

ACI

Annual Report



Fiscal Year 2011

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ARIZONA CORRECTIONAL INDUSTRIES Annual Report – FY 2011

Dear Director Ryan:

In the past two annual reports, we reflected on the continuing impact of the recession and difficulties that many businesses face in a weak economy that is slow to recover. Despite these challenges, I am pleased to report that fiscal year 2011 was another year of solid accomplishments with record revenue and strong earnings. ACI's sales increased by 3.1% to \$34,137,476 and net income was \$2,840,576.

We continue to strive to keep inmates employed while providing them the opportunity to gain marketable job skills. In FY 2011, inmates worked a grand total of 3,508,321 hours. A total of 2,041 inmates were employed full or part-time at Fiscal Year End, which represents a 21% improvement over FY 2010. Inmate deductions totaled \$2,607,111 which includes room and board, family support, court ordered restitution, and victim's compensation.

During the past fiscal year ACI continued to focus on quality improvement. In April 2011, six senior managers earned a Purdue University Lean Six-Sigma Green Belt Certification. As we carry the tools learned back to the operating units, quality will continue to be the foundation for future growth at ACI.

Once again the Arizona State University WP Carey School of Business, Seidman Research Institute study, estimated the economic impact of ACI to the State of Arizona. This year the economic impact to the state was \$197,441,000, and resulted in the creation of 2,093 jobs in the private sector. During a time when unemployment hovers around 9%, adding jobs to the State of Arizona is a major accomplishment.

ACI's staff has grown to 142 full-time, and 3 part-time employees. Included in this number are 71 Industry Program Specialists (IPS) that support the Arizona Department of Corrections in maintaining the high security and safety standards that ADC requires. ACI fully covers the costs of security for work programs, which also reduces the number of Correctional Officers paid for by ADC.

In closing, we sincerely appreciate your leadership and support as ACI staff endeavor to achieve the Arizona Department of Corrections (ADC) mission.

Sincerely,



William Branson
CEO/Assistant Director

Mission Statement

To create opportunities for inmates to develop marketable job skills, civility and good work habits through successful enterprises that produce quality products and services for our customers.

5 Year Vision

\$50m in Revenue

\$4m Net Income

4,000 Inmate Jobs

Core Values

Who We Are:

- We are a unique self-funded business within the Arizona Department of Corrections.
- We are Honest, Hardworking, and Dependable.
- We have the Highest Ethical Standards and we always seek to do the right thing.
- We enjoy our work and celebrate our achievements.

What We Do:

- We employ inmates so they can learn and be productive.
- We provide a safe and secure environment for all of our workers.
- We strive to constantly improve.
- We are accountable for our actions, our team.
- We make a difference EVERY DAY.

How We Do It:

- We provide a positive learning experience for all of our workers.
- We balance our home and business life.
- Our quality is the best – if we find out it's not, we fix it. If someone does it better, we learn from their ideas.
- Everyone is passionately involved in making the customer happy.

About Us

History

The utilization of inmate work crews is recorded as far back as 1908 when inmate labor was utilized to build the Florence Prison. Arizona Correctional Industries was created by the Arizona Legislature in 1969, operating under the acronym "ARCOR" (Arizona Correctional) until 1987, and received appropriated funds to support its operations. In 1987, ARCOR was renamed Arizona Correctional Industries (ACI). Four years later, in 1991, the funding was discontinued and ACI's business enterprise became a financially self-sufficient division of the Arizona Department of Corrections (ADC); operating entirely without taxpayer funding.

ACI Today

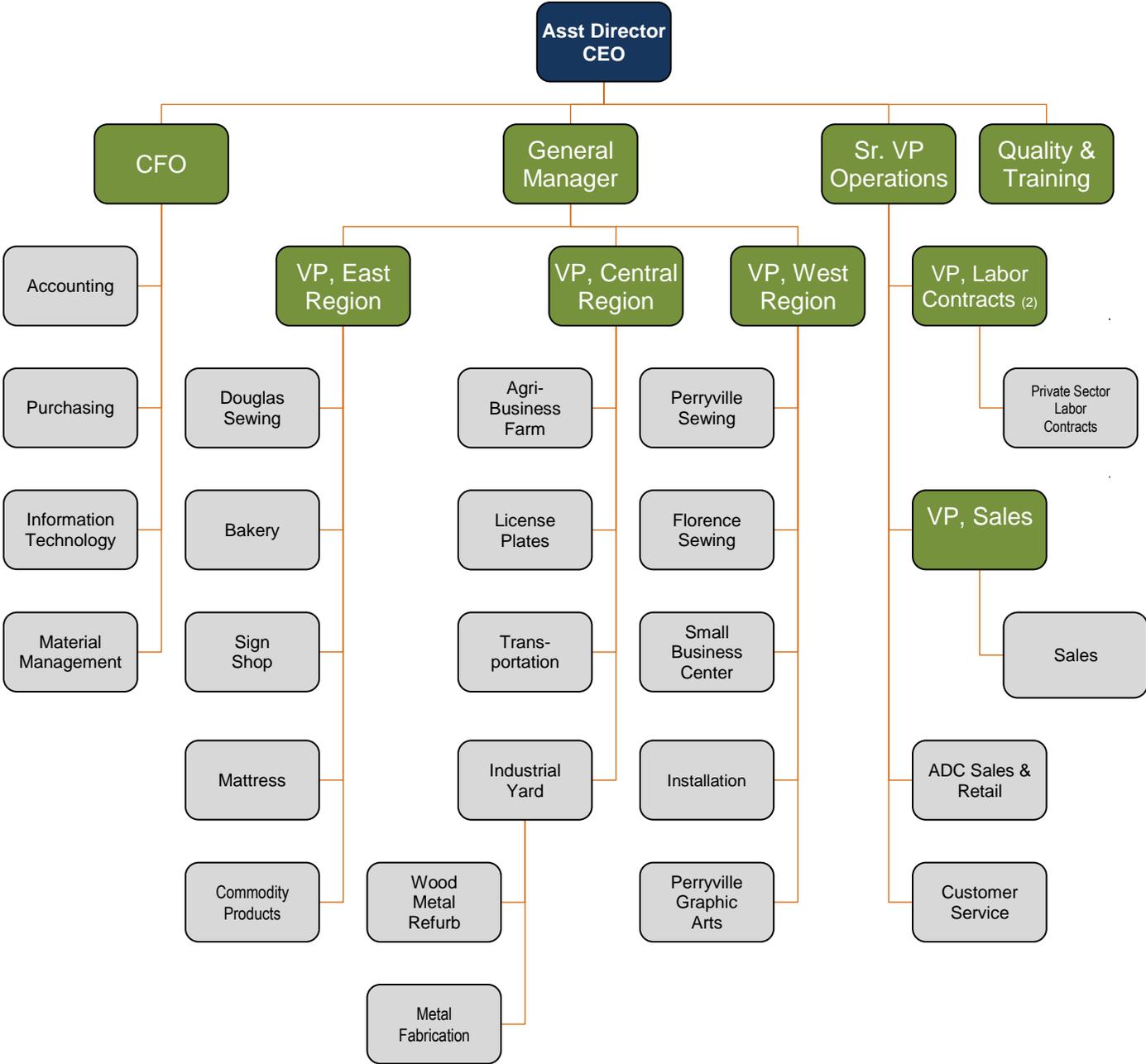
There are several critical areas that contribute to our growth and profitability: safety, social responsibility, inmate training, quality products and services, and strong financial performance, as well as the positive impact on the State of Arizona's economy.

In FY 2011, ACI managed 15 Owned & Operated shops (including bakery, metal fabrication, printing, signage, furniture, etc), and 21 Private Sector Partnerships (providing services for industries for agriculture, in-bound call centers, etc.); inmates provided more than 3.5 million man-hours to these inmate work programs.

ACI continues to seek opportunities through Owned & Operated businesses and Private Sector Partnerships to provide labor and services to fill a void not being met by free-world labor or as an alternative to outsourcing the labor to foreign countries.



The Organizational Chart



Benefit to the State Economy

The constructive use of inmate time and labor has a direct and positive impact on the State of Arizona budget. The employment of state workers through ACI's program, as well as the employment of inmates, contributes to 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 challenges and high unemployment rates, ACI provides a steady source of revenue and new job opportunities for Arizona businesses. These 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.

According to the Arizona State University, WP Carey School of Business, Seidman Research Institute, the financial contribution ACI made to the State's economy in FY 2011 was \$197,441,000. *More significant is the creation of an estimated 2,093 jobs for the State of Arizona.* The real impact of the Correctional Industries Partnership with the Private Sector is difficult to estimate due to the lack of public information on privately held companies; therefore, the estimates by the WP Carey School of Business are made utilizing available data.

Additionally, reports indicate that Correctional Industry programs such as ACI, have the greatest impact on reducing recidivism. The Arizona Prosecuting Attorneys' Advisory Council report titled: PRISONERS IN ARIZONA, A Profile of the Inmate Population, March 2010, authored by Dr. Daryl Fischer states: "Among the programs evaluated, Arizona Correctional Industries (ACI) proved to be the most effective reducing recidivism by 31.6%." Over time, the impact of reducing recidivism is substantial when considering the average cost of housing an inmate is \$60.73* per day. With a median sentence of 2.5 years the average cost savings could be as much as \$55,428 per inmate.

One of ACI's longest existing private sector labor programs, Televerde, began in 1995 with 5 female inmates. This program has expanded to four locations and currently employs 198 female inmates at the Perryville Prison in Goodyear, Arizona. Televerde offers a program called TOPS, Televerde Out-Placement Services, for the inmates that work in their call centers. Utilizing volunteers, TOPS is a program that is designed to facilitate a holistic approach to reintegration with a focus on professional employment and a reduction in recidivism. It helps them prepare resumes, learn job interviewing skills, how to dress professionally, and how to access other useful resources to assist them upon release.

.....

"We believe that skills and education are the great equalizers and that no matter where a person started, with a thirst for knowledge and higher education, they can climb higher. To that end, we train, educate and employ a group of disenfranchised women who have a genuine desire to change the course of their lives for the better."

Jim Hooker
CEO, Televerde

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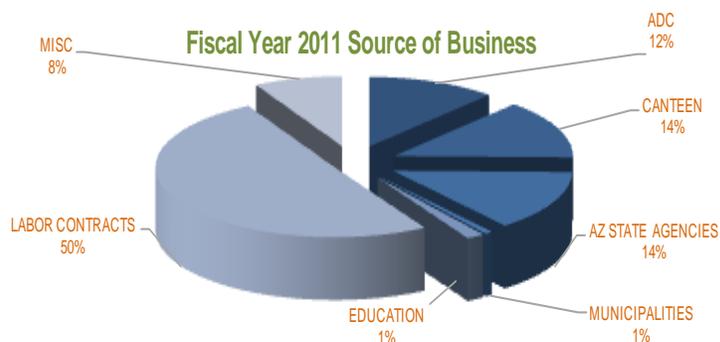
Since the program began, 1,075 female inmates have worked inside the Prison for Televerde; 898 have been released from prison and of those 83.5% have not returned. Because of the intensive training and work experience the females gain while incarcerated, Televerde has transitioned 109 ex-offenders to a wide variety of job classifications at their corporate office. In addition, Televerde Endowment for New Scholars (TENS) offers scholarship opportunities for female ex-offenders to achieve life goals through higher education. Partnerships, like Televerde, helps reduce the cost of incarceration and also benefits Arizona by providing new skilled workers paying taxes and contributing to the economy.

* ADC Planning, Budget and Research

Source of Business

ACI has two revenue sources: Labor Contracts and Owned and Operated businesses. Labor Contracts accounted for 49.0% of ACI's Total Revenue, and 67.5% of ACI's Net Income. Equally important, the Labor Contracts resulted in 63.8% of the Total Inmate Hours worked. The second source of revenue is ACI's Owned and Operated businesses. Owned and Operated was 51.0% of Total Revenue, and 32.5% of ACI's Net Income. The Inmate Hours worked for the Owned and Operated businesses was 36.2% of the Total Hours worked.

Additionally, ACI tracks sales by type of customer. The seven key categories are: the Department of Corrections, Arizona State Agencies, Canteen, Municipalities, Education (Schools, Colleges, and Universities), Labor Contracts, and General/Miscellaneous (private sector, not Labor Contracts). The chart below shows the sector percentage of sales for the last fiscal year.



ACI Business Operations

The ACI Labor Contract Division (LCD) manages 21 Private Sector Contracts, one (1) Prison Industry Enhancement Certification Program (PIECP) that permits interstate commerce, and one (1) Inter-Government Agreement (IGA). The IGA program is with the Arizona Motor Vehicle Department where ACI inmates staff "level one" call centers for MVD to assist with general information calls. Other partnerships include semi-truck and trailer refurbishing, agricultural, business to business call centers, trailer manufacturing, modular building construction, auto detailing, and food processing. Prison labor is well-suited for high volume, repetitive work that requires an understanding of current quality processes and high levels of customer service. The majority of the jobs with the private sector partners are jobs that are typically outsourced to foreign countries.



ACI Runner-up for the Pioneer Institute, Better Government Competition

The Better Government Competition (BGC) seeks out and rewards the most innovative public policy ideas from government, the private sector, and individuals. Developed in 1991, the Pioneer Institute Competition provides a public forum for the very best in citizen 'know-how'. The Competition identifies promising new ideas as well as tested reforms that improve state and local government.

This year marks the **20th annual competition focused on state and local "budget busters"** — those programs that are growing unsustainably and in need of dramatic change. With more than 200 applicants, ACI was honored to be recognized as one of four runners-up. As a runner up, we have an opportunity to share *Arizona Correctional Industries Partnering with the Private Sector* program, as well as receive a \$1000 award.

ACI Business Operations, continued

The Owned and Operated shops consist of 12 different business operations that ACI manages throughout the entire product lifecycle. This includes design, manufacturing, marketing and sales, delivery and set-up. ACI offers a wide variety of products, from the well-known license plate manufacturing, to baked goods, inmate clothing, mattresses and bedding supplies. ACI also partners with James Edwards Furniture and Dauphin Seating to provide quality office furniture. Citizens bring old furniture and heirlooms to ACI for refurbishing and reupholstery, and ACI's print shop employs 36 inmates from the Perryville complex – the largest female operated print shop in the state. ACI's farm covers nearly 900 acres producing primarily alfalfa for local dairy's and the outlying community. The metal fabrication shop is an example of a high quality operation that practices lean six-sigma principles.

Inmate Hours			
Year	Owned and Operated	Labor Contracts	Total
FY 2002	1,248,528	1,097,889	2,346,417
FY 2003	1,254,699	1,146,920	2,401,619
FY 2004	1,168,490	1,378,807	2,547,297
FY 2005	1,172,375	1,655,446	2,827,821
FY 2006	1,192,268	1,958,735	3,151,003
FY 2007	1,225,345	1,786,868	3,012,213
FY 2008	1,079,624	2,133,452	3,213,076
FY 2009	1,194,080	2,146,895	3,340,975
FY 2010	1,116,874	2,079,732	3,196,606
FY 2011	1,270,606	2,237,715	3,508,321
10 Year Totals	11,922,890	17,622,459	29,545,349

“We take on a burden when we put a man behind walls, and that burden is to give him a chance to change. If we deny him that, we deny his status as a human being, and to deny that is to diminish our own humanity and plant the seeds of future anguish for ourselves.”

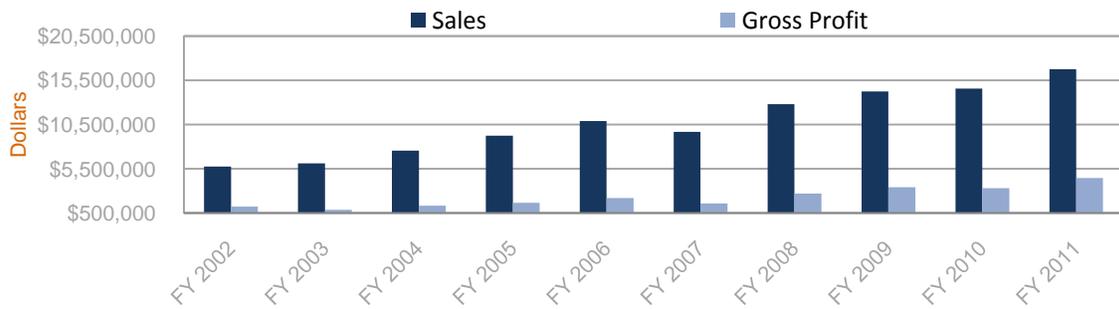
Former Chief Justice Warren E. Burger
U.S. Supreme Court

Financial Performance Summary

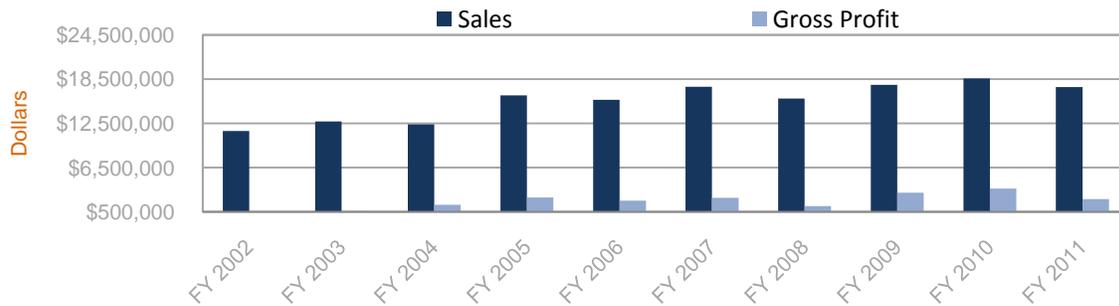
Sales and Gross Profit Overview



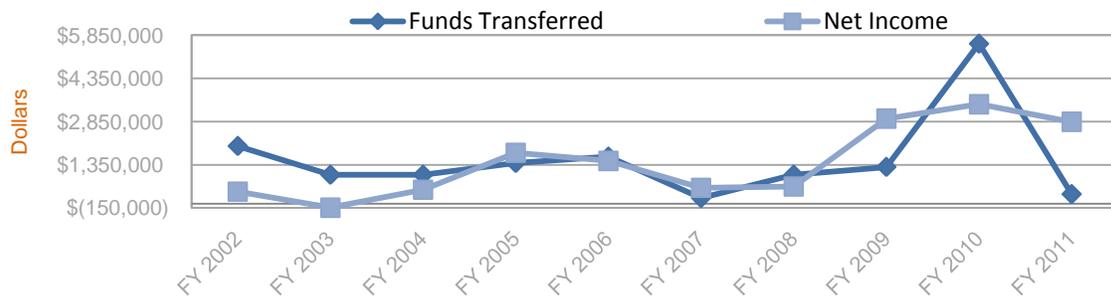
Sales and Gross Profit - Labor Contracts



Sales and Gross Profit - Owned and Operated



Funds Transferred and Net Income

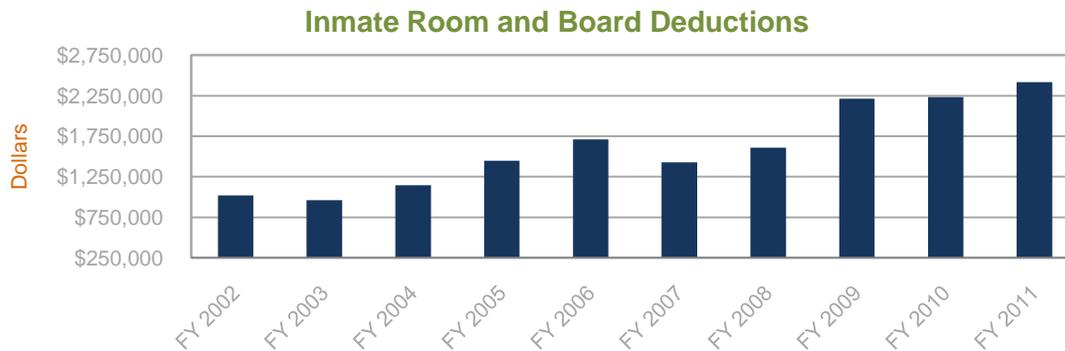


Inmate Wages and Deductions

In fiscal year 2011 inmates earned \$8,899,767 in wages. The chart below shows the total wages paid to ACI inmates over the last ten fiscal years; a noteworthy \$62 million.



Inmate wages offset the tax burden of room and board and contribute to the General Fund. In Fiscal Year 2011, inmate deductions to the General Fund were more than 2.4 million dollars. Over the past ten fiscal years, the General Fund has received \$16.7 million through inmate deductions. Below, the chart reflects contributions to the General Fund for Room and Board.



During the current fiscal year other inmate deductions supported the Victim's Compensation Fund (\$16,384), Dependent Support (\$57,091), Court Ordered Restitution (\$99,864), Alcohol Abuse and Treatment Fund (\$69,390), Transition Fee (\$375,076), Miscellaneous Deductions such as disciplinary restitution (\$38,607), as well as inmates paying Arizona State and Federal Income Tax for PIECP Programs (\$18,673). Additionally, qualified deductions go to the inmate's personal retention fund; a fund made available to the inmate for emergency situations while incarcerated and given to them in its entirety upon release as a foundation for their future. This is in addition to any personal savings that the inmate earned.

ACI Quality Program

Arizona Correctional Industries, an Arizona Quality Alliance Showcase Winner for Quality Programs, continues to make great strides in maintaining a quality program that meets industry standards while persistently seeking opportunities to improve, expand and aggressively achieve exceptional quality objectives as a correctional industry. ACI's Quality Program tracks several quality factors, such as Customer Satisfaction, Product Inspection, Product Rework, Returned Material Authorizations (RMA's), Daily Open and On-Time Reports and Manufacturing Performance Data. The information collected is instrumental in gauging successes, identifying trends and driving opportunities for continuous process improvements. Exceeding our customer's expectations through quality services and products is an essential part of our success. The 2011 Fiscal Year Customer Satisfaction Results reflect an overall approval rate of 99.53% and an average weighted rating of 9.38 (scale of 1 to 10; 10 being the best):



Monthly customer surveys resulted in an overall approval rate of 99.53%. The average weighted rating was 9.38 for customer satisfaction on a scale of 1 to 10 (10 being the best).

As a member of the Arizona Quality Alliance (AQA), ACI applied and was approved for participation in a mentorship program with the Intel Corporation that began in January 2010 and concluded in January 2011. The Intel Corporate Quality group's "Skills-based Volunteering" Program comprised of Intel Quality employees were matched with our organization based upon their experience, skill sets, and certifications. These volunteers provided mentoring and assisted with training in quality skills and accomplishment of quality objectives. The Intel/AQA Mentoring Project focused on improving ACI's Requests for Costs of Manufacture (RCOM) by reducing the time required to provide quotes for non-standard products and reduce processing time for Returned Material Authorizations (RMA). Additionally, Intel provided training that helped ACI build upon and add to our Quality Toolbox.

To compliment and add to our education on Quality, six executive team members: Dale Beatty, CFO; Glen Davis, Sr. VP, Operations; William Foster, VP, Central Region; Gregg Hillebrand, VP, Western Region; Alan Wesley, VP, Eastern Region; and Alexandra Benlein, Quality & Training Manager received certification from Purdue University for their Lean Six Sigma Green Belts. Projects have been initiated and we are excited to see the results of applying these principles throughout our organization.

Fiscal Year 2011 ACI Recognition Awards



Top Quality Performer Central Region



DEPARTMENT OF CORRECTIONS
ARIZONA CORRECTIONAL INDUSTRIES

FINANCIAL STATEMENTS (unaudited)

Year Ended June 30, 2011

Financial Statements, Year Ended June 30, 2011 (unaudited)

STATEMENT ON NET ASSETS - ENTERPRISE FUND		
	2011	2010
Assets		
Current Assets	\$ 10,957,011	\$ 9,631,187
Noncurrent Assets	3,207,710	3,365,607
Total Assets	<u>14,164,721</u>	<u>12,996,794</u>
Liabilities		
Current Liabilities	1,508,894	2,743,069
Long Term Liabilities	19,866	130,041
Invested in Capital Assets (Net of Related Debt)	3,077,822	3,137,159
Unrestricted	9,558,127	6,986,514
Total Net Assets	<u>\$ 12,635,949</u>	<u>\$ 10,123,673</u>

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET		
	2011	2010
Sales	\$ 34,137,476	\$ 33,098,919
Cost of Goods Sold	27,443,813	26,142,277
Gross Profit	<u>6,693,663</u>	<u>6,956,642</u>
Operating Expenses		
Selling	852,658	805,452
General and Administrative	2,981,598	2,691,912
Total Operating Expenses	<u>3,834,256</u>	<u>3,497,364</u>
Operating Income	<u>2,859,407</u>	<u>3,459,278</u>
Nonoperating Revenue (Expenses)		
Investment Income	8,744	29,526
Net Gain (Loss) on Disposal of Equipment	(3,199)	(1,617)
Interest Expense	(24,376)	(37,067)
Net Nonoperating Revenues (Expenses)	<u>(18,831)</u>	<u>(9,158)</u>
Net Income	2,840,576	3,450,120
Transfers out to other state funds	<u>(328,300)</u>	<u>(5,555,556)</u>
Increase (decrease) in net assets	2,512,276	(2,105,436)
Total net assets, July 1	10,123,673	12,229,109
Total net assets, June 30	<u>\$ 12,635,949</u>	<u>\$ 10,123,673</u>

STATEMENT OF CASH FLOWS - ENTERPRISE FUND

	2011	2010
Net cash used for operating activities	\$ 2,389,483	\$ 2,005,937
Net cash provided (used) for noncapital financing activities	(328,300)	(5,555,556)
Net cash provided (used) for capital and related financing activities	(480,563)	(488,646)
Net cash provided (used) by investing activities	<u>8,744</u>	<u>29,526</u>
Net increase (decrease) in cash and cash equivalents	1,589,364	(4,008,740)
Cash and cash equivalents, July 1	<u>1,774,596</u>	<u>5,783,336</u>
Cash and cash equivalents, June 30	<u>\$ 3,363,960</u>	<u>\$ 1,774,596</u>

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

	2011	2010
Operating income	\$ 2,859,407	\$ 3,459,278
Adjustment to reconcile operating income to net cash provided (used) for operating activities		
Depreciation	522,850	511,655
Net changes in assets and liabilities	<u>(992,774)</u>	<u>(1,964,996)</u>
Net cash provided (used) for operating activities	<u>\$ 2,389,483</u>	<u>\$ 2,005,937</u>

SCHEDULE OF FIXED ASSET AND ACCUMULATED DEPRECIATION

	2010	INCREASE	DECREASE	2011
SCHEDULE OF FIXED ASSETS				
Land	692,438			692,438
Land Improvements	240,438			240,438
Building	804,012		15,363	788,649
Building Improvements	948,977	234,640	41,982	1,141,635
Equipment	7,843,239	247,134	619,107	7,471,266
Construction in Progress	111,880	64,504	176,384	-
Totals	<u>\$ 10,640,984</u>	<u>\$ 546,278</u>	<u>\$ 852,836</u>	<u>\$ 10,334,426</u>
SCHEDULE OF ACCUMULATED DEPRECIATION				
Land Improvements	239,850	117	282	239,685
Building	430,475	30,293	16,784	443,984
Building Improvements	522,801	47,383	36,339	533,845
Equipment	6,082,251	445,056	618,105	5,909,202
Totals	<u>\$ 7,275,377</u>	<u>\$ 522,849</u>	<u>\$ 671,510</u>	<u>\$ 7,126,716</u>
Property, Plant, Equipment, Net	<u>\$ 3,365,607</u>	<u>\$ 23,429</u>	<u>\$ 181,326</u>	<u>\$ 3,207,710</u>

SCHEDULE OF CAPITAL LEASE AND ACCUMULATED DEPRECIATION

	2010	INCREASE	DECREASE	2011
SCHEDULE OF LEASED ASSETS				
Land	-			-
Land Improvements	-			-
Building	-			-
Building Improvements	-			-
Equipment	439,985			439,985
Construction in progress	-			-
Totals	<u>\$ 439,985</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 439,985</u>
SCHEDULE OF ACCUMULATED DEPRECIATION				
Land Improvements	-			-
Building	-			-
Building Improvements	-			-
Equipment	206,243	54,998		261,241
Totals	<u>\$ 206,243</u>	<u>\$ 54,998</u>	<u>\$ -</u>	<u>\$ 261,241</u>
Leased Assets, Net	<u>\$ 233,742</u>	<u>\$ 54,998</u>	<u>\$ -</u>	<u>\$ 178,744</u>



Arizona Correctional Industries

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www.aci.az.gov

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Rick Brodeur

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Testimonials: Why We Do What We Do

Arizona Correctional Industries was instrumental in maintaining my mental well being while incarcerated. I started the program on the cotton crew and moved into a position in the Information Technology department. Working at ACI afforded me the opportunity to learn valuable new skills and share the skills I already knew with others. ACI demanded no less than a professional attitude which helped ease the transition back into the working environment. The staff at ACI was supportive of my training and challenged me to learn as much as possible. I have taken the skills I learned at ACI and applied them towards a career. I was released from prison two years ago and can proudly say that as a direct result of the skills I learned working for Arizona Correctional Industries while incarcerated, I am successfully supporting myself and my two children.

Audrey M.

Arizona Correctional Industries provided me with the opportunity to practice my job skills, learn new ones, find confidence in my work abilities by achieving goals and daily tasks, and to live a structured routine. I was able to take all of this with me and implement it into my new life, and I have four years of continued success. The ACI work program and its staff provided an invaluable resource and helped me to achieve success and for that I will always be grateful.

Thanks to all,

Mary R.

My name is Richard J. and I am an ex-offender. I served 8.5 years in the Arizona Department of Corrections. During my incarceration I was assigned to the Lewis complex, being housed at the Barchey, Bachman and Sunrise Units. I was very fortunate to gain employment within the ACI work program starting in 2005 while at the Barchey Unit. I worked at Swift where I was a mechanic. In 2007 I transferred to Bachman Unit where I continued my employment with CME.

In 2008 I was granted outside clearance and was moved to Sunrise Unit where I was immediately assigned to work at Hickman's for 2½ years as a member of the maintenance team in the Pullet and Lay Houses until my release in January 2011.

Very simply stated, the opportunity to hold an ACI job during my incarceration has given me the opportunity for future success in my life. I learned new marketable skills while keeping busy using knowledge and expertise I had from work before prison. The money I earned, that was set aside on my retention fund, was there for me to get the items necessary for successful reintegration to society once I was released.

In the 2½ years I worked at Hickman's I earned the respect of my supervisors, which led to my being offered a full time position with the company upon my release. I am now 7 months into my career with Hickman's as a civilian. I have a place to live, a job that I truly enjoy that I go to 5 days a week, good friends, and an unlimited future.

Richard J.

To all the staff of Arizona Correctional Industries:

I would like to take this time to thank all of you for the skills I learned while at ACI during my incarceration. In addition, it is the confidence and encouragement that I received while working at ACI that I continue to feel empowered with. I am pleased to say that I am now a successful woman working and contributing to society. Without my participation in the ACI program, I do not think I would be where I am today. I hope this program continues to prosper and help others as it helped me.

Jody E.

Just a quick note to let you know that I am doing well and staying very busy. I have a job that I love that comes very easy to me thanks to all of the training that I received at ACI. I can't tell you how grateful I am for having been a part of this program where I could learn the skills that I am now using on a daily basis. Thanks to ACI I have the confidence to meet the challenges that I face every day, and know that without this opportunity none of it would have been possible. I thank the staff of ACI for sharing their skill, time, and patience with me and hope that the program continues to provide opportunities for other inmates.

Sincerely,

Lori M.

Bakery • Semi - Truck and Trailer Refurbishing • Labor Contracts • Sewing Douglas
Metal Fabrication • Sewing Perryville • Agricultural • Wood Metal Refurbishing
Commodity Products • Business to Business Call Centers • Farm Florence
Mattress • Labor Contracts • Wood Metal Refurbishing • Trailer Manufacturing
Small Business Center • Modular Building Construction • Sewing Perryville
Wood Metal Refurbishing • Auto Detailing • Labor Contracts • Sign Shop • Farm
Sign Shop • Metal Fabrication • Print Shop • Bakery • Food Processing
Farm • Sewing Douglas • MVD In - Bound Call Center • Small Business Center
Labor Contracts • Semi - Truck and Trailer Refurbishing • Metal Fabrication
Agricultural • Bakery • Small Business Center • Farm • Florence Mattress
Business to Business Call Centers • Sign Shop • Labor Contracts • Bakery
Bakery • Trailer Manufacturing • Sewing Douglas • License Plates • Sewing Florence
Metal Fabrication • Sewing Perryville • Farm • Modular Building Construction
Commodity Products • Farm • Sign Shop • Auto Detailing • Florence
Mattress • Labor Contracts • Food Processing • Sign Shop • Farm • Bakery
Small Business Center • Bakery • MVD In - Bound Call Center • License Plates
Wood Metal Refurbishing • Business To Business Call Centers • Sign Shop
Sign Shop • Metal Fabrication • Print Shop • Bakery • Food Processing
Bakery • Auto Detailing • Farm • Florence Mattress • Small Business Center

ACI

Arizona Correctional Industries
www.aci.az.gov

Printed With Pride By The ACI Graphic Arts Division
ASPC Perryville, Goodyear, AZ