after "Email 8 Financial Impact"- <a href="#">Change</a>	23 Queued	2985 Sent	190 Opens	Actions v



## Arizona Correctional Industries

Furniture - Phoenix, AZ - 68 followers

### About us

Arizona Correctional Industries (ACI) - a unique, self-funded, 30-year-old business within the Arizona Department of Corrections - employees nearly 2,000 inmates at any given time. They work in safe, positive work and learning environments, gaining skills that will help them secure employment upon their release - many in highly skilled trades. The wages inmates earn at - what for many are - their first paid jobs, go toward savings for their release, room and board offsets and restitution funds.

Each year millions of dollars in “profits” generated from sales of ACI products and services go directly to Arizona’s General Fund helping to keep state taxes low. Taxpayers also benefit.

### Arizona Department of Corrections

**OUTSIDE SALES REPRESENTATIVE AND PROUD SALES REP**

Arizona Correctional Industries  
3279 E. Harbour Drive  
Phoenix, Arizona 85034

**JOB SUMMARY**  
ACI is seeking a qualified Outside Sales Representative to join a non-appropriated \$40 million industry where they will contribute to the success of the organization while earning a salary with commission. We offer an exciting and rewarding work experience with great earning potential and the stability of working for a state agency with exceptional benefits.

If you consider yourself to be a dynamic sales person with the ability to maintain a certain customer base while networking to expand your clientele by recommending ACI products and services, this might be the right fit for you.

Outside Sales Representative  
[aci.az.gov](http://aci.az.gov)

As the largest business focused social media platform in the world, with hundreds of thousands of users, it is vital for ACI to have a strong presence on LinkedIn. It allows us to engage with potential customers unobtrusively, presenting information about us in the form of news or informational items, rather than sales copy. It is the perfect branding vehicle which we will need to utilize more in the coming years.

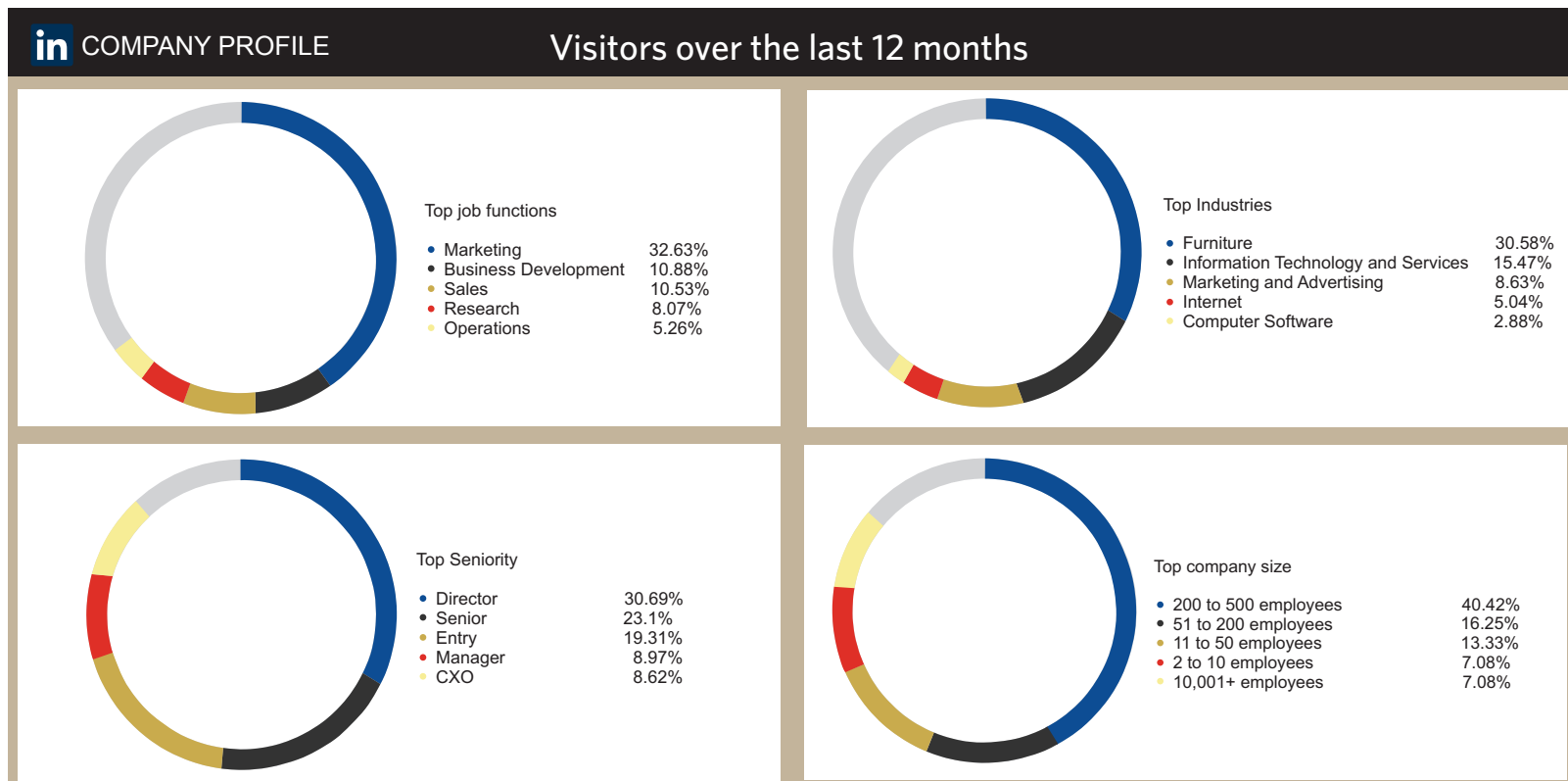
At any given time, there are more than 800 emails queued up for sending. Since these automated emails began going out in 2015, more than 30,000 emails have been sent.

The open rate for the emails is a bit lower than industry rates, but the clicks (on links in the emails to the website) from opened emails are well above industry rates, this tells us our main goal of keeping subscribers engaged and revisiting our website is being achieved.

Other email statistics line up with what is expected, given the nature of this organically grown list:

- Bounces (emails which cannot be delivered) are higher than industry rates, but with the high turnover in state agency employment in the last few years, it is understandably higher for ACI.
- Opt Outs (unsubscribing from the email list) are also slightly higher than industry rates, but not unexpected for our customer base.
- Spam Reporting is well below industry rates, with only one report submitted.

Our branding efforts have also begun to benefit from our social media presence. A look at some current monthly analytics from LinkedIn and Facebook reveals that we are beginning to gain some attention on these platforms, and could potentially drive much more traffic to the website by increasing our participation on them.




Though the numbers of people who visited the ACI LinkedIn page last year were relatively small, they did represent many of the types of businesses and decision-making types with whom we want to engage. Recent posts on LinkedIn have been viewed by hundreds of members and helped us gain 50% more followers last year.



Arizona Correctional Industries

Home 20+ Find Friends 4 1 85 ?

Page Messages Notifications 4 Insights Publishing Tools Settings Help



Arizona Correctional Industries

Home

About

Photos

Events

Reviews

Videos

Join My List

Posts


Services

Shop

Groups

Notes

Others



Liked Following Share Contact Us

About Edit Page Info

**FIND US**

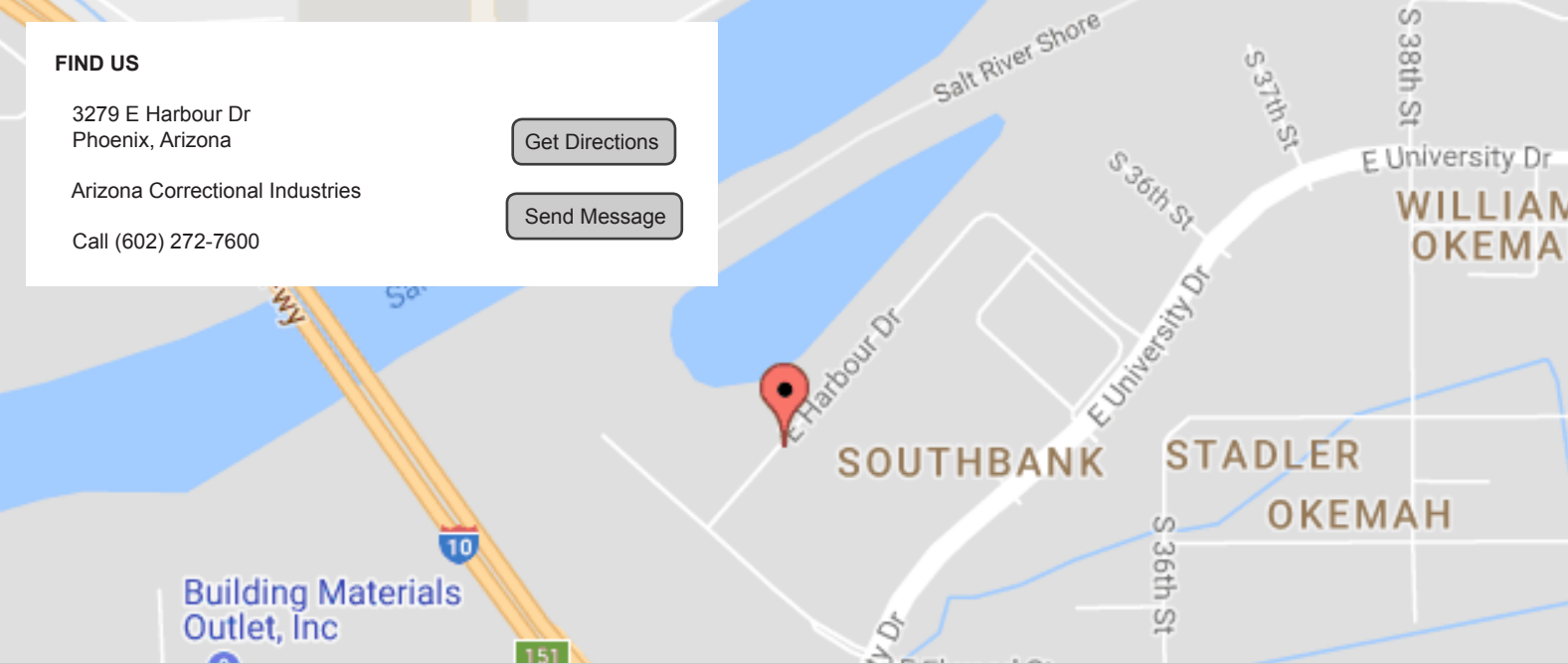
3279 E Harbour Dr  
Phoenix, Arizona

Arizona Correctional Industries

Call (602) 272-7600

Get Directions

Send Message



Salt River Shore

S 37th St

S 38th St

E University Dr

WILLIAM OKEMA

SOUTH BANK

STADLER OKEMAH

S 36th St

E Harbour Dr

Building Materials Outlet, Inc

10

151

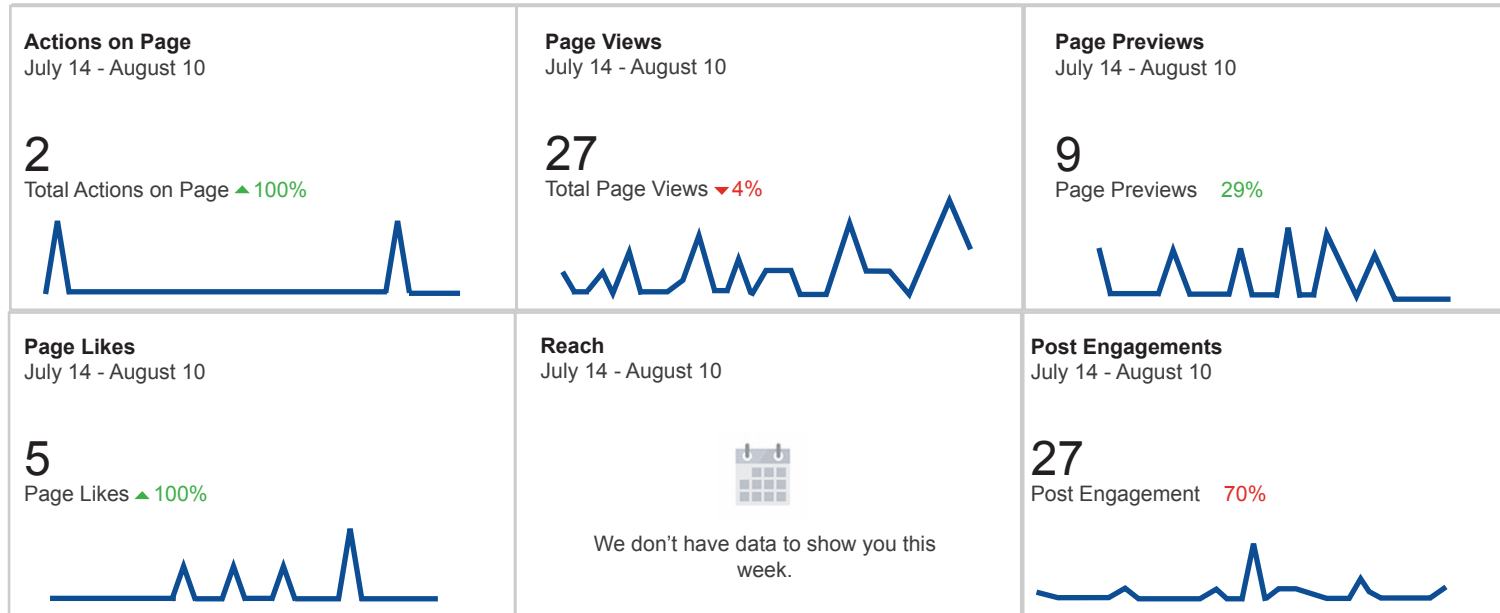
We have not been able to do a great deal with Facebook to date, but have enjoyed some growth in engagement there. This platform also has some great analytic tools to illustrate how visitors are interacting with us.

Overview

- Promotions
- Followers
- Likes
- Reach
- Page Views
- Actions on Page
- Posts
- Events
- Videos
- People
- Local
- Messages

Page Summary Last 28 days

Results from Jul 14, 2017 - Aug 10, 2017  
 Note: Does not include today's data. Insights activity is reported in the Pacific time zone. Ads activity is reported in the time zone of your account.



Randy Helm and Judy Holderman have been much more active with this platform, regularly posting on the Wild Horse and Inmate Program Facebook page and commenting on others' posts. Their engagement statistics clearly show that their efforts have made a significant difference.



### AZ Wild Horse Inmate Program

Create Page @Username

Home

About

Services

Reviews

Photos

Videos

Posts

Community

Promote

Manage Promotions

## Page Summary Last 28 days

Results from Jul 14, 2017 - Aug 10, 2017

Note: Does not include today's data. Insights activity is reported in the Pacific time zone. Ads activity is reported in the time zone of your account.

**Actions on Page**  
July 14 - August 10

**4**  
Total Actions on Page ▲60%



**Page Views**  
July 14 - August 10

**97**  
Total Page Views ▼2%



**Page Previews**  
July 14 - August 10

**8**  
Page Previews ▼27%



**Page Likes**  
July 14 - August 10

**18**  
Page Likes ▲29%



**Reach**  
July 14 - August 10

**2,240**  
Post Engagement ▲67%



**Post Engagements**  
July 14 - August 10

**663**  
Post Engagement ▲116%



**Videos**  
July 14 - August 10

**3**  
Page Likes ▼25%



**Page Followers**  
July 14 - August 10

**18**  
Page Likes ▲20%





Social media marketing experts encourage organizations to have all staff members involved. Users of these platforms respond more to authentic voices, rather than “marketing messaging,” and may be more responsive to a shop manager’s post about how he helped convert a customer’s logo into a vector graphic he could use on his CNC machine.

In the coming months, marketing will be looking at some of the available online tools that can help increase ACI’s use of these important platforms, as well as other social media opportunities, that might arise.

### **Video**

Marketing experts also believe that video will be an essential part of every organization’s promotional efforts. ACI was fortunate to be able to produce three great new videos for the Labor Partnerships workshop it presented at the NCIA National Conference in Tucson. They are now available on YouTube and through the ACI website. These personal stories help illustrate aspects of the ACI mission in ways that touch viewers emotionally, where they leave a lasting impression.

In the coming months, we hope to be able to produce a new video using these types of authentic stories to tell the entire breadth and scope of the ACI mission, and its important role as a resource for Arizona businesses.

### **Continuing Education**

Every day there are new ways to engage potential customers. It is vital that ACI participates in as many of them as possible, in the manner best suited to each platform. But it’s not enough to just have a page or make posts or upload a video. We need to be able to respond to comments and reach out to others by commenting on their posts. It is a challenge that needs to be met because it is essential to ACI’s continued success.

To learn about these new avenues of engagement, and the best ways to use them, the marketing director regularly attends workshops (in person and online), and meets with other marketing professionals. Like ACI itself, marketing is constantly evolving to create new learning opportunities as it fulfills our important mission.



**05**

## **Labor Partnerships**

# Labor Contract Activity

## New Partners

### HIGH DESERT INVESTMENT COMPANY

High Desert Investment Co., located in Northern Arizona, is a logging company committed to providing high quality logging services. High Desert Investment Co. provides tree thinning, selective logging, and land clearing. Their company also offers logs, firewood, and mulch. The company has the expertise to handle a wide variety of logging and land clearing needs. At High Desert Investment Co., they make use of the latest equipment to perform many logging and forestry services.

Currently Arizona Correctional Industries provides a crew of 14 inmates to assist in packaging firewood.

### CLASSIC PARTY RENTALS

Classic Party Rentals is one of the nation's largest event rental companies with locations in California, Arizona, and New Mexico and hundreds of trucks on the road. Classic Party Rentals has over 30 years of experience, which means they really know how to throw a party.

With an extensive selection of high-quality party rentals, Classic Party Rentals creates dream events. The company offers sales support, product, and event management for more than 150,000 events per year, including major sporting events, corporate events, celebrity weddings, and private social events. With a growing network of 2000 event professionals, they are passionate about turning any occasion, large or small, into an unforgettable experience.

In September of 2016, Arizona Correctional Industries began its partnership with Classic Party Rentals, sending out a crew of 14 inmates per day, for general labor, in the preparation and maintenance of Classic's Phoenix, AZ center of operations.





# Strengthening ACI's "Green" Commitment

## UNITED FIBERS

The Kean family have an extensive history in manufacturing and recycling, dating back over 30 years. The current location has been operating since 1977 in Chandler, Arizona. United Fibers has become one of the largest recyclers of paper and packaging products in Arizona.

ACI currently provides a recycling crew of 34 inmates to United Fibers from the Florence West facility.

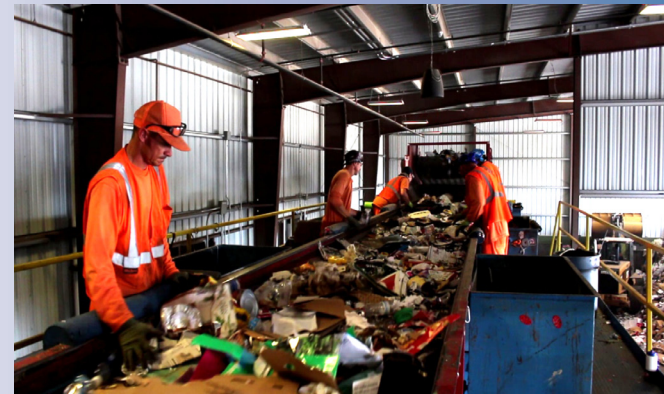


## RIGHT AWAY DISPOSAL

Established in 2007, Right Away Disposal is a locally owned and operated Waste & Recycling provider, based in Apache Junction, AZ. Whether it's residential, commercial, or industrial service, RAD can fulfill any of your waste removal needs.

RAD offers lots of great ways to be GREEN and Recycle! From residential, and commercial recycling, to their Waste & Recycling Facility in Apache Junction, RAD makes it a priority to provide top quality recycling services, in order to better local communities. Right Away Disposal offers Residential Curbside Recycling Services in Gold Canyon, Queen Creek, Florence, East Mesa, Apache Junction, Globe and San Tan Valley. RAD is currently expanding their services to other locations as they continue to grow.

The current ACI recycling crew at Right Away Disposal numbers approximately 20 and they are looking to expand throughout the new fiscal year.





Innovative Solutions - Productive Lives

Designed with pride by ACI Sublimation

Printed by the ACI Graphic Arts Division - ASPC Perryville, Goodyear, AZ  
3279 E. Harbour Drive, Phoenix, Arizona 85034 602-272-7600

[www.aci.az.gov](http://www.aci.az.gov)