STRATEGIC PLAN

COLORADO DEPARTMENT OF CORRECTIONS

Organizational Chart
October 1, 2007

Totals:
6,339.9 FTE
$702,876,269

Executive Director
22.3 FTE
$66,813,947

Parole Board
Type 1 Agency
13.5 FTE
$1,407,267

- Public Information Officer
- Step III Grievance Officer

Director of Prisons
5,303.4 FTE
$491,665,989

- Deputy Director
- Deputy Director
- Deputy Director Clinical Services
- Private Prisons Monitoring Unit
- Offender Services
- Prison Operations
- Legal Services
- Education Services

Chief Financial Officer
409.2 FTE
$94,082,267

- Correctional Industries
- Business Technologies
- Budget & Business Ops
- Facility Management Services
- Human Resources
- Training Academy
- Legislative Liaison

Inspector General
49.2 FTE
$4,483,365

- Chief Investigator Division I
- Chief Investigator Division II
- Chief Investigator Division III
- Background Investigation Unit

Director of Adult Parole, Community Corrections &YOS
542.3 FTE
$44,423,434

- Deputy Director Regional Operations
- Deputy Director Offender Programs
- Deputy Director Youthful Offender System
- Comm Legal Affairs/ Training
- Administration & Finance

Aristedes W. Zavaras
Executive Director

Strategic Plan

Colorado Department of Corrections

2007 – 2011

November 1, 2007

State of Colorado

Governor Bill Ritter, Jr.

Executive Director Aristedes W. Zavaras

Section 1

Introduction

It is the responsibility of the Colorado Department of Corrections (DOC) to:

- ❑ Manage, supervise, and control 25 correctional facilities, including the Youthful Offender System, operated and supported by the state.
- ❑ Monitor seven privately operated prison facilities for contract compliance.
- ❑ Develop educational, vocational and proven cognitive behavioral programs within state prisons that provide treatment and services and the necessary tools designed to improve successful reintegration of offenders into society.
- ❑ Develop a systematic building infra-structure program to provide for projected, long-range needs of the facilities under the Department's control.
- ❑ Develop correctional industries programs within the institutions which have a rehabilitative or therapeutic value for inmates and which also supplies necessary products for state institutions and other public purposes, as provided by law.

Four major internal divisions of the DOC manage 40 Subprograms contained within eight Long Bill Groups.

The internal divisions are: 1) Director of Prisons; 2) Chief Financial Officer; 3) Director of Adult Parole/Community Corrections & YOS ; and the 4) Inspector General.

Groups and Subprograms as listed in the Long Bill consist of:

1. **Management Group** - main departmental management function consisting of: A) Executive Director's Office; B) External Capacity: 1) Private Prison Monitoring Unit (PPMU), and 2) Payments to House State Prisoners; and C) Inspector General Subprograms.

2. **Institutions Group** - all cost centers directly attributable to the operation of the State's adult correctional facilities. These subprogram cost centers include: A) Utilities; B) Maintenance; C) Housing and Security; D) Food Service; E) Medical Services; F) Laundry; G) Superintendents; H) Boot Camp; I) Youthful Offender System; J) Case Management; K) Mental Health; L) San Carlos Correctional Facility; and M) Legal Access Subprograms.

3. **Support Services Group** - A) Business Operations; B) Personnel; C) Offender Services; D) Communications; E) Transportation; F) Training; G) Information Systems; and H) Facility Services Subprograms.

4. **Inmate Programs Group** - A) Labor; B) Education; C) Recreation; D) Drug and Alcohol Treatment; E) Sex Offender Treatment; and F) Volunteers Subprograms.

5. **Community Services Group** - A) Parole; B) Parole Intensive Supervision (ISP); C) Community Intensive Supervision (ISP); D)1) Community Supervision and D) 2) Youthful Offender System Aftercare; and E) Community Re-entry Subprograms. This major program area is designed to isolate most costs associated with supervising inmates and parolees in a community setting. Other costs associated with residential community corrections placements are appropriated to the Department of Public Safety, Division of Criminal Justice.

6. **Parole Board** has discretion to grant or deny parole The Board can stipulate conditions of parole for discretionary and mandatory parolees. When conditions of parole are violated, the Board can revoke a person's parole to a secure placement.

7. **Correctional Industries** manages profit-oriented work programs to provide inmates with training in various job skills while generating revenues to cover its costs. The major businesses operated by Correctional Industries include manufacturing operations for prison cell fabrication, automobile license plates, office furniture, and modular office systems; a print shop; a leather products shop; and a garment production operation. Correctional Industries sells its products primarily to other government agencies. Funding for the Correctional Industries Division is 100 percent cash funds exempt from sales of Correctional Industries products and services.

8. **Canteen Operation** provides various personal items for purchase by inmates including toiletries, snack foods, phone services, and other approved items. Per court order, all funds remaining after expenses are to be used to provide inmates with additional educational or recreational resources including library materials and cable television services. Funding for the Canteen Operation is 100 percent cash funds exempt from sales of canteen products to inmates.

The growth in the offender population is the primary factor driving the DOC budget. This population includes offenders who are housed in state-operated prisons, private prisons, and transition community corrections placements. Population increases have resulted in the need to build or renovate several prisons for additional beds.

An expanding population results in an increase in the number of offenders placed in community corrections and on parole. Community corrections allow offenders to transition to the community while still classified as a prison offender. Offenders assigned to community corrections are either placed in a halfway house or in an intensive supervision program (ISP). The Department of Corrections is responsible for supervision of these offenders.

Organizational Chart

Attached

Section 2

Mission Statement

The mission of the Colorado Department of Corrections is to protect the public through effective management of criminal offenders in controlled environments which are efficient, safe, humane, and appropriately secure, while also providing meaningful work and self-improvement opportunities to assist offenders with community re-entry through pro-social stabilization.

Vision Statement

To be a progressive and professional correctional system that achieves excellence by focusing on:

Public Service - Responding to stakeholders through partnerships with Colorado policy makers and local communities.

DOC Staff, Contract Workers, and volunteers - Empowering DOC staff, contract workers, and volunteers at all levels and across all functions, working together as a team with trust, integrity, and supportive relationships that include a common vision, mission, and goals.

Development -Providing professional development for DOC staff, contract workers, and volunteers in order to achieve excellence.

Offender Management - Providing programs and real life work experiences to develop skills, attitudes, and behavior that enhance offender management and improve the opportunity for successful community reintegration.

Continuous Improvement - Continuously improving departmental operating and administrative systems to achieve consistency, efficiency, and excellence.

Inter-Governmental Relations - Developing working partnerships with state, local, and regional governmental agencies.

Objectives/Strategies

1. Protection

To protect the general public, DOC staff, contract workers, and volunteers, and offenders by consistent confinement within appropriate facilities with adequate security, safety, treatment, and programs corresponding to offender needs classification, assignment, and special requirements.

2. Professionalism

To serve the public through progressive and proactive achievement based on professionalism, organizational commitment, American Correctional Association (ACA) Accreditation, and collaboration with timely and concise communications with the public, policy makers, stakeholders, and offenders.

3. Operational Cost Effectiveness

To maintain and improve management, operations, support services, and long-term private service partnerships through budgeting and performance measures to ensure cost effective and efficient use of appropriated funds.

4. Offender Program Accountability

To operate effective, efficient, and success based offender programs for treatment, education, and work assignments with full accountability based on measured improvement in offender behavior and community re-entry through pro-social stabilization.

5. Physical Plant Efficiencies

To build, manage, and operate the physical plant of the DOC in an efficient and cost-effective manner consistent with applicable statutes, regulatory agencies, building codes, and ACA accreditation standards.

6. Information System Efficiencies

To maintain superior customer service and improve internal DOC communication and information systems by upgrading and maintaining reliable data infrastructure, hardware, software, and network systems with implementation based on standardized department-wide accessibility and operational efficiencies.

Section 4

Department-Level Performance Measures

1. **RECIDIVISM** – Improve successful re-integration into the community with pro-social stabilization by offenders released from Colorado prisons by a reduction in the rate of recidivism by 1% per calendar year to 47.7% over the 4-year period to 2010.

	PERFORMANCE MEASURE	Outcome	2006	2007	2008	2009
	Recidivism Rate - Offenders returned to a Colorado prison within 3 years of release	Benchmark [1]	51.7%	50.7%	49.7%	48.7%
		Actual	51.7%	N/A	N/A	N/A

[1] Benchmark established at 1% reduction annually using calendar year 2006 actual three-year rates (DOC Statistical Report 2006)

2. **INCIDENTS** – Maintain safety for staff and offenders within prison facilities by reducing the number of reportable incidents by 2% per year.

	PERFORMANCE MEASURE	Outcome	2006	2007	2008	2009
	Reportable Incidents [1] per Calendar Year	Benchmark [2]	2,229	2,184	2,140	2,097
		Actual	2,229	N/A	N/A	N/A

[1] Incidents include assaults, sexual assaults, fighting, self-inflicted injury, use of force, murders, suicides, and deaths.
[2] Benchmark established at a targeted reduction of 2% of Reportable Incidents per year calendar year 2006 actual (DOC Statistical Report 2006)

3. **HIGH CUSTODY & SPECIAL-NEEDS** – Expand prison bed capacity to provide appropriately secure facilities, with adequate treatment programs proportionate to the number of male offenders classified as High Custody and/or Special-Needs.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07* Actual	FY 07-08 Appropriated	FY 08-09 Request
	Percent of Bed Need [1] for High Custody & Special Needs [2] Male Offenders	Benchmark	100%	100%	100%	100%
		Actual	64.9%	61.1%	N/A	N/A

[1] "Bed Need" equates to the offender population served relative to the bed capacity (based on security and treatment needs).
[2] "High Custody" (Admin. Segregation & Close Custody); "Special Needs" (high-need Medical and Mental Health).

4. **ACCREDITATION** – Achieve department-wide commitment to professional organization by compliance with ACA accreditation and standards.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07* Actual	FY 07-08 Appropriated	FY 08-09 Request
	Number of DOC facilities or agencies accredited by American Correctional Association	Benchmark [1]	32	32	32	32
		Actual	22	25	N/A	N/A

[1] Benchmark established at 100% ACA Accreditation (only five States nation-wide as of 2007).

5. **ENERGY CONSERVATION** – Operate essential correctional facilities 24/7/365 in an energy efficient and cost effective manner relative to public resources.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Annual Energy Use Electricity & Natural Gas in British Thermal Units (BTUs)	Benchmark [1]	15,000	15,000	14,400	13,824
		Actual	15,000	15,000	N/A	N/A

[1] Benchmark established based on FY 06-07 actuals with 4% reduction per year ending in FY 11-12 in accordance with Governor's Energy Office directives. Numbers adjusted in accordance with weather fluctuations. (Energy Program Annual Report)

Director of Prisons Division Performance Measures

1. Reduce prison escapes to zero per year in Security Level I-II facilities.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Number of escapes from Security Level I-II facilities	Benchmark	0	0	0	0
		Actual	4	2	N/A	N/A

2. Reduce CO turnover rate 1% a year.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Correctional Officer turnover rate	Benchmark	N/A	15%	14%	13%
		Actual	N/A	15%	N/A	N/A

3. Reduce assaults on staff by 2% annually.

	PERFORMANCE MEASURE	Outcome	2006	2007	2008	2009
	Total number of reportable assaults on staff	Benchmark	N/A	136	133	130
		Actual	139	N/A	N/A	N/A

4. Reduce assaults on inmates by 2% annually.

	PERFORMANCE MEASURE	Outcome	2006	2007	2008	2009
	Total number of assaults on inmates	Benchmark [1]	N/A	386	378	370
		Actual	394	N/A	N/A	N/A

[1] Benchmark established at 2% reduction annually using 2006 actuals.

5. Clinical Services (Offender Management) – Improve efficiency and effectiveness of Clinical Services delivery of care. Increase treatment services 2% annually until reach 25% of offenders receiving recommended treatment services.

PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
Percent of offenders receiving drug and alcohol treatment services	Benchmark	N/A	N/A	19%	21%
	Actual	24%	17%	N/A	N/A

75% to 80% of offender population has significant substance abuse issues.

6. Education (Offender Management) – Increase completion of GED education programs by offenders.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Percent of offenders without high school diploma or GED who have completed GED programs in DOC	Benchmark	20%	20%	20%	20%
		Actual	16.5%	N/A	N/A	N/A

Chief Financial Officer Division Performance Measures

1. Reduce energy consumption by 4% annually to achieve 20% reduction by FY 2011/12.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	UTILITY USAGE					
a	**Utility – Gas** BTU of Total DOC Building Area (includes all heating fuels)	Benchmark	N/A	N/A	7,972,004	7,653,124
		Actual	7,270,193	8,304,171	N/A	N/A
b	**Utility – Water** Gallons of Total DOC Building Area	Benchmark	N/A	N/A	1,455,824	1,397,591
		Actual	1,579,295	1,516,483	N/A	N/A
c	**Utility – Electric** kWh of Total DOC Building Area	Benchmark	N/A	N/A	6,906,771	6,630,500
		Actual	6,711,357	7,194,553	N/A	N/A
d	**Utility – Sewer** Gallons of Total DOC Building Area	Benchmark	N/A	N/A	1,248,555	1,198,613
		Actual	1,261,007	1,300,578	N/A	N/A

Assumption: When Building Area increases Benchmark will be adjusted.

2. Information Technology (Systems Management) – Increase Information technology systems availability and reliability.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	The response time of screens during data input and data access for DCIS/PCDCIS	Benchmark	30 seconds	30 seconds	30 seconds	20 seconds
		Actual	30 seconds	48 seconds	N/A	N/A

3. Human Resources – Improve recruitment and retention of staff.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Percent of DOC classified employees who separate or are terminated from employment	Benchmark (1)	N/A	N/A	10%	9%
		Actual	15%	12%	N/A	N/A

(1) Benchmark established from 05-06 Actual.

4. Business Operations (Business Management) – Ensure professional standards and ethics with all aspects of business operations.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Number of audit comments from outside auditors	Benchmark	0	0	0	0
		Actual	1	N/A	N/A	N/A

Inspector General Division Performance Measures

1. **CRIMINAL INVESTIGATIONS** – Improve the safety and security of staff, offenders, and other stakeholders by holding offenders criminally accountable for illegal acts committed within correctional facilities.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Percent of inmates criminally charged based on total OIG (Office of Inspector General) investigations for illegal acts committed within a public or private correctional facility.	Benchmark	N/A	N/A	40%	40%
		Actual	N/A	N/A	N/A	N/A

The Measure has not been previously tracked.

2. **PROFESSIONAL STANDARDS INVESTIGATIONS** – Improve professionalism of staff, create a safer work environment, and deter code of conduct violations by investigating and presenting objective professional standards reports to appointing authorities for appropriate disposition. Increase 1% per year until reach 80%.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Percent of professional standards cases investigated and presented to appointing authorities that resulted in personnel action or employee resignation.	Benchmark [1]	N/A	N/A	79%	80%
		Actual	N/A	78%	N/A	N/A

[1] Benchmark established at FY 2006-07 level of cases opened.

3. **RATE OF POSITIVE DRUG TEST RESULTS** – Reduce the percentage of positive drug results in the inmate population to 0.57% by 0.10% per year over three years.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Percent of positive drug tests results based on the total amount of inmates randomly tested.	Benchmark	N/A	N/A	0.77%	0.67%
		Actual	0.87%	0.87%	N/A	N/A

Assumption: Receive funding to increase the ability to perform random drug testing from 5% to 12% of inmate population

4. **RATE OF INMATE DRUG TESTING** – Increase the percentage of random inmate drug testing to 12% percent of the inmate population.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Percent of or random inmate drug tests conducted.	Benchmark	N/A	10.0%	10.0%	12.0%
		Actual	10.0%	8.0%	N/A	N/A

Federal grant funding for random drug testing on offenders ceased September 30, 2006. As a result, the Department is currently testing at 5% as of July 1, 2007. Preliminary statistics indicate that a 5% rate of testing will result in a higher rate of positive drug test results due to illegal drug use by offenders.
Assumption: Receive funding to increase random drug testing to 12% of the inmate population.

Director of Adult Parole, Community Corrections, and YOS Division Performance Measures

1. Reduce Technical Parole Violations by 1% by 6/30/08 and by .5% annually thereafter.

	PERFORMANCE MEASURE	Outcome	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Appropriated	FY 08-09 Request
	Percent of Technical Parole Violations of Colorado Parole population	Benchmark	27.5%	27.9%	26.9%	26.4%
		Actual	N/A	27.9%	N/A	N/A

2. Reduce YOS Revocation by 0.5% annually.

	PERFORMANCE MEASURE	Outcome	2006	2007	2008	2009
	Percent of failure/termination in YOS	Benchmark [1]	N/A	14.92%	14.85%	14.78%
		Actual	15%	N/A	N/A	N/A

[1] Benchmark established at 0.55 reduction using Calendar Year 2006 actual.

Section 5

Key Workload Indicators

	WORKLOAD INDICATORS	Outcome	FY 05-06 Actual	FY 06-07[2] Actual	FY 07-08 Approp.	FY 08-09 Request
1a.	Adult Inmate Jurisdictional Population TOTAL (State and Private Prisons)	Benchmark		23,159	20,553	22,970
		Actual	22,012	19,279		
1b.	% Change in TOTAL Population		6.3%	5.1%	6.9%	11.8%
2a.	Adult Prison Population State-owned Prisons	Benchmark		14,362	14,506	15,589
		Actual	14,193	14,330		
2b.	Adult Male Inmate Jurisdictional Population State-owned Prisons	Benchmark		20,698	12,994	13,056
		Actual	19,792	12,814		
2c.	Adult Female Inmate Jurisdictional Population State-owned Prisons	Benchmark		2,479	1,516	1,516
		Actual	2,220	1,516		
3a.	Adult Private Prison Population	Benchmark		5,120	5,967	7,048
		Actual	4,424	4,949		
3b.	Percentage in Private Prisons	Benchmark	30%	30%	30%	30%
		Actual	26.5%	34.5%		
4a.	"High Custody" Male Prison Population (Admin. Seg. & Close Custody)	Benchmark		2,876	4,251	4,251
		Actual	2,290	4,251		
4b.	"High Custody" Male Bed Capacity (Security Levels IV and V)	Benchmark		1,809	1,809	1,809
		Actual	1,809	1,809		
4c.	"High Custody" Male Bed Need Population minus Capacity	Benchmark		1,067	2,442	2,442
		Actual	481	2,442		
5a.	"Special Needs" Male Prison Population Offenders with Mental Illness (OMI)	Benchmark	3,376	3,904	2,926	3,095
		Actual	3,631	2,807		
5b.	"Special Bed" Male Bed Capacity	Benchmark	255	255	255	255
		Actual	255	255		
5c.	"Special Bed" Male Bed Need Population minus Capacity	Benchmark	3,376	3,649	2,671	2,840
		Actual	3,276	2,552		
6.	New Double Bunk Bed Capacity	Benchmark		400	616	616
		Actual	0	326		
7a.	Male Offender Backlog in County Jails	Benchmark		208	0	109
		Actual	446	82		
7b.	Female Offender Backlog in County Jails	Benchmark		36	66	255
		Actual	61	22		
8a.	Parole Offender Population supervised in Colorado (In State Only)	Benchmark		6,071	6,803	7,535
		Actual	5,630	7,947		

	WORKLOAD INDICATORS	Outcome	FY 05-06 Actual	FY 06-07[2] Actual	FY 07-08 Approp.	FY 08-09 Request
8b.	Parole Offender Caseload Ratio: Staff to Offender	Benchmark	1:60	1:60	1:60	1:60
		Actual	1:84	1:68		
9a.	Parole ISP Offender Population Supervised in Colorado	Benchmark		1,000	1,000	1,000
		Actual	921	1,011		
9b.	Parole ISP Offender Caseload Ratio: Staff to Offender	Benchmark	1:20	1:20	1:20	1:20
		Actual	1:33	1:21		
10a.	Community ISP Offender Pop. Supervised in Colorado	Benchmark		1,031	1,104	1,177
		Actual	876	869		
10b.	Community ISP Caseload Ratio: Staff to Offender	Benchmark	1:20	1:20	1:20	1:20
		Actual	1:24	1:24		
11a.	Community Residential Off. Pop. Supervised in Colorado	Benchmark		1,546	1,656	1,766
		Actual	1,402	1,711		
11b.	Community Residential Caseload Ratio: Staff to Offender	Benchmark	1:60	1:60	1:60	1:60
		Actual	1:59	1:60		
12a.	Sex Offenders Lifetime Supervision Total number of Offenders	Benchmark		1,161	1,428	
		Actual	944			
12b.	Sex Offenders Lifetime Supervision Caseload Ratio: Staff to Offender	Benchmark		1:10	1:10	1:10
		Actual	1:14			
13a.	Offenders in Education/Vocational Programs	Benchmark		8,126	8,243	
		Actual	8,042			
13b.	Percentage of Offenders in Education/Vocational Programs	Benchmark				
		Actual				
14a.	Offenders in Drug & Alcohol Treatment	Benchmark		2,248	2,360	
		Actual	2,141			
14b.	Drug & Alcohol Treatment Caseload Ratio: Staff to Offender	Benchmark		1:20	1:20	1:20
		Actual	1:20			
15.	Medical/Pharmacy Costs per Inmate per Year	Benchmark		$1,686	$1,585	
		Actual	$1,585			
16.	Parole Board Decisions TOTAL number per year	Benchmark		34,188	37,812	
		Actual	30,911[2]			
17.	TOTAL DOC Building Area Square Footage of DOC facilities	Benchmark		6,808,139	6,961,243	6,961,243
		Actual	6,808,139	6,961,243		
18.	Total DOC Staff TOTAL (funded FTE Staff)	Benchmark	5,910.4	6,093.6	6,492.0	6,648.0
		Actual	5,910.4	6,339.9		

Section 6

Key Trends and Other Background Information

POPULATION TRENDS

National Offender Population Trends

The Justice Department's Bureau of Justice Statistics (BJS) reported that during the year ending June 30, 2006, the nation's state prisons and jails incarcerated 2,245,189 persons, an increase of 2.8% from midyear 2005. The number of women under the jurisdiction of State or Federal prison authorities increased 4.8% from midyear 2005, reaching 111,403 and the number of men rose 2.7%, totaling 1,445,115.

Colorado Offender Population Trends

The Colorado prison population continues to grow, at a rate higher than the national average. Colorado's average incarceration growth for FY 06 was 7.2%. The prison population grew 1,308 inmates, excluding Youthful Offender System (YOS), over FY 04-05. This equates into a 109 per month growth rate for FY 06. The FY04-05 monthly growth rate was 95.

In comparing FY05 to FY06, court commitments have slightly increased by 8.7%, while technical parole revocations have risen by 5.4%. Total releases for FY06 increased by 8.5%.

On June 30, 2007, the parole caseload, which includes interstate parole and probationers, was 7,661 not counting out-of-state parolees (1,815) and absconders (781). The adult parole caseload has increased 1,375 over the last year.

The department projects an increase in the demand for high custody beds. Alternative methods for housing and management of high custody offenders continue to be developed. At the end of fiscal year 2006 the department was short over 900 high custody beds. Construction of additional high custody security housing at CSP II will provide an additional 948 high custody beds.

The Youth Offender System had 209 offenders on June 30, 2007.

CLINICAL SERVICES

Health Care Costs – Health care costs grow every year due to increases in the acuity levels of offenders; increases in the utilization of medically necessary health care services by offenders; inflationary increases to health care services and pharmaceuticals; and increasing offender caseload. Health care inflation is at 4.0% nationally. While national health care costs increase annually, the department's Inpatient/Outpatient Purchase of Services, Catastrophic, CMHIP, and Pharmacy Per Offender Per Month cost decreased by 5.17% from FY05-06 to FY06-07.

Managed Care Contract – The new managed care contractor, Physician Health Partners (PHP) began services on September 1, 2005. PHP and the department have worked closely in reducing the departments' health care costs in FY06-07 and will continue to focus on other key issues that can reduce cost while delivering quality health care to offenders.

Pharmaceutical Costs - Prescription drug expenditures are forecast to continue to rise faster than any other medical service sector over the next decade. The federal agency that administers the Medicare and Medicaid programs estimates that drug expenditures will rise an average of 11.7% a year between 2003 and 2007, and an average of 10.3% a year between 2008 and 2011. If these growth rates are sustained, prescription drugs will represent almost 15% of total national health spending by 2011. Pharmacy costs decreased by 3.94% from FY05-06 to FY06-07.

Nursing Shortage - According to a February 2006 report by the Health Resources and Services Administration, the nursing shortage is expected to grow by 29% by 2020, compared to a 6% shortage in 2000.

- The U.S. Department of Labor projects a 21% increase in the need for nurses nationwide from 1998 to 2008, compared with a 14% increase for all other occupations.

- The Department of Corrections is, and has been for some time, experiencing the effects of this nursing shortage. Many more resources are now required to recruit nurses and the issue of how to retain nurses is an ongoing concern. The turnover rate has increased and recruitment efforts must be continuous to fill the vacancies. The department is faced with a highly competitive employment market for nursing staff, and has obtained a waiver from the State Personnel Board to accept out of state applications. The change in clinic hours and the ability to accept out of state applications has allowed the department to hire and retain some nursing staff; however, the department is still faced with nursing staff shortages, and believes this shortage will worsen as the national nurse shortage continues.

Mental Health – The screening process implemented to meet ACA Standards is identifying an increase in the number of offenders with mental illness (OMI). This process has identified 3,590 or 18.9% of the inmate population with mental illnesses. This is an increase of 180 offenders from the 3,410 offenders with mental illnesses counted in July, 2005. OMIs are defined by diagnoses and level of impairment. OMI diagnoses are those that are most likely to cause significant impairment, primarily major depressive disorders, bipolar disorders, schizophrenia, and organic mental disorders. Inmates with other diagnoses often also require mental health attention which increases the overall need to 4,588 as of July 2006.

Another key trend in the mental health program that is beginning to emerge is the recruitment and retention of qualified mental health staff. As more mentally ill offenders are identified in the system, the need to recruit and retain mental health providers becomes more critical. Case loads are growing, and the need to maintain clinically acceptable case loads is becoming more and more of a resource management issue.

OFFENDER LITIGATION ISSUES

General Legal Access trends include the department's obligation to provide medically necessary accommodations to offenders who have qualifying disabilities to ensure they have access to programs, benefits and services equal to that of non disabled offenders pursuant to the Americans with Disabilities (ADA), and Rehabilitation Acts and the Montez Remedial Plan. Suits involving 8th amendment claims regarding lack of adequate medical care continue to increase and have the greatest monetary impact on fiscal resources. The majority of all Step 3 grievances filed by offenders also pertain to medical care.

Americans With Disabilities Act – The *Montez v. Romer* class action lawsuit involved allegations that the DOC was in violation of the American Disabilities and Rehabilitation Acts and was settled in August 2003. The 38 page Remedial Plan gave the department two years in which to come into substantial compliance with the mandates of the plan. Once substantial compliance is achieved there will be an additional two year period of compliance monitoring by the Court and Plaintiff's counsel. Compliance hearings began in early June before Judge Kane. In early July it was decided that both parties would engage in mutual discussions to resolve compliance issues rather than continue hearings before the Court. The DOC stipulated that it was not in full compliance, except for the architectural-physical plant requirements which are in substantial compliance, as of July 2006 based upon inadequate funding & lack of personnel to implement all mandates contained within the Remedial Plan. As a remedy for not achieving substantial compliance by the required date the parties entered into a Stipulation and Agreement dated July 11, 2006. DOC is currently in the process of implementing the mandates of that Agreement. As part of the Agreement the DOC was required to submit an emergency supplemental to the legislature requesting additional funding to achieve the required compliance. The parties agreed to extend the compliance period until July 27, 2007 In addition, the Court will rule on several important legal issues as follows:

1. The criteria to be used by the DOC and the Special Masters in the damage claims process to determine disability.
2. Whether the *Fitzgerald* opinion applies to the implementation of the Remedial Plan or to limit damages under the damage claims process
3. Whether the 8th Amendment claims may be asserted in the damages claims process.

Should the DOC fail to prevail on any of these issues, the fiscal impact will be enormous.

The DOC is currently engaging in discussions with Plaintiffs counsel regarding the issue of substantial compliance on behalf of the DOC. It appears that there are still several outstanding areas in which the DOC has been unable to reach substantial compliance by the July 2007 deadline. Initially we have agreed to extend the compliance period until December 30, 2007. As a result, the DOC will have to agree to concessions based upon our inability to meet the July 27 deadline. Those negotiations are currently in progress.

This litigation has a damage claims phase in which offenders are allowed to submit claims for damages which are heard by a Special Master. Approximately 1550+ claims were filed. At present, there are approximately 175 remaining claims. The DOC continues the process of defending claims by offenders alleging that they were discriminated against based upon a disability and were not provided accommodations and are therefore entitled to damages. This process is extremely time consuming and labor intensive for the AIC (ADA Inmate Coordinator and the CMO (Chief Medical Officer) as each individual medical, working, department and mental health file must be reviewed. Allegations of discrimination may date back over ten years and the time and effort involved in gathering information to defend such stale claims is daunting.

In June 2005, the US Supreme Court focused on the due process rights of offenders to insure they are given procedural rights before being placed in administrative segregation (ad seg). There is a trend to insure that offenders are provided due process in classification matters which increases litigation costs because these actions are reviewable under Rule 106 proceedings filed in State courts, whereby, they challenge the DOC classification decisions.

Rule 106 - Classification of Sex Offenders - On March 7, 2000 the 10th Circuit Court of

Appeals issued a ruling in *Chambers v. DOC*, 97-1023 which continues to significantly impact the DOC. The decision makes it necessary to review each offender's file and determine if there is a history of sexual assaults or deviance for which there was no conviction, classify them as a sex offender and conduct an Administrative Review. The long term consequence of the decision is that the department is now enjoined from classifying an offender as a sex offender and withholding earned time until the formal Administrative Review affords the offender due process. The Court determined that offenders have a "liberty interest" in not being labeled a sex offender and they are entitled to procedural due process prior to being classified as such. The decision has created workload issues which involve the time and staff necessary to study files and conduct reviews. A due process hearing procedure has been established however, offenders continue to challenge the department's requirement that they participate in Sex Offender Treatment Programs.

Rule 106 -Administrative Segregation Reviews - The Colorado Court of Appeals has ruled that inmates have a right to appeal the findings in administrative segregation hearings. The Court found no constitutional right to such hearings, but held that because the DOC administrative regulations provide for a due process hearing, inmates must have a right to appeal decisions to the District Court. Regulations granting such hearings are a non-mandatory requirement for ACA accreditation. This appeal process will continue to have a significant impact in terms of fiscal cost and personnel to the department.

Rule 106-Sex Offender Treatment Termination – Beebe v. Heil – The Federal District Court ruled that offenders are entitled to due process reviews prior to termination from the Sex Offender Treatment Program and that adverse decisions may be reviewed by the District Court pursuant to CRCP Rule 106. This ruling will have a significant impact in terms of fiscal cost and personnel to the department.

Rule 106 – Sexually Violent Predator Reviews - The District Court has determined that offenders are entitled to a due process review prior to being classified as a Sexually Violent Predator (SVP) by the Parole Board and that adverse decisions may be appealed to the District Court pursuant to CRCP Rule 106. This ruling will have a significant impact in terms of fiscal cost and personnel to the department.

5th Amendment Self Incrimination Rights for Sex Offenders - In June 2002 the U.S. Supreme Court decided *McKune v. Lile*, (2002) which has significant implications for DOC, as well as corrections systems nationwide. In Lile v. McCune the Tenth Circuit Court found that Robert Lile, sentenced in 1983 to the Kansas Department of Corrections on charges related to sexual assault, had his Fifth Amendment rights violated by the Kansas DOC. In 1994 the Kansas DOC recommended that Mr. Lile participate in the Sexual Abuse Treatment Program. Mr. Lile refused to enter the program because entry required him to admit committing crimes of which he was convicted (he had pled not guilty and had testified to that effect at trial) and to disclose his complete sexual history, including any other sex crimes he may have committed. Since the admissions were not accompanied by any promise of confidentiality or privilege, Mr. Lile felt such a requirement violated his Fifth Amendment right against self-incrimination.

His refusal to enter the program resulted in the department withholding various privileges and benefits. Most notably, Mr. Lile was transferred from a medium to a maximum security prison solely as a consequence of having refused to participate in the treatment program. The transfer from medium to maximum custody cut back Mr. Lile's privileges to visits, exercise, personal property, wage earning and canteen access. Prior to his refusal to answer the questions Mr. Lile

was medium custody and nothing in the case record suggests that but for his refusal, he would have remained in that status.

The Tenth Circuit agreed with Mr. Lile's assertion and ruled that a person is not limited to asserting Fifth Amendment protections only in pending criminal trials. The right is available whenever the government poses questions to the individual in virtually any context "where the answers might incriminate him in future criminal proceedings." The State of Kansas appealed the ruling, the U. S. Supreme Court granted certiorari, the judgment was reversed, and the case remanded for further proceedings.

The Supreme Court ruled that:

- A convicted sex offender's 5th Amendment right against self-incrimination was not violated by a rehabilitation program that required him to admit to all of his crimes.

- The incentive program served a vital penological purpose and that offering offenders incentives to participate did not amount to "compelled self-incrimination".

- The mere fact that Kansas does not offer offenders legal immunity from prosecution based on statements made in the course of the program does not render the program invalid.

Certainly the ruling is favorable to corrections officials. However, offenders continue to challenge their classification as a sex offender and the resulting treatment that is recommended.

1ST Amendment Issues – *New Times, Inc, v. DOC*, a lawsuit filed by the ACLU and numerous publishers involved allegations that DOC violated offender's 1st Amendment rights by not allowing them to receive certain publications pursuant to Administrative Regulation (AR) 300-26, "Reading Material". Following considerable negotiation, the case was settled in August 2004. One mandate of the Settlement Agreement required the Office of Correctional Legal Services and the Training Academy to develop and implement a new training curriculum to insure that all DOC staff were trained in the new review process. The training has been completed, however, there are major issues of concern for the DOC which involve the lack of staff and resources to review "reading materials" as required. The monitoring phase of the litigation should have ended in November 2006 however, there is at present a dispute as to that date. Plaintiff's counsel contends the end date is November 2007. Executive staff continue to struggle to find adequate resolutions to operational issues raised by this litigation. The time alone that is required of staff to review all incoming and outgoing "reading materials" is impossible.

Religious Land Use and Institutionalized Persons Act - The Religious Land Use and Institutionalized Persons Act (RLUIPA) of 2000 requires that corrections officials not impose a substantial burden on the religious exercise of an offender unless the department can demonstrate that the imposition (1) is in furtherance of a compelling governmental interest; and (2) is the least restrictive means of furthering that compelling governmental interest. This legislation continues to have a serious operational and fiscal impact on the department involving issues such as religious diets, clothing, paraphernalia and reading material.

ADULT PAROLE COMMUNITY CORRECTIONS/YOUTHFUL OFFENDER SYSTEM (APCC/YOS)

The goal of the department is to continue to develop community based offender reintegration programs to maintain public safety relative to budget and staffing levels and anticipated caseload increases in FY 2007 and 2008. 11.25% of inmates are maintained in community based programs. The parole population continues to increase at a greater rate than projected again this fiscal year. Specifically, the actual average parole population was higher than the projections used to set the budget for FY 2007 and higher than the growth in the prison population. This shortfall was addressed in the supplemental process and will continue to be re-assessed on an ongoing basis. The division will continue to investigate other options of how best to handle this growing population. Risk management supervision functions continue to be the highest priority.

The Community Return to Custody Facilities (CRCF) are used by the department to reduce the number of non-violent parolees (Class 5 and 6) returning to prison. The CRCF program growth is on target and is expected to grow to 300 ADP by the end of FY 2008. This option has established an alternative for the Parole Board in lieu of return to prison.

Pre-parole Release and Revocation Facilities established pursuant to 17-1-206.5 (1) authorizes the department to utilize Pre-parole Release and Revocation facilities to provide a transition period for inmates prior to release into a community setting and also provides an alternative to the State Board of Parole to revoke parolees back to these facilities for technical violations rather than revocation back to prison. Pre-parole Release and Revocation facilities began coming on line in FY 2006 with the Cheyenne Mountain Re-Entry Center (CMRC) which opened in August of 2005 with a capacity of 500 beds. CMRC is investigating the possibility of expanding to a 750 bed operational capacity.

Re-entry partnerships with community partners will continue to be developed in an effort to reduce recidivism.

In FY 2008, coordinate with community providers to expand community corrections by 45 additional mental health (OMI) beds for community corrections inmates requiring these specialized services.

Address supervisory challenges of the homeless regarding housing, mental health, and medical/medication services.

Continue to analyze the parole and community corrections populations and determine the need for additional specialized supervisory units with regard to sex offenders, gangs (including a criminal analyst), and offenders with mental illness.

Support public safety by determining the scope and need for fugitive apprehension efforts by working activities jointly with the Judicial department.

The Colorado Web-Based Integrated Support Environment (CWISE) addresses the division's need for a single source of consolidated information that, in conjunction with the 24 hour call center, provides multiple methods of data entry and retrieval. This increases the effectiveness of the supervision of offenders in the community. The division intends to move in the direction to expand this strategic initiative, with the addition of mobile technology, to share intelligence with other law enforcement authorities, provide a meaningful interface with service and treatment providers, and communicate with courts and the Parole Board.

The range of programming will continue to expand for community based programs based on the available funds. The greatest need is for mandatory parolees with mental illness and /or a history of sex offenses. These populations have increased over the past decade with the implementation of the mandatory parole provisions. While mandatory parole provides a safety net for the community release of these offenders prior to discharge, it is extremely high risk and a very expensive component of the adult parole program. With the understated growth projections in parole discussed above combined with the release of a greater number of high risk mandatory parolees, the program has been required to assume and manage a greater amount of risk with fewer resources.

APCC/YOS will continue to acquire the most advanced technology to enhance offender risk management in the community. The APCC/YOS is a National model for the range of advanced electronic surveillance in use. Many other types of technology such as the APass Point@ computerized scan of nerve impulses to detect drug use and advanced alcohol monitoring ASCRAM" units which continuously monitor and notify when alcohol is detected are in use. In FY 2007, a group monitoring unit will be utilized for locations where more than one offender is reporting.

Youthful Offender System (YOS) - The Youthful Offender System continues to develop academic education, career and technical education, college classes and re-entry programs for offenders sentenced to the Youthful Offender Program to provide these youthful offenders with positive resources upon return to the community.

YOS has experienced an increase in the average age of offenders at the time of admission as well as an increase in the length of sentence handed down from the court. These variables have resulted in a decrease in the amount of time necessary to obtain high school diplomas, leaving a greater portion of their sentence for other available programming. Career and technical programs as well as college courses are well attended and YOS is working with Labor & Trade Organizations to provide preparatory instruction to offenders interested in attending apprenticeship programs upon release.

As noted with clinical services, YOS has identified an increase in the number of offenders with mental illness. Mental health needs are increasing, including sex offender treatment needs. YOS is pursuing the addition of a mental health clinician to increase the number of classes offered as well as provide "advanced" classes in the areas of anger management and substance abuse.

Efforts have been made, by YOS Administration, to reach out to the courts when sentencing options for youthful offenders are being determined. This has resulted in an increase in the number of offenders sentenced to YOS during this past FY. However, judges and county sheriff offices have expressed growing concern regarding the detaining of youthful offenders following YOS sentencing. YOS is developing an accelerated intake process which will allow the counties to transport offenders to YOS weekly rather than monthly.

With the separation of YOS and LVCF, the number of volunteer programs at YOS has significantly increased and offender participants have nearly doubled. This increase can be attributed to one YOS employee assuming responsibility for volunteer programs at YOS as well as the lack of a gymnasium or active recreation activities on a regular basis. While this increase is a welcome addition to YOS, space availability and scheduling have become quite a challenge.

DOC Capital Construction Request FY 2008/09

1.	$ 59,617,763	**San Carlos Correctional Facility Expansion – Phase II** (Phase II of II) 250-Bed Expansion for Special Needs Beds accommodates Offenders with Mental Illness (OMI) classified inmate in an appropriate correctional environment. Design services were significantly complete as of 2001.
2.	$10,449,694	**Fort Lyon Phase III Expansion** (Phase III of III) 250-Bed Expansion for Medium Custody inmates completes the initial occupancy levels anticipated for the FLCF.
3.	$ 782,250	**IT Disaster Recovery System** (Phase 1 of 1) This request addresses the need for off-site disaster recovery for the central DOC computer systems to address the significant threat of a natural or man-made disaster.
4.	$ 1,249.592	**IT CSPII Inmate In-Cell Services** (Phase II of II – Canteen funded) Final Phase of this cash-funded project utilizing revenue generated from inmates through Canteen services. Provide in-cell computers, phone service, visiting, canteen ordering, and many other in-cell programs and opportunities for the inmates.
5.	$ 4,000,000	**CSP II Equipment and Furnishings**
6.	$ 1,280,577	**IT Community Parole Mobile Data Management System** For laptops, mobile equipment and continued professional programming services to enable officers to collect, enter and retrieve data for C-WISE (Colorado Web-based Integrated Support Environment) which is a single source for consolidated information.
7.	$12,094,325	**TCF Multi-Custody Expansion Project** (Phase II Design) A/E Design for the build-out of a 2,541 mega facility to be constructed in two phases.
8.	$ 4,589,853	**CWCF Renovation/Expansion** A/E Design for the renovation and 284 bed expansion of this mixed custody female facility. This will also address the much needed improvements and upgrades required to correct existing facility deficiencies
9.	$ 5,442,477	**AVCF High Custody Unit Expansion** (Phase I of II) A/E Design for expansion of the AVCF facility to include a new 384 Bed High Custody unit.
10.	$ 250,000	**Correction Industries – Small Projects** This is an annualized request for spending authority for enterprise generated funds.

DOC Controlled Maintenance Recommended Request 2008/09

FY 08/09 Request	Project Title
$ 894,614	RCC Water System Replacement (Phase 2 of 2)
$ 1,926,192	DOC WWTP Ammonia Compliance Project (Phase 2 of 2)
$ 420,000	FLCF Water Tower Recoat and Repair WWTP Clarifiers
$ 379,000	FLCF Steam Tunnel Traps Replacement & Asbestos Abatement
$ 614,357	BVCC Electrical System Improvements (Phase 2 of 3)
$ 495,056	AVCF/LCF Kitchen Drain Line Replacement (Phase 2 of 2)
$ 768,620	BVCC Roof Replacement Projects (Phase 3 of 3)
$ 618,006	CTCF San. Sewer/Storm Sewer Dist. Improve (Phase 3 of 3)
$ 512,848	AVCF/FCF Perimeter Security Improve (Phase 2 of 2)
$ 305,606	CTCF Electrical Infrastructure Improvements (Phase 1 of 4)
$ 458,300	CTCF Perimeter Security Improvements (Phase 2 of 2)
$ 156,400	BVCC Door Replacement of Segregation Unit Lower West
$ 189,942	AVCF Elec. Panel and Conduit Replacement (Phase 1 of 3)
$ 1,434,000	CWCF HVAC Systems in Core Building Replacement
$ 400,000	AVCF Roof Replacement (Phase 1 of 3)
$ 626,512	FCF Electrical Service Replacement (Phase 1 of 1)
$ 465,000	FCF Cell House Fire Alarm Replacement
$ 1,056,052	FCF Roof Replacement (Phase 1 of 2)
$ 227,042	CTCF Steam System Coils and Pump Replace
$ 227,042	CCF Fire Alarm Replacement
$ 407,142	YOS - PMC Emergency Generator Replacement
$ 591,074	CCF Structural Repairs (2 Phases)

Appendix A
PRIOR YEAR OBJECTIVES AND ACCOMPLISHMENTS

NOTE: Formerly "Schedule 1" (FY 07/08 Strategic Plan)

Note: Accomplishments in Bold Italics

ESSENTIAL PRIORITY OBJECTIVES

Objective 1.1: (Goal # 1)

Continue implementation of Bed Plan proposal for expansion and operation of State/Private Prison system, consistent with the projected offender population growth over a five-year planning period (by July 2011), for the following sub-groups:

- High Custody Expansion (Male Admin. Segregation and Close Custody)
- Private Prison Expansion (Male and Female)
- Special Bed Expansion (Male High Needs Medical and OMI)
- Women's Expansion
- Community Corrections Expansion
- Double Bunking Bed

Completed Double Bunk Bed Expansion adding 326 beds
In process of Double Bunking DWCF 76 beds
Received FY 2007/08 Capital Construction Funding

1) ***CSP II Expansion $36,911,874***
2) ***CSP Inmate In-Cell Services Cash Funds $1,249,500***
3) ***DRDC Expansion/Renovation$14,966,051***
4) ***CI Minor Construction Cash Funds $650,000***

Objective 1.2: (Goal # 1)

Manage and operate DOC external capacity in private-contract prisons, out-of-state contract prisons, and local jails, consistent with impacts due to offender population and caseload increases through FY 2007-08 and the overall Bed Plan over a five-year planning period (by July 2007).

External Capacity DI funded: $11,466,346 1.5 FTE.
Reduced to fund Recidivism Reduction Package ($2,979,482)

Objective 1.3: (Goal # 5)

Manage and operate the Utilities – Energy Management Program (EMP) in an efficient and cost effective manner to maintain facility operations impacted by projected utility rate increases through FY 2007-08 (by June 2007).

Objective 1.4: (Goal # 1)

Manage and allocate staff and operating resources to preserve and enhance public, staff and offender safety (by July 2010).

Increased Transportation staff to accommodate increased transit associated with caseload increases and additional private beds being contracted.

Objective 1.5: (Goal # 2)

Manage resources for anticipated increases in medical and pharmaceutical costs for FY 2007-08 (by July 2007).

Medical DI funded: $2,249,147

Objective 1.6: (Goal # 1)

Manage parole supervision resources for anticipated Parole and Parole ISP caseload increases through FY 2007-08 (by July 2007).

Parole/Parole ISP DI partially funded: $2,416,505 27.1 FTE

Objective 1.7: (Goal # 1)

Manage community supervision resources for anticipated Community Supervision and Community ISP caseload increases through FY 2007-08 (by July 2007).

Community Supervision/Community ISP DI funded: $749,972 7.1FTE
Psychotropic Medication Funded: $1,346,880

Objective 1.9: (Goal # 5)

Manage resources for maintenance of the Physical Plant to sustain facility maintenance operations impacted by cost escalation due to inflationary increases in fleet fuel costs, maintenance contracts, and maintenance supplies materials (by July 2007).

Maintenance DI funded: $400,000

Objective 1.10: (Goal # 3)

Manage resources to provide Community Re-Entry service requirements, in accordance with CRS 17-33-101, for anticipated caseload increases through FY 2007-08 (by July 2007).

Community Re-Entry DI funded: $49,966 1.0 FTE

Objective 1.11: (Goal # 1)

Expand the High Risk Offender Management Program, for male administrative segregation and close custody offenders, to better manage high risk offender return to a general population setting and community re-entry. (by November 2008).

Develop High Risk Offender Management Programs: Through the construction of CSP II and the merger of CSP and CCF, cognitive programs are being developed to better manage high risk offenders within the DOC. These programs include the reintegration of offenders classified as administrative segregation back into a general population setting through the PRO Unit. Another program, the Diversion Program, provides general population offenders, whose behavior indicates a need for placement in administrative segregation, an opportunity to divert/return to level three facilities instead of placement at Colorado State Penitentiary or Sterling Correctional Facility.

Objective 1.12: (Goal # 5)

Complete implementation and initiate monitoring of all programmatic requirements for offenders with qualifying disabilities as mandated by the Montez Remedial Plan (by August 2007).

Objective 1.13: (Goal # 3)

Manage resources for increasing workload requirements associated with Drug and Alcohol substance abuse treatment programs for anticipated caseload increases during FY 2007-08 (by July 2007).

Drug & Alcohol DI Funded: $330,000 Cash Funds

Objective 1.14: (Goal # 1)

Complete Performance-Based Audit for all private-contract prisons to verify compliance with contractual provisions, applicable to DOC administrative regulations, and ACA Standards for prison operations (by July 2007).

Developed, implemented, and improved auditing systems for private contract prisons which included a computerized tracking and routing system which verifies compliance and contractual provisions, applicable to DOC Administrative Regulations and the ACA Standards for Prison Operations.

HIGH PRIORITY OBJECTIVES

Objective 2.1: (Goal # 1)

Enhance safe offender transfer from facility to facility, medical appointments, court appearances, discharge and parole (by July 2007).

The Transportation Authorization Profile computer program is completed and is on line. This application replaces several outdated paper forms and hand tracking systems while providing an accurate security device to aid in the safe and secure movement of offenders as well as an offender identification tool to be utilized in each facility.

Objective 2.2: (Goal # 1)

Manage staff resources for the Inspector General Subprogram associated with duties, obligations, workload requirements and anticipated caseload increases during FY 2007-08 (by July 2007).

IG DI funded as part of external capacity impacts $144,370 2.2 FTE

Objective 2.3: (Goal # 1)

Manage staff and resources for Parole Board release, revocation, and administrative hearings (by July 2008).

Parole Board DI funded: $75,000

Objective 2.4: (Goal # 3)

Increase the number of offenders in the Correctional Education program who are released with improved literacy, high school education, and marketable skills, in accordance with CRS 17-32-101 to 107 (by July 2007).

Objective 2.5: (Goal #6)

Manage resources to meet DOC increased obligations associated with hardware, software and server maintenance agreements and services (by July 2008).

BT CC Request for CSP II In-Cell Services approved spending authority for cash funds
BT DI for maintenance support contracts funded: $400,000

Objective 2.6: (Goal # 6)

Establish and Implement an off-site disaster recovery system for Business Technologies designed to enhance continuous service with minimized downtime. (by July 2009)

Objective 2.7: (Goal # 3)

Manage resources necessary to provide for additional mental health psychiatric staff for anticipated caseload increases through FY 2007-08 (by July 2007).

Additional Mental Health funding acquired through various annualization and DWCF double bunking: $359,824 1.8FTE

Objective 2.8: (Goal # 1)

Continue implementation of the system for reporting incidents of prison rape as mandated by the Prison Rape Elimination Act of 2003 (PREA) including a process of identifying, assessing, and tracking potential or actual predators (by July 2008).

Objective 2.9: (Goal # 1)

Complete Implementation of the SAFE Program consisting of a focus on the fundamentals to enhance performance in basic security and safety practices through the provision of resources, training, and performance measures (by July 2007).

Developed the SAFE Program consisting of a focus on the fundamentals to enhance performance in basic security and safety practices.

Objective 2.10: (Goal # 3)

Implement all programmatic and training requirements involving reading material as mandated by the New Times Settlement Agreement to include a two year monitoring phase (by July 2008)

MODERATE PRIORITY OBJECTIVES

Objective 3.1: (Goal # 5)

Maintain American Correctional Association (ACA) Accreditation DOC-wide for facilities and operating units, and acquire initial ACA Accreditation at BVCC, CTCF, FCF, and FLCF (by July 2009).

Received accreditation for BVCC and FLCF.

Objective 3.2: (Goal # 1)

Participate in Colorado Unified Supervision/Treatment Program as a concerted effort to create individualized options to reduce offender incarceration by the cost effective maintenance of offenders in the community (by July 2008).

Included in Governor's Recidivism package: $289,464 4.0 FTE

Objective 3.3: (Goal # 6)

Expand development of Parole and Community Electronic Records system to supervise and manage offender data and enhance public safety (by July 2008).

Objective 3.4: (Goal # 5)

Improve the condition of the DOC's buildings, as measured by the Facility Condition Index (FCI), through available Maintenance Subprogram funding for normal maintenance, as well as available Controlled Maintenance and Capital Renewal appropriations (by July 2009).

Objective 3.5: (Goal # 5 – Critical Performance Measure No. 4)

Complete the CSP II High Custody Expansion Project, for male inmate classifications of administrative segregation and close custody, in accordance with facility program plan and allocated funding (by November 2009).

Objective 3.6: (Goal # 3)

Manage resources necessary to meet increasing workload requirements associated with Sex Offender Lifetime Supervision in accordance with HB98-1156 for anticipated caseload increases during FY 2007-08 (by July 2007).

Objective 3.7: (Goal # 2)

Implement Energy Performance Contracting consistent with Executive Order D 014 03 and the Governor's Office of Energy Management and Conservation (OEMC) to invest in utility saving equipment resulting in cost avoidance for the DOC Utility/Energy Management Program. (by July 2007).

Announcement to hire Professional Engineer published.

Objective 3.8: (Goal # 3)

Manage Inmate Pay to provide cost avoidance to taxpayers through additional employment opportunities for offenders including construction/maintenance trades and client agency work projects (by July 2008).

Objective 3.9: (Goal # 5)

Assess the DOC's existing water rights and optimize water resource utilization due diligence activities and well augmentation plans, including professional assessment, engineering, and legal services associated with water court to maintain and expand the DOC's water rights (by July 2009).

Objective 3.10: (Goal # 6)

Manage resources for increased demands of document imaging for all offender records including staff hiring/training, replacement of obsolete equipment, and conversion to electronic files. Develop program for document imaging for intake requirements at DRDC, medical files, sex offender registration, background investigations, and personnel records (by July 2007).

LOW PRIORITY OBJECTIVES

Objective 4.1: (Goal # 5)

Develop and implement Greening of State Government per Executive Order D 005 05 under the Utility/Energy Management Program to ensure safe, reliable, utility service at reduced service costs based on best payback period with ease of implementation by targeting: 1) energy efficiency with associated cost avoidance, 2) water conservation to reduce consumption/treatment, 3) recycling/waste reduction to reduce disposal quantities, 4) environmentally preferable purchasing with reduced toxic chemical applications, and 5) reduced transportation fuel usage/pollution generation (by July 2009).

Professional Engineer announcement

Objective 4.2: (Goal # 1)

Improve timeliness and enhance tracking and monitoring of offender medical treatment protocols by providing electronic offender record-keeping capabilities for the Clinical Services team (by July 2008).

Objective 4.3: (Goal # 5)

Manage resources sufficient to enable regularly scheduled replacement of DOC's capital, movable, and laundry equipment, consistent with accepted useful life estimates for each such item (by July 2007).

Objective 4.4: (Goal # 5)

Implement DOC-wide support for interagency emergency response agreements, including National Incident Management System (NIMS) protocols, to enhance DOC/state/county/city law enforcement agency coordination and effectiveness (by July 2007).

Inter-agency emergency response agreements are in place.

Objective 4.5: (Goals # 6)

Enhance and expand teleconference and video-conference infrastructure and applications for Private Prisons and Community Corrections in compliance with HB04-1395 by installing one video unit in each Private Prison per year (by July 2009).

Objective 4.6 (Goal #1)

Implement an Initial Response and Facility Mobilization policy for each DOC facility (by July 2008).

Draft policy has been reviewed will be finalized and implemented by Dec 2007.

Objective 4.7: (Goal # 6)

Manage resources to implement an Asset Management Program to maintain and improve computer support systems to ensure protection and security of vital information by replacement of 20% of the DOC PC inventory (by July 2009).

Other Accomplishments - FY 2006-07

- ***Vulnerability Assessments have occurred at multiple Level III facilities to assess escape potential. This will continue during FY 07-08.***

- ***Measured effective staff problem solving with offenders by quarterly comparisons of numbers and types of critical incidents with the previous year or with an established baseline. This comparison will not be a sole determination of performance and will be considered in conjunction with offender population dynamics, facility mission, and other mitigating factors at the time of the assessment.***

- ***Security Audits: Private prisons have been added to the master security auditing schedule which includes the implementation of audits at each of the private prisons.***

- *ACA/Security auditing instruction was provided throughout the state. This effort raised the level of understanding of safety and security within the facilities and developed a larger pool of prospective auditors for the Colorado DOC.*

- *The Security Auditing Instrument current and will be updated and on an annual basis.*

- *Implemented succession training for staff*

- *Digital Trunked Radio system implemented at all DOC facilities except DCC and RCC.*
- *Completed the decision support web reports for Incident Tracking and Reportable Incidents. These reports are a tool used by upper management for spotting trends in facilities and to enhance the safety of staff and inmates.*
- *Completion of the Case Management Audit identified the specific duties and products performed or completed by case managers. This information is critical in that any changes to the system and functions must keep the statutory and regulatory requirements in mind or recommend changes to the statutes or regulations prior to making changes in the system. A department wide audit has been completed and issues that were identified are being addressed.*

- *The Case Management Manual has been redeveloped in a web page format, and a Case Management Web page activated in the DOC intranet "DOCNET" making information easier to obtain and allowing for easier communication with stakeholders within the department. Time savings are expected from these enhancements.*

- *Developed electronic Parole Action forms for automated system of Parole hearing and release documentation.*

- *The automated Time Computation Program has been completed by Business Technologies Division in conjunction with the Time Computation Office. The time savings for analysts provided by this program enhancement is already being used by the need to recalculate time due to sentencing changes, return to custody statutes and the implementation of no week-end releases.*

- *Implementation of the Female Offender Classification System has been completed which includes the opportunity for electronic signature and the reduction in paper documentation.*

- *Trained staff in direct dial to facilities to avoid incurring long distance charges which has provided a cost savings that has enabled service improvement in other areas.*

- *Created new Youthful Offender System program Phase IIIA which provides a step-down approach to assist offenders being released from the facility who may need additional community programming and support.*

- *CIPS contract successfully negotiated and signed with one vendor to provide all inmate phone services to simplify service and functionality while increasing revenue for the inmate trust fund*

GLOSSARY OF TERMS
Department of Corrections
Strategic Plan 2007-2011

Administrative Segregation: The most restrictive custody level imposed upon an offender. This custody level will be utilized only after a specific classification hearing has determined this custody level is required.

American Correctional Association (ACA) and Commission on Accreditation for Corrections (CAC): A nonprofit organizations that administer the only national accreditation program for all components of adult corrections.

Asset Management Plan: A plan to replace computer equipment at a rate of 20% annually.

Classification: The judgmental and discretionary process whereby an offender is regularly reviewed to determine the level of custody and facility assignment.

Close Custody: The second highest restrictive custody level imposed upon an offender. This custody level will be utilized after a scored classification process classifies the offender as close. These offenders are typically disruptive within a facility or are a high risk due to the length of sentence.

CMHIP Campus: This term refers to the Colorado Mental Health Institute at Pueblo, formerly know as the Colorado State Hospital at Pueblo.

Community Intensive Supervision Program (ISP): The structured supervision, monitoring, and guidance of the activities of an offender under inmate status living in an approved residence.

Community Re-Entry previously Community Reintegration: A process to provide comprehensive services which assist the individual's barriers to reintegration, transition needs, and type or intensity of services required upon release from prison.

Community Return to Custody Facility: Contract facilities authorized pursuant to CRS 17-1-206.5 (3) for certain non-violent technical parole violators revoked by the Colorado Parole Board. The facility programming must address parole failures and provide for earned access backed into the community. This refers to a community based half-way house that houses technical parole violators in lieu of return to prison.

Community Supervision: Also known as Community Residential. A placement of an offender on inmate status in a private or public facility under contract to the Department of Public Safety or the Department of Corrections to provide residential treatment and transitional services in preparation for release.

Custody Level: The degree of supervision required for each offender. Custody level utilizes the terms of minimum, minimum-restricted, medium, close, and administrative segregation.

DCIS: Department of Corrections Information System. It is the DOC's main computer system used for offender management, business operations, and communications.

DOCNET: An intranet web system within the DOC.

Emergency Bed Management Plan: A plan to adapt current bed space to accommodate high custody offenders prior to completion of the proposed expansion projects.

External Capacity: A subprogram that manages jail backlog and private prison populations.

Facility Condition Index: (FCI): A quantitative assessment of the condition of buildings as compared to a new structure.

Facility Standards and Design Guidelines: An internal standard developed for new construction and renovation by facility security level.

High Risk Offender Management Program: The overall system that manages administrative segregation offenders through a step down process to enable administrative segregated offenders to be released back into the general population.

High Risk Offender: An offender with a high profile crime; an offender who has been determined to be a high escape risk; an offender that poses a significant security risk based on identified security threat group activity; an offender who is classified close custody or above.

High Custody: A supervision level for those offenders whose behavior is dangerous and disruptive to both general population and staff.

Intensive Supervision Program (ISP): The structured supervision, monitoring, and guidance of the activities of an offender status living in an approved residence. This program is utilized for both inmate (community) and parole status offenders.

Legal Access: A subprogram that provides legal services to offenders by staff legal assistants; offender law clerks, and related services.

Mental Health Assessment Staff: Mental health staff professionally trained in the assessment of offender's mental health for their designated facility or division(s).

Montez Remedial Plan: The settlement agreement plan to develop comparable programs, services and benefits throughout comparable facilities to ensure that inmates with disabilities are not discriminated against because of their disability.

New Times Settlement Agreement: Settlement of lawsuit in connection with DOC censorship of reading materials. DOC agrees to implement new AR 300-26 Offender Reading Material; institute a training program for persons involved in mail review process. Compliance will be monitored over a two year period.

Offender: Any individual under the supervision of the criminal justice system to include community correction clients, parolees, correctional clients, probationers, or youthful offender system residents.

Parole ISP: The structured supervision, monitoring, and guidance of the activities of a parolee living in an approved residence.

Parole Violator: A parolee who has been found guilty by the Parole Board of violating a condition, or conditions, of his/her parole.

Parolee: A person committed to the custody of the executive director of the Department of Corrections, who has been officially assigned to parole status by the parole board, or an interstate parolee being supervised in Colorado, under the terms of the Interstate Compact, as defined in CRS 24-60-301through 309.

Performance-Based Audit: An auditing system for private-contract prisons which verifies compliance with contractual provisions, applicable to DOC Administrative Regulations and the ACA Standards for Prison Operations.

Person with a Disability: Any person who is impaired because of the loss of or permanent loss of use of a hand or foot or because of blindness or the permanent impairment of vision of both eyes to such a degree as to constitute virtual blindness; or is unable to walk, see, hear, or speak; or is unable to breathe without mechanical assistance; or is developmentally disabled as defined in CRS 27-10.5-102 (11); or is mentally ill as the term is defined in CRS 27-10-102 (7); or is mentally impaired as the term is defined in CRS 24-34-301 (2.5)(b)(III); or is blind as that term is defined in CRS 26-2-103 (3); or is receiving care and treatment for a developmental disability under article 10.5 of title 27, CRS.

Pre-Parole Program: A program of instruction designed to provide offenders the knowledge and skills required to function successfully in society. It includes instruction in the areas of personal development, life skills, employability skills, and transition planning.

PRO-Unit: The progressive reintegration from lockdown into general population opportunity phase of administrative segregation at CSP which was a step-down program for offenders coming out of lock-down into the general population.

Private-Contract Prisons: Those prisons that are privately owned housing offenders classified at or below medium custody which the department contracts with to house offenders.

Recidivism: The rate of return for offenders who are released from inmate status. Recidivism shall be measured by the number of offenders returned to prison in Colorado for new criminal activity or technical violations of parole, probation or non-DOC community placement within three (3) years of release.

Safe Program: A department-wide initiative designed to heighten and enhance employee focus on safety and security based on a fundamentals concept which includes continual evaluation of current procedures; strategic implementation of best practices; and effective training programs.

Security Level: The physical features and operational requirements of a facility. Security levels are referred to in terms of Level I, Level II, Level III, Level IV, and Level V which is the highest level.

Sex Offender Lifetime Supervision Act of 1998: CRS 18-1.3. Under this sentence sexual offenders must serve the term of their minimum sentence in prison and participate and progress in treatment in order to be considered a candidate for parole. The generally assembly declared that a program under which sex offenders may receive treatment and supervision for the rest of their lives, if necessary, is necessary for the safety, health, and welfare of the state. This law continues to impact the Sex Offender Treatment, Parole and Parole ISP subprograms of the Department of Corrections.

Special Bed Expansion: Facilities that house offenders with mental health needs, disabilities, medical conditions, and geriatric needs and the need to provide additional beds for the growing special needs offenders.

Special Needs Offenders: Offenders whose mental and/or physical condition requires special accommodation by staff. Special needs offenders may include, but are not limited to, drug or alcohol addicts or abusers, the emotionally disturbed, mentally retarded, suspected mentally ill, physically handicapped, chronically ill, the disabled or infirm, those with documented custody issues and those with limited academic ability or learning disability.

Technical Parole Violator: An offender whose parole has been revoked by the parole board for one or more violations of parole conditions other than a new felony conviction or an offender who requests revocation and has no new felony convictions.

Thin-client browser-based application: A web based computer program application.

YOS-PMC Transition: This is the flip-flop of the YOS population moved to the PMC (Pueblo Minimum Center) facility (female housing) and the PMC population moved to the YOS facility.

DOC Correctional Facilities:

AVCF – Arkansas Valley Correctional Facility, Ordway
BVCC – Buena Vista Correctional Complex
CMC – Canon Minimum Centers, Canon City
    ACC – Arrowhead Correctional Center
    FMCC – Four Mile Correctional Center
    SCC - Skyline Correctional Center
CCF – Centennial Correctional Facility, Canon City
CCC – Colorado Correctional Center, Golden
CSP – Colorado State Penitentiary, Canon City

CTCF – Colorado Territorial Correctional Facility, Canon City
CWCF – Colorado Women's Correctional Facility, Canon City
DCC – Delta Correctional Center
DRDC – Denver Reception and Diagnostic Center
DWCF – Denver Women's Correctional Facility.
FCF – Fremont Correctional Facility, Canon City
FLCF – Fort Lyon Correctional Facility
LCF – Limon Correctional Facility
LVCF – La Vista Correctional Facility (previously PMC – Pueblo Minimum Center)
RCC – Rifle Correctional Center
SCCF – San Carlos Correctional Facility, Pueblo
SCF – Sterling Correctional Facility
TCF – Trinidad Correctional Facility
YOS – Youthful Offender System, Pueblo: The youthful offender program in the CDOC created in 1993.

SUMMARY TABLES

SCHEDULE 2
BUDGET SUMMARY

AGENCY: DEPARTMENT OF CORRECTIONS

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
TOTAL EXE. DIR. OFFICE SUBPROGRAM	**12,489,245**	**16.6**	**15,120,506**	**16.2**	**66,842,027**	**22.3**	**16,060,376**	**22.3**	**76,457,796**	**24.1**
General Fund	11,913,208	14.9	14,413,063	14.5	64,746,178	20.6	15,305,850	20.6	74,023,571	22.4
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	16,372	0.0
Cash Fund Exempt	576,037	1.7	707,443	1.7	2,095,849	1.7	754,526	1.7	2,417,853	1.7
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
							0			
TOTAL EXTERNAL CAPACITY SUBPROGRAM	**88,038,281**	**16.6**	**104,785,596**	**17.3**	**116,071,014**	**20.5**	**116,246,505**	**20.5**	**123,596,681**	**22.0**
General Fund	88,034,856	16.6	103,414,333	17.3	113,712,307	20.5	113,887,798	20.5	121,237,974	22.0
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	3,425	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	1,371,263	0.0	2,358,707	0.0	2,358,707	0.0	2,358,707	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL INSPECTOR GENERAL SUBPROGRAM	**4,049,960**	**43.0**	**4,175,842**	**44.7**	**4,488,325**	**49.2**	**4,937,530**	**49.2**	**4,657,827**	**49.2**
General Fund	3,490,878	43.0	3,923,434	44.7	3,820,590	49.2	4,269,795	49.2	3,990,092	49.2
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	4,960	0.0	4,960	0.0	4,960	0.0
Cash Fund Exempt	0	0.0	0	0.0	144,591	0.0	144,591	0.0	144,591	0.0
Federal Funds	559,082	0.0	252,408	0.0	518,184	0.0	518,184	0.0	518,184	0.0
TOTAL UTILITIES SUBPROGRAM	**20,389,326**	**0.0**	**20,327,455**	**1.0**	**20,255,872**	**1.0**	**20,255,872**	**1.0**	**19,928,737**	**2.8**
General Fund	19,461,441	0.0	19,357,561	1.0	19,285,991	1.0	19,285,991	1.0	18,958,856	2.8
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	13	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	927,885	0.0	969,881	0.0	969,881	0.0	969,881	0.0	969,881	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL MAINTENANCE SUBPROGRAM	**21,489,887**	**281.6**	**23,867,534**	**278.8**	**23,518,452**	**308.4**	**25,896,856**	**308.4**	**24,565,385**	**308.9**
General Fund	21,489,887	281.6	23,867,534	278.8	23,518,452	308.4	25,896,856	308.4	24,565,385	308.9
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL HOUSING SUBPROGRAM	**151,552,445**	**2,725.2**	**159,224,344**	**2,793.9**	**149,575,188**	**3,000.3**	**173,873,542**	**3,000.3**	**154,530,915**	**3,003.2**
General Fund	151,426,748	2,725.2	158,720,565	2,793.9	149,575,188	3,000.3	173,873,542	3,000.3	154,530,915	3,003.2
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	48	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	125,649	0.0	503,779	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

SCHEDULE 2
BUDGET SUMMARY

AGENCY: DEPARTMENT OF CORRECTIONS

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
TOTAL FOOD SERVICE SUBPROGRAM	**29,043,639**	**248.4**	**30,129,974**	**246.7**	**30,791,546**	**266.0**	**32,591,365**	**266.0**	**31,599,488**	**266.2**
General Fund	29,043,639	248.4	30,129,974	246.7	30,711,546	266.0	32,511,365	266.0	31,519,488	266.2
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	80,000	0.0	80,000	0.0	80,000	0.0
TOTAL MEDICAL SUBPROGRAM	**62,361,791**	**332.5**	**64,894,558**	**316.9**	**71,787,543**	**442.9**	**75,416,257**	**442.9**	**72,048,710**	**443.3**
General Fund	61,443,274	329.5	64,635,127	313.9	71,552,864	439.9	75,181,578	439.9	71,814,031	440.3
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	224,185	3.0	259,431	3.0	234,679	3.0	234,679	3.0	234,679	3.0
Cash Funds Exempt	694,332	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL LAUNDRY SUBPROGRAM	**4,068,629**	**36.1**	**4,302,812**	**35.2**	**4,251,902**	**37.4**	**4,541,628**	**37.4**	**4,435,936**	**37.4**
General Fund	4,068,629	36.1	4,302,812	35.2	4,251,902	37.4	4,541,628	37.4	4,435,936	37.4
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL SUPERINTENDENTS SUBPROGRAM	**13,716,495**	**160.4**	**15,250,173**	**167.0**	**14,065,139**	**171.2**	**15,317,231**	**171.2**	**14,391,847**	**171.2**
General Fund	13,716,495	160.4	15,250,173	167.0	14,065,139	171.2	15,317,231	171.2	14,391,847	171.2
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL BOOT CAMP (CCAP) SUBPROGRAM	**1,754,897**	**31.5**	**1,875,895**	**30.7**	**1,694,397**	**32.7**	**1,942,785**	**32.7**	**1,751,951**	**32.7**
General Fund	1,754,897	31.5	1,875,895	30.7	1,694,397	32.7	1,942,785	32.7	1,751,951	32.7
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL YOS SUBPROGRAM	**11,798,340**	**169.1**	**10,857,459**	**161.4**	**10,232,494**	**172.9**	**11,650,379**	**172.9**	**10,572,810**	**172.9**
General Fund	11,798,177	169.1	10,857,459	161.4	10,232,494	172.9	11,650,379	172.9	10,572,810	172.9
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	164	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

SCHEDULE 2
BUDGET SUMMARY

AGENCY: DEPARTMENT OF CORRECTIONS

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
TOTAL CASE MGT. SUBPROGRAM	**14,640,922**	**213.0**	**15,575,573**	**219.0**	**14,735,068**	**231.5**	**16,800,075**	**231.5**	**15,490,762**	**231.7**
General Fund	14,640,922	213.0	15,575,573	219.0	14,735,068	231.5	16,800,075	231.5	15,490,762	231.7
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL MENTAL HEALTH SUBPROGRAM	**5,353,899**	**53.2**	**5,751,917**	**53.9**	**6,304,645**	**77.5**	**6,809,029**	**77.5**	**8,106,422**	**95.1**
General Fund	5,304,894	53.2	5,726,948	53.9	6,304,645	77.5	6,809,029	77.5	8,106,422	95.1
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	49,004	0.0	24,969	0.0	0	0.0	0	0.0	0	0.0
TOTAL INMATE PAY SUBPROGRAM	**1,376,374**	**0.0**	**1,411,768**	**0.0**	**1,502,398**	**0.0**	**1,502,398**	**0.0**	**1,513,498**	**0.0**
General Fund	1,376,374	0.0	1,411,768	0.0	1,502,398	0.0	1,502,398	0.0	1,513,498	0.0
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL SCCF SUBPROGRAM	**12,431,813**	**181.2**	**13,459,166**	**186.4**	**12,704,674**	**196.1**	**14,435,439**	**196.1**	**13,129,004**	**196.1**
General Fund	12,431,813	181.2	13,459,166	186.4	12,704,674	196.1	14,435,439	196.1	13,129,004	196.1
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL LEGAL ACCESS SUBPROGRAM	**1,226,134**	**16.7**	**1,527,205**	**19.1**	**1,466,193**	**21.5**	**1,615,200**	**21.5**	**1,519,932**	**21.5**
General Fund	1,226,134	16.7	1,527,205	19.1	1,466,193	21.5	1,615,200	21.5	1,519,932	21.5
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL BUSINESS OPERATION SUBPROGRAM	**5,830,214**	**98.9**	**6,175,531**	**95.8**	**5,804,550**	**108.7**	**6,597,326**	**108.7**	**6,181,500**	**110.7**
General Fund	5,377,468	90.5	5,704,762	87.4	5,332,786	100.1	6,125,562	100.1	5,571,660	100.1
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	452,746	8.4	470,769	8.4	471,370	8.6	471,370	8.6	484,894	8.6
Cash Fund Exempt	0	0.0	0	0.0	394	0.0	394	0.0	124,946	2.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

SCHEDULE 2
BUDGET SUMMARY

AGENCY: DEPARTMENT OF CORRECTIONS

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
TOTAL PERSONNEL SUBPROGRAM	**971,363**	**15.8**	**1,083,369**	**17.4**	**1,057,922**	**16.7**	**1,236,477**	**16.7**	**1,239,852**	**18.5**
General Fund	971,363	15.8	1,083,369	17.4	1,057,922	16.7	1,236,477	16.7	1,239,852	18.5
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL OFFENDER SERVICES SUBPROGRAM	**2,232,554**	**35.2**	**2,512,267**	**39.9**	**2,418,814**	**41.8**	**2,817,371**	**41.8**	**2,617,424**	**41.8**
General Fund	2,232,554	35.2	2,512,267	39.9	2,418,814	41.8	2,817,371	41.8	2,617,424	41.8
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL COMMUNICATIONS SUBPROGRAM	**4,450,351**	**7.1**	**4,629,061**	**8.0**	**4,890,201**	**8.2**	**4,960,275**	**8.2**	**5,260,136**	**8.2**
General Fund	4,393,831	7.1	4,577,732	8.0	4,832,299	8.2	4,902,373	8.2	5,194,728	8.2
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	56,520	0.0	51,329	0.0	57,902	0.0	57,902	0.0	65,408	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL TRANSPORTATION SUBPROGRAM	**3,299,848**	**27.2**	**3,620,605**	**29.9**	**3,982,405**	**36.1**	**4,201,749**	**36.1**	**4,282,009**	**36.1**
General Fund	3,251,194	27.2	3,571,619	29.9	3,935,004	36.1	4,154,348	36.1	4,234,608	36.1
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	48,654	0.0	48,986	0.0	47,401	0.0	47,401	0.0	47,401	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL TRAINING SUBPROGRAM	**2,170,352**	**26.5**	**2,169,873**	**27.1**	**2,103,545**	**27.3**	**2,323,152**	**27.3**	**2,162,229**	**27.3**
General Fund	2,170,352	26.5	2,169,873	27.1	2,103,545	27.3	2,323,152	27.3	2,162,229	27.3
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL INFORMATION SYSTEM SUBPROGRAM	**4,212,088**	**45.1**	**4,939,762**	**48.6**	**5,053,021**	**53.6**	**5,547,569**	**53.6**	**5,274,410**	**53.6**
General Fund	4,178,088	45.1	4,939,762	48.6	5,053,021	53.6	5,547,569	53.6	5,274,410	53.6
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	34,000	0.0	0	0.0	0	0.0	0	0.0	0	0.0

SCHEDULE 2
BUDGET SUMMARY

AGENCY: DEPARTMENT OF CORRECTIONS

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
TOTAL FACILITY SERVICES SUBPROGRAM	**706,761**	**7.0**	**903,759**	**8.0**	**906,606**	**10.0**	**994,504**	**10.0**	**1,032,640**	**11.8**
General Fund	706,761	7.0	903,759	8.0	906,606	10.0	994,504	10.0	1,032,640	11.8
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL LABOR SUBPROGRAM	**5,469,381**	**94.3**	**5,602,678**	**92.0**	**5,318,944**	**97.3**	**6,115,970**	**97.3**	**5,509,753**	**97.3**
General Fund	5,469,381	94.3	5,602,678	92.0	5,318,944	97.3	6,115,970	97.3	5,509,753	97.3
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL EDUCATION SUBPROGRAM	**15,408,691**	**139.6**	**16,462,572**	**136.5**	**16,920,468**	**146.4**	**18,068,530**	**146.4**	**17,981,513**	**153.9**
General Fund	12,556,789	138.6	13,465,712	135.5	13,369,625	145.4	14,517,687	145.4	14,433,287	152.9
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	533,625	0.0	660,663	0.0	1,238,985	0.0	1,238,985	0.0	1,238,985	0.0
Cash Fund Exempt	1,692,246	1.0	1,772,037	1.0	1,855,072	1.0	1,855,072	1.0	1,852,147	1.0
Federal Funds	626,031	0.0	564,159	0.0	456,786	0.0	456,786	0.0	457,094	0.0
TOTAL RECREATION SUBPROGRAM	**6,492,104**	**114.5**	**6,659,745**	**119.9**	**6,253,796**	**118.2**	**7,347,821**	**118.2**	**6,478,979**	**118.2**
General Fund	6,420,072	114.5	6,588,052	119.9	6,177,042	118.2	7,271,067	118.2	6,402,113	118.2
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	72,032	0.0	71,693	0.0	76,754	0.0	76,754	0.0	76,865	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL DRUG AND ALCOHOL SUBPROGRAM	**4,066,247**	**2.1**	**4,713,241**	**2.5**	**6,023,425**	**3.5**	**6,048,700**	**3.5**	**6,597,233**	**3.5**
General Fund	3,029,927	2.1	3,908,235	2.5	4,515,594	3.5	4,540,869	3.5	5,089,402	3.5
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	651,766	0.0	636,867	0.0	995,127	0.0	995,127	0.0	995,127	0.0
Cash Fund Exempt	0	0.0	0	0.0	212,726	0.0	212,726	0.0	212,726	0.0
Federal Funds	384,554	0.0	168,139	0.0	299,978	0.0	299,978	0.0	299,978	0.0
TOTAL SEX OFFENDER TREATMENT PROG.	**2,304,199**	**27.1**	**2,969,273**	**29.2**	**2,991,999**	**45.1**	**3,317,859**	**45.1**	**3,126,703**	**45.1**
General Fund	2,224,548	26.1	2,898,956	28.2	2,753,612	44.1	3,079,472	44.1	2,888,316	44.1
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	26,445	1.0	29,311	1.0	29,311	1.0	29,311	1.0	29,311	1.0
Cash Fund Exempt	0	0.0	0	0.0	41,000	0.0	41,000	0.0	41,000	0.0
Federal Funds	53,206	0.0	41,006	0.0	168,076	0.0	168,076	0.0	168,076	0.0

SCHEDULE 2
BUDGET SUMMARY

AGENCY: DEPARTMENT OF CORRECTIONS

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
TOTAL VOLUNTEER SUBPROGRAM	**482,162**	**7.4**	**489,786**	**7.6**	**537,026**	**9.0**	**612,685**	**9.0**	**561,847**	**9.0**
General Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	482,162	7.4	489,786	7.6	537,026	9.0	612,685	9.0	561,847	9.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL COMMUNITY RE-ENTRY SUBPROGRAM	**1,825,911**	**7.4**	**1,247,855**	**8.3**	**1,820,728**	**13.0**	**1,885,884**	**13.0**	**2,428,803**	**22.2**
General Fund	690,357	7.4	1,037,016	8.3	1,071,636	13.0	1,136,792	13.0	1,679,711	22.2
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	128,919	0.0	128,919	0.0	128,919	0.0
Federal Funds	1,135,554	0.0	210,839	0.0	620,173	0.0	620,173	0.0	620,173	0.0
TOTAL PAROLE SUBPROGRAM	**8,107,352**	**98.8**	**9,337,634**	**109.3**	**10,623,120**	**159.2**	**11,864,148**	**159.2**	**14,440,323**	**182.4**
General Fund	8,021,215	98.8	9,191,752	109.3	10,623,120	159.2	11,864,148	159.2	14,440,323	182.4
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Fund	86,137	0.0	145,882	0.0	0	0.0	0	0.0	0	0.0
TOTAL PAROLE ISP SUBPROGRAM	**5,103,508**	**41.4**	**5,963,800**	**56.2**	**7,406,812**	**83.4**	**8,124,757**	**83.4**	**8,834,733**	**95.4**
General Fund	5,103,508	41.4	5,963,800	56.2	7,406,812	83.4	8,124,757	83.4	8,834,733	95.4
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL COMMUNITY ISP SUBPROGRAM	**6,862,491**	**44.1**	**6,649,322**	**43.6**	**7,402,512**	**57.5**	**7,958,982**	**57.5**	**7,697,438**	**58.0**
General Fund	6,862,491	44.1	6,649,322	43.6	7,402,512	57.5	7,958,982	57.5	7,697,438	58.0
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL COMMUNITY SUBPROGRAM	**3,466,814**	**33.3**	**3,377,880**	**36.6**	**5,160,188**	**46.8**	**5,602,712**	**46.8**	**5,470,405**	**49.2**
General Fund	3,434,368	33.3	3,315,630	36.6	5,127,713	46.8	5,570,237	46.8	5,437,930	49.2
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	32,446	0.0	32,475	0.0	32,475	0.0	32,475	0.0	32,475	0.0
Federal Fund	0	0.0	29,775	0.0	0	0.0	0	0.0	0	0.0

SCHEDULE 2
BUDGET SUMMARY

AGENCY: DEPARTMENT OF CORRECTIONS

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
TOTAL COMMUNITY YOS PHASE II & III SUB.	**1,768,134**	**7.8**	**1,516,086**	**7.5**	**1,777,580**	**9.5**	**1,858,837**	**9.5**	**1,811,394**	**9.5**
General Fund	1,768,134	7.8	1,516,086	7.5	1,777,580	9.5	1,858,837	9.5	1,811,394	9.5
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL PAROLE BOARD SUBPROGRAM	**1,370,590**	**12.4**	**1,539,898**	**13.2**	**1,407,267**	**13.5**	**1,504,368**	**13.5**	**1,418,699**	**13.5**
General Fund	1,370,590	12.4	1,539,898	13.2	1,407,267	13.5	1,504,368	13.5	1,418,699	13.5
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Federal Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL CORRECTIONAL IND. SUBPROGRAM	**29,329,780**	**133.0**	**36,752,077**	**134.3**	**40,027,684**	**155.0**	**41,072,678**	**155.0**	**40,322,270**	**155.0**
General Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	29,262,980	133.0	36,752,077	134.3	40,027,684	155.0	41,072,678	155.0	40,322,270	155.0
Federal Funds	66,800	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL CANTEEN SUBPROGRAM	**9,282,197**	**23.6**	**11,526,817**	**27.4**	**13,982,866**	**28.7**	**14,203,536**	**28.7**	**14,787,797**	**29.7**
General Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	9,282,197	23.6	11,526,817	27.4	13,982,866	28.7	14,203,536	28.7	14,787,797	29.7
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
DEPARTMENT TOTAL	**580,995,167**	**5,574.7**	**633,380,667**	**5,687.0**	**704,158,356**	**6,339.9**	**704,158,356**	**6,339.9**	**743,815,793**	**6,428.2**
General Fund	532,855,256	5,395.6	575,588,870	5,502.6	636,471,480	6,131.9	636,471,480	6,131.9	674,523,127	6,217.2
General Fund Exempt	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund	1,892,403	12.4	2,057,054	12.4	2,974,432	12.6	2,974,432	12.6	3,004,328	12.6
Cash Fund Exempt	43,253,140	166.7	54,297,566	172.0	62,569,247	195.4	62,569,247	195.4	64,144,833	198.4
Federal Funds	2,994,368	0.0	1,437,177	0.0	2,143,197	0.0	2,143,197	0.0	2,143,505	0.0
HUTF Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

Schedule 5
Index of Line Items Associated with each Program

The Department of Corrections' budget is organized programmatically. Therefore, subprogram identifications in the Long Bill include the line items associated with the programs. Line Items are also identified in each of the programs in the Base Request in Long Bill order and are further listed in the "Assumptions and Calculations" section of the Base Request.

Schedule 5.B
Inflationary Increases

Department: Department of Corrections
Fiscal Year: FY 08-09

Long Bill Group/Division	Line Item	Object Code	Actual Expenditures	FY 07-08 Base	Inf. Factor	Total Inf. Amt	GF	CF	CFE	FF
Type of Inflation			0	0	0	0	0	0	0	0
The Department of Corrections has no inflationary increases in the FY 2008-09 Budget Request.										
Department Total			0	0	0	0	0	0	0	0

Schedule 6
DISTRIBUTION OF SPECIAL BILLS TO LINES

AGENCY: DEPARTMENT OF CORRECTIONS

BILL	SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
HB 02-1038 - Unlawful Possession	HOUSING/SECURITY										
HB 02-1283 - Weapons of Mass Destruction	HOUSING/SECURITY										
HB 02-1396 - Statute of Limitations - Sex Crimes	HOUSING/SECURITY										
SB 02-050 - Prohibition of Possession	HOUSING/SECURITY										
HB 02S-1006 - Wildfires	HOUSING/SECURITY										
HB 03-1004 Child Abuse - Manufacture Controlled Subst	HOUSING/SECURITY							118,516			
HB 03-1138 - Offense Against Pregnant Women	HOUSING/SECURITY							107,228			
HB 03-1213 - No Commercial Child Exploitation	HOUSING/SECURITY							56,436			
HB 03-1317 -Controlled Substance	HOUSING/SECURITY							84,654			
HB 04-1003 -Impersonating a Peace Ofifcer	HOUSING/SECURITY							61,200		61,200	
HB 04-1016 - Obsenity to Minor	HOUSING/SECURITY							27,824			
HB 04-1021 - Consumption of Alcohol	HOUSING/SECURITY							42,425		45,960	
HB 06-1011 -Internet Crimes Against Children	HOUSING/SECURITY							160,878		321,756	
HB 06-1092 -Sexual Exploitation of a Child	HOUSING/SECURITY							134,065		134,065	
HB 06-1145 -Methamphetamine Task Force	HOUSING/SECURITY							26,813		26,813	
HB 06-1151 -Felony Child Abuse	HOUSING/SECURITY							26,813		48,263	
HB 06-1315 - Juveniles as Adult w/Class 1 Felony	INFORMATION SYS										
HB 06-1326 - Identity Theft	HOUSING/SECURITY							187,691		375,382	
SB 06-022 - Sexually Violent Predators	SOTP										
SB 06-206 -Prohibit Smuggling Humans	HOUSING/SECURITY							53,626		117,977	
SB 06-207 - Prohibit Trafficking Humans	HOUSING/SECURITY							53,626		117,977	
SB 06S-004 - Prohibit Extortion of Immigrants	HOUSING/SECURITY							26,813		26,813	
SB 06S-005 - Prohibit Coercion of Immigrants	HOUSING/SECURITY							53,626		58,989	
SB 06S-007 - Unlawful Voting a Felony	HOUSING/SECURITY							26,813		21,450	
HB 07-1040 - No Bond Warrants-Illegals	HOUSING/SECURITY									248,823	
HB 07-1326 - SO Elec Comm ID's	HOUSING/SECURITY									110,348	
HB 07-1343 - DNA Testing-Felony Offenders	IG							4,960		4,960	
HB 07-1358 - CO Criminal & Juv Justice Com	EDO/P&A							28,080		56,160	
SB 07-096 - Theft from At-Risk Individuals	HOUSING/SECURITY									82,761	
SB 07-228 - State Contract Monitoring	BUS OPS									124,244	2.0
TOTAL SPECIAL BILLS DISTRIBUTION								1,282,087	0.0	1,983,941	2.0
General Fund								1,277,127	0.0	1,854,737	2.0
Cash Funds								4,960		4,960	
Cash Fund Exempt										124,244	
Federal Funds											

SCHEDULE 7
SUPPLEMENTAL APPROPRIATION BY LINE

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
	HB 06-1214		SB 07-160							
GENERAL FUND										
EXECUTIVE DIRECTOR	(1,683,985)		166,916							
EXTERNAL CAPACITY	2,404,382		(1,734,216)	1.3						
INSPECTOR GENERAL SUBPROGRAM	6,219		(2,203)							
UTILITIES	2,499,630		(3,783)							
MAINTENANCE	52,531		(45,941)	(1.0)						
HOUSING/SECURITY	118,972		(166,791)	(5.4)						
FOOD SERVICE	6,368		(65,189)	(0.7)						
MEDICAL SERVICES	(1,406,121)	1.3	(88,936)	0.1						
LAUNDRY			(6,915)	(0.1)						
SUPERINTENDENTS	345,600		(24,308)	(0.4)						
BOOT CAMP										
YOUTHFUL OFFENDER SYSTEM	1,929									
CASE MANAGEMENT	118,480	1.7	(15,479)	(0.5)						
MENTAL HEALTH	27,940	0.4	(13,283)	(0.2)						
INMATE PAY			(5,133)							
SAN CARLOS	1,271									
LEGAL ACCESS			156,486	1.9						
BUSINESS OPERATIONS	(2,861)									
PERSONNEL										
OFFENDER SERVICES			(5,064)	(0.1)						
COMMUNICATIONS	89,308		26,756							
TRANSPORTATION	(102,376)		115,396	3.6						
TRAINING			(119)							
INFORMATION SYSTEMS	967		311,120	1.6						
FACILITY SERVICES										
LABOR			(164)							
EDUCATION/VOCATIONAL	0		(70,409)	(0.2)						
RECREATION			(4,888)	(0.1)						
DRUG AND ALCOHOL	27,288		67,427							
SEX OFFENDER TREATMENT	0		0							
VOLUNTEERS										
PAROLE	111,209	1.1	261,223	3.0						
PAROLE INTENSIVE SUPERVISION	129,413	0.6	304,362	1.0						
COMMUNITY INTENSIVE SUPERVISION	7,822									
COMMUNITY SUPERVISION	3,707		594,049							
COMMUNITY YOS PHASE III	1,503									
COMMUNITY RE-ENTRY	0		0							
PAROLE BOARD	2,079									
SUBTOTAL	**2,761,275**	**5.1**	**(249,086)**	**3.8**						

SCHEDULE 7
SUPPLEMENTAL APPROPRIATION BY LINE

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
CASH FUND EXEMPT										
EXECUTIVE DIRECTOR	(35,644)		4,286							
INSPECTOR GENERAL	32,951		57,661							
UTILITIES	124,572									
MEDICAL			(114,228)							
COMMUNICATIONS	3,478		(4,684)							
TRANSPORTATION	(3,699)		(8,529)							
EDUCATION	63,457		(209,158)							
RECREATION			(164)							
DRUG & ALCOHOL	(139,348)		(474,418)							
SEX OFFENDER TREATMENT	75,000		41,000							
PAROLE	(16,004)		29,775							
COMMUNITY SUPERVISION			(37,002)							
COMMUNITY RE-ENTRY	(146,140)		(274,184)							
CORRECTIONAL INDUSTRIES			4,400,000							
CANTEEN OPERATION	1,110,151	1.4	(1,314)							
SUBTOTAL	**1,068,774**	**1.4**	**3,409,041**	**0.0**						
CASH FUNDS										
EXECUTIVE DIRECTOR	(6,077)									
EXTERNAL CAPACITY	(98,172)									
BUSINESS OPERATIONS	19,496	0.3								
COMMUNICATIONS	(810)									
EDUCATION			658,185							
SUBTOTAL	**(85,563)**	**0.3**	**658,185**	**0.0**						
FEDERAL FUNDS										
EXECUTIVE DIRECTOR OFFICE										
EXTERNAL CAPACITY	(3,104,425)									
INSPECTOR GENERAL	151,394		112,335							
EDUCATION	122,359		220,362							
SEX OFFENDER TREATMENT	8,859		(53,206)							
DRUG & ALCOHOL			299,978							
PAROLE			35,000							
COMMUNITY RE-ENTRY			620,173							
SUBTOTAL	**(2,821,813)**	**0.0**	**1,234,642**	**0.0**						
TOTAL SUPPLEMENTAL APPROPRIATIONS	922,673	6.8	5,052,782	3.8						
General Fund	2,761,275	5.1	(249,086)	3.8						
Cash Funds	(85,563)	0.3	658,185	0.0						
Cash Fund Exempt	1,068,774	1.4	3,409,041	0.0						
Federal Funds	(2,821,813)	0.0	1,234,642	0.0						

SCHEDULE 8
SUMMARY TABLE FOR SALARY SURVEY

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06		Actual FY 06-07		Appropriation FY07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
GENERAL FUND										
EXECUTIVE DIRECTOR	204,198		11,882				74,416			
EXTERNAL CAPACITY	233,790		36,948				58,580			
INSPECTOR GENERAL	58		213,101				139,273			
UTILITIES	0		0				0			
MAINTENANCE	654,504		1,194,599				537,216			
HOUSING/SECURITY	3,070,229		4,298,495				3,707,713			
FOOD SERVICE	420,289		470,568				424,728			
MEDICAL SERVICES	7,525		809				1,144,968			
LAUNDRY	155,279		12,000				69,936			
SUPERINTENDENTS	96,182		324,238				299,169			
BOOT CAMP	0		63,457				50,724			
YOUTH OFFENDER SYSTEM	651,692		258				299,568			
CASE MANAGEMENT	439,845		464,149				662,000			
MENTAL HEALTH	0		17,500				144,336			
SAN CARLOS	867		80,164				378,264			
LEGAL ACCESS	0		27,893				43,073			
BUSINESS OPERATIONS	63,560		120,200				230,748			
PERSONNEL	48,534		93,431				89,132			
OFFENDER SERVICES	276,466		150,366				184,995			
COMMUNICATIONS	38,620		22,975				32,606			
TRANSPORTATION	89,244		0				28,757			
TRAINING	168,366		33,852				48,637			
INFORMATION SYSTEMS	82,807		284,640				179,400			
FACILITY SERVICES	834		10,500				24,624			
LABOR	74,924		10,000				167,376			
EDUCATION/VOCATIONAL	455,669		533,797				259,848			
RECREATION	2,130		53,068				197,976			
DRUG AND ALCOHOL	0		0				9,180			
SEX OFFENDER TREATMENT	0		76,718				127,544			
PAROLE	227,344		59,000				510,497			
PAROLE INTENSIVE SUPERVISION	127,763		0				270,796			
COMMUNITY INTENSIVE SUPERVISION	295,584		-5,000				88,752			
COMMUNITY SUPERVISION	348,314		0				79,680			
COMMUNITY YOS PHASE II AND III	601		0				16,032			

SCHEDULE 8
SUMMARY TABLE FOR SALARY SURVEY

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
COMMUNITY RE-ENTRY	0		0				17,172			
PAROLE BOARD	217,292		341,133				7,464			
TOTAL GENERAL FUNDS	8,452,510		9,000,741				10,605,180			
CASH FUND EXEMPT										
VOLUNTEERS	0		0				14,856			
CORRECTIONAL INDUSTRIES	0		0				210,336			
CANTEEN	44,307		42,103				55,095			
TOTAL CASH FUNDS EXEMPT	44,307		42,103				280,287			
CASH FUNDS										
CANTEEN	0		0				0			
EXTERNAL CAPACITY	0		0				0			
INMATE DRUG REDUCTION	0		0				0			
SEX OFFENDER TREATMENT	0		0				0			
TOTAL CASH FUNDS	0		0				0			
TOTAL SALARY SURVEY	8,496,817		9,042,844		10,885,467		10,885,467		10,313,997	
General Fund	8,452,510		9,000,741		10,605,180		10,605,180		10,015,288	
Cash Funds	0		0		0		0		0	
Cash Fund Exempt	44,307		42,103		280,287		280,287		298,709	
Federal Funds	0		0		0		0			

SCHEDULE 8
SUMMARY TABLE FOR PERFORMANCE BASED PAY

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY07-08 Total Funds	Appropriation FY07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
GENERAL FUND										
EXECUTIVE DIRECTOR			0				35,108			
EXTERNAL CAPACITY			0				27,185			
INSPECTOR GENERAL			0				40,728			
UTILITIES			0				0			
MAINTENANCE			0				208,836			
HOUSING/SECURITY			0				1,711,324			
FOOD SERVICE			0				161,376			
MEDICAL SERVICES			0				274,140			
LAUNDRY			0				26,580			
SUPERINTENDENTS			0				120,336			
BOOT CAMP			0				19,452			
YOUTH OFFENDER SYSTEM			0				113,472			
CASE MANAGEMENT			0				177,072			
MENTAL HEALTH			0				45,804			
SAN CARLOS			0				135,960			
LEGAL ACCESS			0				12,396			
BUSINESS OPERATIONS			0				64,872			
PERSONNEL			0				12,636			
OFFENDER SERVICES			0				29,652			
COMMUNICATIONS			0				6,960			
TRANSPORTATION			0				12,876			
TRAINING			0				22,128			
INFORMATION SYSTEMS			0				42,156			
FACILITY SERVICES			0				8,964			
LABOR			0				63,648			
EDUCATION/VOCATIONAL			0				173,052			
RECREATION			0				74,988			
DRUG AND ALCOHOL			0				3,228			
SEX OFFENDER TREATMENT			0				25,128			
PAROLE			0				163,344			
PAROLE INTENSIVE SUPERVISION			0				130,768			
COMMUNITY INTENSIVE SUPERVISION			0				224,924			

SCHEDULE 8
SUMMARY TABLE FOR PERFORMANCE BASED PAY

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
COMMUNITY SUPERVISION			0				155,408			
COMMUNITY YOS PHASE II AND III			0				26,156			
COMMUNITY RE-ENTRY			0				6,336			
PAROLE BOARD			0				12,420			
TOTAL GENERAL FUNDS	0		0				4,369,413			
CASH FUND EXEMPT										
VOLUNTEERS			0				12,456			
CORRECTIONAL INDUSTRIES			0				96,348			
CANTEEN			0				30,252			
TOTAL CASH FUNDS EXEMPT	0		0				139,056			
CASH FUNDS										
EXTERNAL CAPACITY			0				0			
PERFORMANCE BASED PAY	0		0		8,877,882		4,508,469		4,986,844	
General Fund	0		0		4,508,469		4,369,413		4,834,498	
Cash Funds	0		0		4,369,413		0		0	
Cash Fund Exempt	0		0		0		139,056		152,346	
Federal Funds	0		0		0		0			

SCHEDULE 8
SUMMARY TABLE FOR SHIFT

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06		Actual FY 06-07		Appropriation FY07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
GENERAL FUND										
EXECUTIVE DIRECTOR	0		0				0			
EXTERNAL CAPACITY	0		0				0			
INSPECTOR GENERAL	0		0				0			
UTILITIES	0		0				0			
MAINTENANCE	46,650		96,953				114,193			
HOUSING/SECURITY	4,213,766		3,848,372				4,377,944			
FOOD SERVICE	0		29,324				34,716			
MEDICAL SERVICES	19,436		326,995				436,982			
LAUNDRY	0		0				0			
SUPERINTENDENTS	0		0				0			
BOOT CAMP	0		9,849				33,593			
YOUTH OFFENDER SYSTEM	178,827		153,441				207,449			
CASE MANAGEMENT	42,292		29,439				53,774			
MENTAL HEALTH	0		0				0			
SAN CARLOS	3,833		227,310				281,353			
LEGAL ACCESS	0		0				0			
BUSINESS OPERATIONS	0		0				0			
PERSONNEL	0		0				0			
OFFENDER SERVICES	0		0				0			
COMMUNICATIONS	0		0				0			
TRANSPORTATION	0		0				3,290			
TRAINING	0		2,583				0			
INFORMATION SYSTEMS	0		0				0			
FACILITY SERVICES	0		0				0			
LABOR	0		0				21,067			
EDUCATION/VOCATIONAL	0		0				0			
RECREATION	132,050		80,355				188,265			
DRUG AND ALCOHOL	0		0				0			
SEX OFFENDER TREATMENT	0		0				0			
PAROLE	0		0				0			
PAROLE INTENSIVE SUPERVISION	0		0				0			
COMMUNITY INTENSIVE SUPERVISION	0		0				0			
COMMUNITY SUPERVISION	0		0				0			

SCHEDULE 8
SUMMARY TABLE FOR SHIFT

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
COMMUNITY YOS PHASE II AND III	0		0				0			
COMMUNITY RE-ENTRY	0		0				0			
PAROLE BOARD	0		0				0			
TOTAL GENERAL FUNDS	4,636,854		4,804,621				5,752,626			
CASH FUND EXEMPT										
VOLUNTEERS	0		0				0			
CORRECTIONAL INDUSTRIES	0		0				7,743			
CANTEEN	67		416				0			
TOTAL CASH FUNDS EXEMPT	67		416				7,743			
CASH FUNDS										
CANTEEN	0		0				0			
INMATE DRUG REDUCTION	0		0				0			
JAIL BACKLOG/EXTERNAL CAPACITY	0		0				0			
TOTAL CASH FUNDS	0		0				0			
TOTAL SHIFT	4,636,921		4,805,037		5,760,369		5,760,369		6,368,077	
General Fund	4,636,854		4,804,621		5,752,626		5,752,626		6,354,795	
Cash Funds	0		0		0		0		0	
Cash Fund Exempt	67		416		7,743		7,743		13,282	
Federal Funds	0		0		0		0		0	

SCHEDULE 8
SUMMARY TABLE FOR HEALTH AND LIFE INSURANCE

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
GENERAL FUND										
EXECUTIVE DIRECTOR	31,946		55,478				75,672			
EXTERNAL CAPACITY	54,448		72,655				71,580			
INSPECTOR GENERAL	139,079		197,233				221,052			
UTILITIES	0		6,785				0			
MAINTENANCE	834,406		1,075,825				1,277,472			
HOUSING/SECURITY	8,054,197		10,198,914				12,455,741			
FOOD SERVICE	653,779		822,466				986,988			
MEDICAL SERVICES	862,855		1,157,845				1,418,832			
LAUNDRY	113,691		134,226				163,728			
SUPERINTENDENTS	429,483		595,067				697,752			
BOOT CAMP	66,611		116,734				122,076			
YOUTH OFFENDER SYSTEM	435,902		533,591				668,148			
CASE MANAGEMENT	650,288		823,125				971,580			
MENTAL HEALTH	116,748		180,123				238,524			
SAN CARLOS	493,438		660,181				773,820			
LEGAL ACCESS	14,671		66,913				78,600			
BUSINESS OPERATIONS	278,745		370,606				420,744			
PERSONNEL	34,828		46,302				63,444			
OFFENDER SERVICES	74,867		121,291				151,296			
COMMUNICATIONS	15,533		16,306				22,752			
TRANSPORTATION	90,696		118,667				154,008			
TRAINING	90,443		109,199				123,804			
INFORMATION SYSTEMS	126,883		182,635				222,732			
FACILITY SERVICES	18,516		27,838				43,068			
LABOR	311,085		392,255				472,992			
EDUCATION/VOCATIONAL	432,953		523,587				600,432			
RECREATION	351,532		460,535				548,160			
DRUG AND ALCOHOL	0		8,036				9,924			
SEX OFFENDER TREATMENT	71,654		89,568				140,796			
PAROLE	249,550		328,138				444,168			
PAROLE INTENSIVE SUPERVISION	113,229		179,780				259,152			
COMMUNITY INTENSIVE SUPERVISION	134,440		168,679				200,244			
COMMUNITY SUPERVISION	90,865		139,381				170,892			

SCHEDULE 8
SUMMARY TABLE FOR HEALTH AND LIFE INSURANCE

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
COMMUNITY YOS PHASE II AND III	21,646		31,822				31,248			
COMMUNITY RE-ENTRY	0		22,378				32,544			
PAROLE BOARD	23,073		40,225				61,584			
TOTAL GENERAL FUNDS	15,482,080		20,074,389				24,395,549			
CASH FUND EXEMPT										
VOLUNTEERS	5,300		150				41,508			
CORRECTIONAL INDUSTRIES	0		0				607,804			
CANTEEN	37,823		75,109				112,956			
TOTAL CASH FUNDS EXEMPT	43,123		75,259				762,268			
CASH FUNDS										
CANTEEN	0		0				0			
EXTERNAL CAPACITY	0		0							
INMATE DRUG REDUCTION PROGRAM	0		0				0			
TOTAL CASH FUNDS	0		0				0			
TOTAL HEALTH/LIFE/DENTAL	15,525,203		20,149,648		25,157,817		25,157,817		28,760,847	
General Fund	15,482,080		20,074,389		24,395,549		24,395,549		27,838,897	
Cash Funds	0		0		0		0		0	
Cash Fund Exempt	43,123		75,259		762,268		762,268		921,950	
Federal Funds	0		0		0		0		0	

SCHEDULE 8
SUMMARY TABLE FOR STD

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
GENERAL FUND										
EXECUTIVE DIRECTOR	1,396		939				1,386			
EXTERNAL CAPACITY	1,605		1,267				1,444			
INSPECTOR GENERAL	3,896		3,425				3,980			
UTILITIES	0		99				0			
MAINTENANCE	21,159		17,060				20,724			
HOUSING/SECURITY	183,717		147,342				190,097			
FOOD SERVICE	17,168		13,433				16,067			
MEDICAL SERVICES	26,019		21,477				26,295			
LAUNDRY	2,745		2,102				2,583			
SUPERINTENDENTS	12,117		10,059				11,276			
BOOT CAMP	2,077		1,700				1,923			
YOUTH OFFENDER SYSTEM	12,801		9,533				11,243			
CASE MANAGEMENT	17,933		14,788				17,576			
MENTAL HEALTH	4,814		3,576				4,499			
SAN CARLOS	13,723		11,691				13,431			
LEGAL ACCESS	1,113		1,045				1,139			
BUSINESS OPERATIONS	6,787		5,641				6,401			
PERSONNEL	977		944				1,218			
OFFENDER SERVICES	2,689		2,377				2,937			
COMMUNICATIONS	656		517				692			
TRANSPORTATION	1,799		1,582				1,974			
TRAINING	2,350		1,808				2,103			
INFORMATION SYSTEMS	3,919		3,426				4,019			
FACILITY SERVICES	809		648				888			
LABOR	6,641		5,177				6,292			
EDUCATION/VOCATIONAL	10,315		8,050				9,521			
RECREATION	7,766		6,214				7,065			
DRUG AND ALCOHOL	253		213				258			
SEX OFFENDER TREATMENT	2,611		1,709				2,441			
PAROLE	7,933		6,733				8,685			
PAROLE INTENSIVE SUPERVISION	3,239		3,237				4,537			
COMMUNITY INTENSIVE SUPERVISIO	3,505		2,861				3,361			
COMMUNITY SUPERVISION	2,687		2,377				3,003			

SCHEDULE 8
SUMMARY TABLE FOR STD

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
COMMUNITY YOS PHASE II AND III	658		512				611			
COMMUNITY RE-ENTRY	490		415				633			
PAROLE BOARD	1,210		989				1,186			
TOTAL GENERAL FUNDS	389,577		314,966				391,488			
CASH FUND EXEMPT										
VOLUNTEERS	0		0				563			
CORRECTIONAL INDUSTRIES	0		0				9,544			
CANTEEN	1,665		1,396				2,396			
TOTAL CASH FUNDS EXEMPT	1,665		1,396				12,503			
CASH FUNDS										
CANTEEN	0		0				0			
INMATE DRUG REDUCTION	0		0				0			
EXTERNAL CAPACITY	0		0				0			
TOTAL CASH FUNDS	0		0				0			
TOTAL STD	391,242		316,362		403,991		403,991		432,295	
General Fund	389,577		314,966		391,488		391,488		418,262	
Cash Funds	0		0		0		0		954	
Cash Fund Exempt	1,665		1,396		12,503		12,503		13,079	
Federal Funds	0		0		0				0	

SCHEDULE 8
SUMMARY TABLE FOR AED

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06		Actual FY 06-07		Appropriation FY07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
GENERAL FUND										
EXECUTIVE DIRECTOR	3,466		32,652				14,829			
EXTERNAL CAPACITY	2,328		7,466				14,194			
INSPECTOR GENERAL	7,437		20,818				37,538			
UTILITIES	0		0				0			
MAINTENANCE	37,580		143,746				186,930			
HOUSING/SECURITY	312,463		1,213,966				1,576,876			
FOOD SERVICE	29,956		99,670				149,521			
MEDICAL SERVICES	0		84,316				278,314			
LAUNDRY	4,770		0				22,859			
SUPERINTENDENTS	22,010		8,767				105,003			
BOOT CAMP	3,650		14,543				17,523			
YOUTH OFFENDER SYSTEM	21,452		65,269				100,283			
CASE MANAGEMENT	31,429		105,392				155,522			
MENTAL HEALTH	0		0				60,525			
SAN CARLOS	2,618		54,419				125,720			
LEGAL ACCESS	1,961		1,000				11,727			
BUSINESS OPERATIONS	473		9,134				59,497			
PERSONNEL	2,066		5,441				10,304			
OFFENDER SERVICES	4,706		19,053				25,220			
COMMUNICATIONS	1,181		3,130				6,003			
TRANSPORTATION	3,459		0				14,919			
TRAINING	4,052		11,129				19,491			
INFORMATION SYSTEMS	7,539		21,329				39,297			
FACILITY SERVICES	0		4,839				8,799			
LABOR	12,364		0				55,792			
EDUCATION/VOCATIONAL	18,292		53,654				89,409			
RECREATION	13,398		6,000				65,922			
DRUG AND ALCOHOL	0		0				2,282			
SEX OFFENDER TREATMENT	4,346		0				25,453			
PAROLE	15,151		0				97,915			
PAROLE INTENSIVE SUPERVISION	45,083		0				44,779			
COMMUNITY INTENSIVE SUPERVISIO	6,440		0				33,304			
COMMUNITY SUPERVISION	0		0				28,504			
COMMUNITY YOS PHASE II AND III	0		0				6,127			
COMMUNITY RE-ENTRY	0		0				7,199			

SCHEDULE 8
SUMMARY TABLE FOR AED

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
PAROLE BOARD	2,284		6,162				12,277			
TOTAL GENERAL FUNDS	621,954		1,991,895				3,509,856			
CASH FUND EXEMPT										
VOLUNTEERS	0		0				5,191			
CORRECTIONAL INDUSTRIES	0		0				93,642			
CANTEEN	2,823		9,266				16,587			
TOTAL CASH FUNDS EXEMPT	2,823		9,266				115,420			
CASH FUNDS										
CANTEEN	0		0				0			
INMATE DRUG REDUCTION	0		0				0			
EXTERNAL CAPACITY	0		0				0			
TOTAL CASH FUNDS	0		0				0			
TOTAL AED	624,777		2,001,161		3,625,276		3,625,276		1,724,708	
General Fund	621,954		1,991,895		3,509,856		3,509,856		1,669,368	
Cash Funds	0		0		0		0		3,671	
Cash Fund Exempt	2,823		9,266		115,420		115,420		51,669	
Federal Funds	0		0		0				0	

SCHEDULE 8
SUMMARY TABLE FOR SAED

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY07-08 Total Funds	Appropriation FY07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
GENERAL FUND										
EXECUTIVE DIRECTOR							2,621			
EXTERNAL CAPACITY							2,508			
INSPECTOR GENERAL							6,634			
UTILITIES							0			
MAINTENANCE							33,033			
HOUSING/SECURITY							278,659			
FOOD SERVICE							26,423			
MEDICAL SERVICES							49,183			
LAUNDRY							4,040			
SUPERINTENDENTS							18,556			
BOOT CAMP							3,097			
YOUTH OFFENDER SYSTEM							17,722			
CASE MANAGEMENT							27,483			
MENTAL HEALTH							10,696			
SAN CARLOS							22,217			
LEGAL ACCESS							2,072			
BUSINESS OPERATIONS							10,514			
PERSONNEL							1,821			
OFFENDER SERVICES							4,457			
COMMUNICATIONS							1,061			
TRANSPORTATION							3,520			
TRAINING							3,444			
INFORMATION SYSTEMS							6,944			
FACILITY SERVICES							1,555			
LABOR							9,859			
EDUCATION/VOCATIONAL							15,800			
RECREATION							11,649			
DRUG AND ALCOHOL							403			
SEX OFFENDER TREATMENT							4,498			
PAROLE							16,419			
PAROLE INTENSIVE SUPERVISION							7,913			
COMMUNITY INTENSIVE SUPERVISION							5,885			
COMMUNITY SUPERVISION							5,037			
COMMUNITY YOS PHASE II AND III							1,083			
COMMUNITY RE-ENTRY							1,272			

SCHEDULE 8
SUMMARY TABLE FOR SAED

AGENCY: DEPARTMENT OF CORRECTIONS

SUBPROGRAM	Actual FY 05-06		Actual FY 06-07		Appropriation FY07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
PAROLE BOARD							2,170			
TOTAL GENERAL FUNDS	0		0				620,248			
CASH FUND EXEMPT										
VOLUNTEERS	0		0				1,085			
CORRECTIONAL INDUSTRIES	0		0				19,577			
CANTEEN							3,384			
TOTAL CASH FUNDS EXEMPT	0		0				24,046			
CASH FUNDS										
CANTEEN	0		0				0			
INMATE DRUG REDUCTION	0		0				0			
EXTERNAL CAPACITY	0		0				0			
TOTAL CASH FUNDS	0		0				0			
TOTAL AED	0		0		3,625,276		644,294		1,724,708	
General Fund	0		0		3,509,856		620,248		1,669,368	
Cash Funds	0		0		0		0		3,671	
Cash Fund Exempt	0		0		115,420		24,046		51,669	
Federal Funds	0		0		0				0	

Colorado Department of Corrections
Schedule 9

Cash Fund Status for: General Fund CAA 100 Cash Fund Revenue and Expenditure Trend Information					
	Actual FY 2005-06	**Actual FY 2006-07**	**Estimate FY 2007-08**	**Request FY 2008-09**	**Projected FY 2009-10**
Beginning Balance	N/A	N/A	N/A	N/A	N/A
Total Revenue	**2,312,450**	**2,545,113**	**2,919,300**	**3,042,000**	**3,042,000**
Exempt Revenue	420,047	488,071	490,000	490,000	490,000
Non-Exempt Revenue	1,892,403	2,057,042	2,429,300	2,552,000	2,552,000
Total Expenditures	2,312,450	2,545,113	2,919,000	3,042,000	3,042,000
Ending Balance	N/A	N/A	N/A	N/A	N/A
Reserves Increase/Decrease	N/A	N/A	N/A	N/A	N/A

The above revenues are from reimbursement of personal services from Correctional Industries and Canteen, inmate co-pays/fees, vocational education program revenues, drug and sex offender surcharge fund, and private prison monitoring fees, and other miscellaneous items.

Above Excludes Cash Funds Exempt that were related to prior year, such as accounts payable accrual reversions, insurance recoveries, and other non-cash revenue transactions.

Above is a summary of cash fund revenues within the DOC general Fund 100 CAA.
It is not a cash fund and therefore no further detail is provided regarding Fund Balance.

COLORADO DEPARTMENT OF CORRECTIONS
Schedule 9

Cash Fund Status for Land Board Fund #202 Cash Fund Revenue and Expenditure Trend Information					
	Actual FY 2005-06	**Actual FY 2006-07**	**Estimate FY 2007-08**	**Request FY 2008-09**	**Projected FY 2009-10**
Beginning Balance	17,034	16,699	29,583	34,583	39,583
Total Revenue	6,095	12,884	10,000	10,000	10,000
Exempt Revenue	6,095	12,884	10,000	10,000	10,000
Non-Exempt Revenue					
Total Expenditures	6,430	0	5,000	5,000	5,000
Ending Balance	16,699	29,583	34,583	39,583	44,583
Reserves Increase/Decrease	-335	12,884	5,000	5,000	5,000

Fee Levels - Not Applicable

Cash Fund Reserve Balance for FY 2004-05

Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)	**not applicable** **Cash Exempt**
Target/Alternative Fee Reserve Balance (16.5% of total expenses or amount set in statute)	**$**
Excess Uncommitted Fee Reserve Balance	**$**
Statutory Deadline for Complying with the Target/Alternative Reserve Balance	**FY**
Uncommitted Non-Fee Reserve Balance (total revenue minus exempt assets and previously appropriated funds; calculated based on % of revenue from non-fee sources)	**$**

COLORADO DEPARTMENT OF CORRECTIONS
Schedule 9

Cash Fund Status for CANTEEN & LIBRARY FUND, CFC, Fund #506 Canteen & Library Fund CRS 17-24-106 Cash Fund Revenue and Expenditure Trend Information					
	Actual FY 2005-06	**Actual FY 2006-07**	**Estimate FY 2007-08**	**Request FY 2008-09**	**Projected FY 2009-10**
Beginning Balance	6,112,159	6,647,357	7,493,276	7,102,276	4,212,276
Total Revenue	11,794,904	14,367,369	14,400,000	14,688,000	14,981,760
Exempt Revenue	11,794,904	14,367,369	14,400,000	14,688,000	14,981,760
Non-Exempt Revenue					0
Total Expenditures	11,259,706	13,521,450	14,791,000	17,578,000	15,372,760
Ending Balance	6,647,357	7,493,276	7,102,276	4,212,276	3,821,276
Reserves Increase/Decrease	535,198	845,919	-391,000	-2,890,000	-391,000

Fee Levels - Not Applicable

Cash Fund Reserve Balance - Not Applicable

Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)		**N/A** Cash fund Exempt
Target/Alternative Fee Reserve Balance (16.5% of total expenses or amount set in statute)		N/A
Excess Uncommitted Fee Reserve Balance		
Statutory Deadline for Complying with the Target/Alternative Reserve Balance		
Uncommitted Non-Fee Reserve Balance (total revenue minus exempt assets and previously appropriated funds; calculated based on % of revenue from non-fee sources)		

Cash Fund Narrative Information

Purpose/Background of Fund	For the use and benefit of inmates	
Fee Sources		
Non-Fee Sources		
Long Bill Groups Supported by Fund		
Statutory or Other Restriction on Use of Fund		*CRS17-24-106*
Revenue Drivers	Revenue is dependent on offender purchases (demand).	
Expenditure Drivers	Cost of Sales is based on volume of canteen sales.	
Assessment of Potential for Compliance	$	not applicable
Action		
1. If plan is needed to meet compliance deadline, attach Form 9.B - N/A 2. If pursuing a waiver, attach Form 9.C		

Colorado Department of Corrections
Schedule 9

Cash Fund Status for: Correctional Industries (Fund #507) Article 24 - CRS 17-24-101 Correctional Industries Act Cash Fund Revenue and Expenditure Trend Information	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2008-09	Projected FY 2009-10
Beginning Balance	20,123,200	20,368,539	20,749,408	21,601,265	22,311,265
Total Revenue	31,289,312	38,994,022	45,839,686	35,500,000	35,000,000
Exempt Revenue	31,289,312	38,994,022	45,839,686	35,500,000	35,000,000
Non-Exempt Revenue					
Total Expenditures	31,043,973	38,613,153	44,987,829	34,790,000	34,300,000
Ending Balance - (fund balance)	20,368,539	20,749,408	21,601,265	22,311,265	23,011,265
Reserves Increase/Decrease	245,339	380,869	851,857	710,000	700,000

FEE Levels - not applicable

Cash Fund Reserve Balance - Not Applicable

Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)	n/a Exempt Fund
Target/Alternative Fee Reserve Balance (16.5% of total expenses or amount set in statute)	
Excess Uncommitted Fee Reserve Balance	0
Statutory Deadline for Complying with the Target/Alternative Reserve Balance	
Uncommitted Non-Fee Reserve Balance (total revenue minus exempt assets and previously appropriated funds; calculated based on % of revenue from non-fee sources)	

Cash Fund Narrative Information

		Not Applicable Exempt Fund
Purpose/Background of Fund		
Fee Sources		
Non-Fee Sources		
Long Bill Groups Supported by Fund		
Statutory or Other Restriction on Use of Fund		
Revenue Drivers		
Expenditure Drivers		
Assessment of Potential for Compliance	$	not applicable
Action		

1. If plan is needed to meet compliance deadline, attach Form 9.B - N/A
2. If pursuing a waiver, attach Form 9.C

COLORADO DEPARTMENT OF CORRECTIONS
Schedule 9

State Criminal Alien Assistance Program Cash Fund CAA 18Y HB 05-1278 CRS 17-1-107.5 Cash Fund Revenue and Expenditure Trend Information					
	Actual FY 2005-06	**Actual FY 2006-07**	**Estimate FY 2007-08**	**Request FY 2008-09**	**Projected FY 2009-10**
Beginning Balance	0	0	1,562,952	0	0
Total Revenue (Cash Funds Exempt)	0	2,934,215	795,755	2,358,707	2,358,707
Exempt Revenue	0	2,934,215	795,755	2,358,707	2,358,707
Non-Exempt Revenue					
Total Expenditures	0	1,371,263	2,358,707	2,358,707	2,358,707
Ending Balance	0	1,562,952	0	0	0
Reserves Increase/(Decrease)	0	1,562,952	-1,562,952	0	0

Note: FY 2005 SCAAP was estimated and accrued in FY 2005. In FY2006 no accrual was made. Actual amount received in FY2007 (for FY2006) will be recorded in FY2007 as revenue (FY07 amt. is per long bill)

FEE Levels - N/A Exempt funds

Cash Fund Reserve Balance

Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)	**not applicable** **cash exempt**
Target/Alternative Fee Reserve Balance (16.5% of total expenses or amount set in statute)	**$**
Excess Uncommitted Fee Reserve Balance	**$**
Statutory Deadline for Complying with the Target/Alternative Reserve Balance	**FY**
Uncommitted Non-Fee Reserve Balance (total revenue minus exempt assets and previously appropriated funds; calculated based on % of revenue from non-fee sources)	**$**

COLORADO DEPARTMENT OF CORRECTIONS
Schedule 9

Cash Fund Status for FEDERAL SURPLUS PROPERTY, Fund 508 CRS 24-106.6 Cash Fund Revenue and Expenditure Trend Information					
	Actual FY 2005-06	**Actual FY 2006-07**	**Estimate FY 2007-08**	**Request FY 2008-09**	**Projected FY 2009-10**
Beginning Balance	1,163	3,667	5,315	5,315	5,315
Total Revenue	2,504	1,648	0	0	0
Exempt Revenue	35	1,648	0	0	0
Non-Exempt Revenue					
Total Expenditures				0	0
Ending Balance	3,667	5,315	5,315	5,315	5,315
Reserves Increase/(Decrease)	2,504	1,648	0	0	0

FEE Levels -N/A

Cash Fund Reserve Balance

Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)	**not applicable** **cash exempt**
Target/Alternative Fee Reserve Balance (16.5% of total expenses or amount set in statute)	**$**
Excess Uncommitted Fee Reserve Balance	**$**
Statutory Deadline for Complying with the Target/Alternative Reserve Balance	**FY**
Uncommitted Non-Fee Reserve Balance (total revenue minus exempt assets and previously appropriated funds; calculated based on % of revenue from non-fee sources)	**$**

COLORADO DEPARTMENT OF CORRECTIONS
Schedule 9

Donations (for Fallen Officer Memorial) - Fund 115 CAA CRS 17-1-107 Cash Fund Revenue and Expenditure Trend Information					
	Actual FY 2005-06	Actual FY 2006-07	Estimate FY 2007-08	Request FY 2009-10	Projected FY 2009-10
Beginning Balance	0	649	2,811	3,311	3,311
Total Revenue (Fed Funds)	43,799	2,472	2,000	2,000	2,000
Exempt Revenue	19,299	2,472	2,000	2,000	2,000
Non-Exempt Revenue	24,500				
Total Expenditures	43,150	310	1,500	2,000	2,000
Ending Balance	649	2,811	3,311	3,311	3,311
Reserves Increase/(Decrease)	649	2,162	500	0	0

Note: DOC built a Fallen Officer Memorial in FY2006 through donations and will maintain memorial with donations.

FEE Levels -N/A

Cash Fund Reserve Balance

Uncommitted Fee Reserve Balance (total reserve balance minus exempt assets and previously appropriated funds; calculated based on % of revenue from fees)	**not applicable**
Target/Alternative Fee Reserve Balance (16.5% of total expenses or amount set in statute)	**$**
Excess Uncommitted Fee Reserve Balance	**$**
Statutory Deadline for Complying with the Target/Alternative Reserve Balance	**FY**
Uncommitted Non-Fee Reserve Balance (total revenue minus exempt assets and previously appropriated funds; calculated based on % of revenue from non-fee sources)	**$**

CHANGE REQUESTS

Schedule 10
Summary of FY 08-09 Decision Items and Budget Amendments

Department Name: CORRECTIONS
Submission Date: 11/01/07

Priority Number	IT Request	TITLE	TOTAL	FTE	GF	GFE	CF	CFE	FF
Decision Items*									
1		External Capacity Caseload Increase	8,647,406	1.5	8,647,406				
2		Parole - Parole ISP - Re-Entry Caseload Increase	4,169,798	44.4	4,169,798				
3		Parole Wraparound Services (Governor Ritter's FY 08-09 Recidivism Reduction Package)	1,800,000	0.0	1,800,000				
4		Mental Health Caseload	1,753,092	17.4	1,753,092				
5		Community Corrections Caseload Increase	252,377	2.9	252,377				
6		External Capacity Impacts	979,051	1.0	252,695			$726,356	
7		Academic & Vocational Instructors (Governor Ritter's FY 08-09 Recidivism Reduction Package)	644,120	7.3	644,120				
8		Therapeutic Community (Governor Ritter's FY 08-09 Recidivism Reduction Package)	374,990	0.0	374,990				
9		Maintenance & Food Service Operating Adjustments	550,000	0.0	550,000				
10		Utilities, SAFE, Personnel, Facility Services FTE	230,498	6.3	230,498				
11		Planning and Analysis Statisticians (Governor Ritter's FY 08-09 Recidivism Reduction Package)	126,142	1.8	126,142				
12		External Capacity Provider Rate Increase	1,917,792	0.0	1,917,792				
		Subtotal Decision Items	***$21,445,266***	***82.6***	***$20,718,910***	***$0***	***$0***	***$726,356***	***$0***
Base Reduction Items									
1		Medical/Pharmacy POPM	($1,072,918)	0.0	(1,072,918)				
2		External Capacity Reduction (DCJ Diversion Beds)	($3,109,790)	0.0	(3,109,790)				
		Subtotal Base Reduction Items	***($4,182,708)***	***0.0***	***($4,182,708)***	***$0***	***$0***	***$0***	***$0***
Unprioritized		**Schedule 13 only**							
		Administrative Law Judge Services	(1,010)	0.0	(1,010)	0	0	0	0
		Capitol Complex Leased Space	37,993	0.0	57,103	0	0	(19,110)	0
		Communication Services Payments	147,472	0.0	147,472	0	0	0	0
		GGCC	2,233	0.0	2,233	0	0	0	0
		Payments to Risk Management and Property Fund	1,244,172	0.0	1,202,990	0	0	41,182	0
		Statewide Indirect Cost Allocations	7,779	0.0	(13,832)	0	13,524	7,779	308
		Worker's Compensation	797,940	0.0	771,528	0	0	26,412	0
		Statewide C-SEAP Program Staffing	64,814	0.0	62,669	0	0	2,145	0
		Adjustments to Statewide Multiuse Network Payments	139,779	0.0	132,273	0	0	7,506	0
		Vehicle Reconciliation	105,777	0.0	105,777	0	0	0	0
		Subtotal Unprioritized	***2,546,949***	***0.0***	***2,467,203***	***0***	***13,524***	***65,914***	***308***
		TOTAL	**$19,809,507**	**82.6**	**$19,003,405**	**$0**	**$13,524**	**$792,270**	**$308**

#1 External Capacity Caseload

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Request Title: External Capacity Caseload Increase
Department: Corrections
Priority Number: 1

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	109,204,516	125,537,477	0	125,537,477	125,710,788	8,647,406	134,358,194	0	134,358,194	8,658,735
	FTE	18.3	20.5	0.0	20.5	20.5	1.5	22.0	0.0	22.0	1.6
	GF	107,784,267	122,986,943	0	122,986,943	123,160,254	8,647,406	131,807,660	0	131,807,660	8,658,735
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	1,420,249	2,545,574	0	2,545,574	2,545,574	0	2,545,574	0	2,545,574	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office S.B. 04-257 Amortization Equalization Disbursement	**Total**	0	3,625,276	0	3,625,276	3,628,224	1,124	3,629,348	0	3,629,348	1,226
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	3,509,856	0	3,509,856	3,512,804	1,124	3,513,928	0	3,513,928	1,226
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	115,420	0	115,420	115,420	0	115,420	0	115,420	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office S.B. 06-235 Supplemental Amortization Equalization Disbursement	**Total**	0	644,294	0	644,294	644,294	527	644,821	0	644,821	383
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	620,248	0	620,248	620,248	527	620,775	0	620,775	383
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	24,046	0	24,046	24,046	0	24,046	0	24,046	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: External Capacity Caseload Increase
Department: Corrections
Priority Number: 1

Dept. Approval by: Aristedes W. Zavaras **Date: 11/01/07**
OSPB Approval: **Date: 11/01/07**

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(1) Management											
(B) External Capacity	**Total**	1,325,142	1,330,048	0	1,330,048	1,409,454	78,391	1,487,845	0	1,487,845	86,043
(1) Private Prison	**FTE**	18.3	20.5	0.0	20.5	20.5	1.5	22.0	0.0	22.0	1.6
Monitoring Unit	**GF**	1,325,142	1,330,048	0	1,330,048	1,409,454	78,391	1,487,845	0	1,487,845	86,043
Personal Services	**GFE**	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management											
(B) External Capacity	**Total**	218,664	264,233	0	264,233	264,233	22,918	287,151	0	287,151	30,291
(1) Private Prison	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Monitoring Unit	**GF**	218,664	264,233	0	264,233	264,233	22,918	287,151	0	287,151	30,291
Operating	**GFE**	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management											
(B) External Capacity	**Total**	6,310	4,733	0	4,733	0	6,957	6,957	0	6,957	0
(1) Private Prison	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Monitoring Unit	**GF**	6,310	4,733	0	4,733	0	6,957	6,957	0	6,957	0
Start-up	**GFE**	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management											
(B) External Capacity	**Total**	11,340,364	6,885,991	0	6,885,991	6,885,991	2,433,915	9,319,906	0	9,319,906	2,433,915
(2) Payments to House	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Prisoners	**GF**	11,340,364	6,885,991	0	6,885,991	6,885,991	2,433,915	9,319,906	0	9,319,906	2,433,915
Payments to Local Jails	**GFE**	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: External Capacity Caseload Increase
Department: Corrections
Priority Number: 1
Dept. Approval by: Aristedes W. Zavaras **Date: 11/01/07**
OSPB Approval: **Date: 11/01/07**

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(1) Management											
(B) External Capacity	**Total**	74,808,495	79,291,738	0	79,291,738	79,291,738	5,775,614	85,067,352	0	85,067,352	5,775,614
(2) Payments to House	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Prisoners	**GF**	73,437,232	76,933,031	0	76,933,031	76,933,031	5,775,614	82,708,645	0	82,708,645	5,775,614
Payments to in-state	**GFE**	0	0	0	0	0	0	0	0	0	0
private prisons	**CF**	0	0	0	0	0	0	0	0	0	0
	CFE	1,371,263	2,358,707	0	2,358,707	2,358,707	0	2,358,707	0	2,358,707	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management											
(B) External Capacity	**Total**	4,699,470	10,382,742	0	10,382,742	10,382,742	(921,942)	9,460,800	0	9,460,800	(921,942)
(2) Payments to House	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Prisoners	**GF**	4,699,470	10,382,742	0	10,382,742	10,382,742	(921,942)	9,460,800	0	9,460,800	(921,942)
Payments to out-of-state	**GFE**	0	0	0	0	0	0	0	0	0	0
private prisons	**CF**	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management											
(B) External Capacity	**Total**	9,311,383	13,186,147	0	13,186,147	13,186,147	1,237,741	14,423,888	0	14,423,888	1,237,741
(2) Payments to House	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Prisoners	**GF**	9,311,383	13,186,147	0	13,186,147	13,186,147	1,237,741	14,423,888	0	14,423,888	1,237,741
Payments to pre-release	**GFE**	0	0	0	0	0	0	0	0	0	0
parole revocation facilities	**CF**	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management											
(B) External Capacity	**Total**	3,075,768	4,725,382	0	4,725,382	4,725,382	9,398	4,734,780	0	4,734,780	9,398
(2) Payments to House	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Prisoners	**GF**	3,075,768	4,725,382	0	4,725,382	4,725,382	9,398	4,734,780	0	4,734,780	9,398
Community Corrections	**GFE**	0	0	0	0	0	0	0	0	0	0
Programs	**CF**	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: External Capacity Caseload Increase
Department: Corrections
Priority Number: 1
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(1) Management	Total	253,065	277,858	0	277,858	279,194	40	279,234	0	279,234	40
(C) Inspector General	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating	GF	253,065	272,898	0	272,898	274,234	40	274,274	0	274,274	40
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services	Total	1,362,265	1,459,640	0	1,459,640	1,459,640	720	1,460,360	0	1,460,360	720
(D) Communications	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating	GF	1,362,265	1,459,640	0	1,459,640	1,459,640	720	1,460,360	0	1,460,360	720
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services	Total	1,614,159	1,823,574	0	1,823,574	1,917,710	1,651	1,919,361	0	1,919,361	4,954
(E) Transportation	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vehicle Lease Payments	GF	1,565,173	1,776,173	0	1,776,173	1,870,309	1,651	1,871,960	0	1,871,960	4,954
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	48,986	47,401	0	47,401	47,401	0	47,401	0	47,401	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: External Capacity Caseload Increase
Department: Corrections
Priority Number: 1

Dept. Approval by: Aristedes W. Zavaras **Date: 11/01/07**
OSPB Approval: **Date: 11/01/07**

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(3) Support Services											
(F) Training	Total	275,050	277,156	0	277,156	277,374	32	277,406	0	277,406	32
Operating	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	275,050	277,156	0	277,156	277,374	32	277,406	0	277,406	32
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(G) Information Systems	Total	914,381	1,358,665	0	1,358,665	1,358,665	320	1,358,985	0	1,358,985	320
Operating	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	914,381	1,358,665	0	1,358,665	1,358,665	320	1,358,985	0	1,358,985	320
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name: State Criminal Alien Assistance Program Cash Fund (SCAAP).
IT Request: ☐ **Yes** ☑ **No**
Request Affects Other Departments: ☐ **Yes** ☑ **No** **If Yes, List Other Departments Here:**

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Corrections
Priority Number:	DI-1
Change Request Title:	External Capacity Caseload Increase

SELECT ONE (click on box):
☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):
Supplemental or Budget Request Amendment Criterion:
☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

A funding request for a total General Fund appropriation increase of $8,647,406 and 1.5 FTE in FY 08-09 and $8,658,735 and 1.6 FTE continued into FY 09-10 to meet the increased funding needs associated with offender population growth. This request addresses the FY 08-09 projected offender caseload growth of the Department in the (1)(B) External Capacity subprogram.

Background and Appropriation History:

The Department's External Capacity Subprogram was created to provide flexibility in housing the State's increasing inmate population. To meet the need for housing inmates and parole revocations, contracts are negotiated with private prison providers, pre-release and parole revocation center operators, and community corrections program service providers. If the number of inmates sentenced to the Department exceeds the number of state and contracted beds available, inmates must remain in local jails until a suitable bed is available.

Contracts between private prison providers and the Department include provisions requiring mirrored operations and policies to provide consistency. The Private Prison

Monitoring Unit (PPMU) is staffed by Department professionals who oversee the implementation of the contract provisions. Activities within PPMU require the staff to monitor all facility operations, conduct various types of audits, interdictions, screen inmate visitor and telephone access, and review policy implementation. The administration of the subprogram's mission requires a substantial investment of time, travel, and effort to achieve the goals of the unit. As the number of facilities and offenders increase, the administrative duties also increase and the Department must request additional resources to properly perform oversight function.

The Private Prison Monitoring Unit screens inmates for placement and monitors all aspects of private prison facility operations. This unit furnishes oversight of the operation of the private prison facilities. Each type of audit and drill taking place in the Department's state-run facilities is required to be conducted at the private contract facilities as well. PPMU staff is responsible to schedule and participate in these audits and drills, evaluate the levels of competency, provide feedback to the facility administration, report outcomes to the Department's executive staff, and recommend improvements as needed. Consistent, regular monitoring activities ensure recommended changes are implemented, resulting in increased safety and security to the inmates, facility staff, and the public.

Legislative Council Staff provides adult prison population growth projections bi-annually, which were used to develop this request. Placement options relating to current and future bed capacities are developed as projected growth dictates. The Department projects the average daily population in specific placement types, based on growth, availability, and capacity. Appropriations are requested to reflect the expected cost of populations by placement type. A summary of the placement projections is provided in Exhibit A.

Male and female populations are expected to be housed in private prisons during FY 07-08 and FY 08-09. In FY 06-07, the Department contracted for 480 out-of-state beds to enhance the ability to manage the inmate population growth and expects to maintain use of those beds throughout FY 08-09.

Local jail population fluctuations are based on monthly jurisdictional population growth projections, less targeted growth to community corrections facilities, private prisons and other placement options used by the Department. In FY 04-05, the Department experienced a higher rate of use of local jails due to community regressions and parole revocations. The Department increased projections for this population in FY 06-07 and FY 07-08 based on financial need. Due to population growth periodically outpacing additional bed capacity in the private and state run prisons, continued dependency on local jails is anticipated in FY 08-09.

Both statutorily and contractually, the Department has certain obligations that correspond with the increasing population of inmates. The Department is mandated statutorily to monitor the private prisons. In the April 2005 performance audit, the Department agreed to make several improvements to the audit tools and systems used in monitoring private prisons. The amount of resources needed to monitor private prison operations is largely dependent upon the number and size of the facilities as well as the physical location.

Pre-Release and Parole Revocation Facilities were conceptualized in HB 01-1370 to provide intensive treatment and programming to targeted offenders who are either close to release or who have had parole revoked for technical violations. Return to Custody (RTC) providers are another placement alternative for the Parole Board to address technical parole violators who meet the statutory criteria set forth in SB 03-252. These placement alternatives were developed to reduce the demand for regular prison beds.

History and projections continue to indicate further prison population growth in FY 08-09. Regardless of annual growth fluctuations, there will continue to be more inmates sentenced to the Department than there are state beds.

General Description of Request:

Based on the projected prison population estimates and the assumptions outlined below, appropriations are being requested to align funding with need. In FY 08-09, an Average Daily Population (ADP) of 514 offenders are expected to be in local jails, an ADP of 4,578 inmates are expected to be in private prisons, an ADP of 750 inmates are expected

to be in pre-release and parole revocation facilities, an ADP of 480 inmates are expected to be in out-of-state placements, an ADP of 300 inmates are expected to be in community corrections program beds daily.

Private Prison Monitoring Unit (1)(B)(1)
The Private Prison Monitoring Unit is requesting an increase of $112,680 in General Fund appropriation. This includes 1.5 FTE at the Correctional Officer III classification in FY 08-09 to provide oversight to the private prison operations increase in projected population. This amount comprises $80,042 of personal services (including AED and SAED), and $32,638 of associated travel, start up, and operating costs.

The Private Prison Monitoring Unit plays an integral part within the Department toward the achievement of public safety by providing DOC staff oversight in the private service provider facilities. The provisions of each private prison contract stipulate the services to be provided, specific security-related administrative regulations to be followed, training available through the PPMU and the Corrections Training Academy, as well as the medical, food service, and educational service level to be maintained at each facility. New contractual provisions are created to address identified shortcomings in facility operations. Through rigorous monitoring activities, PPMU ensures private contract prison operations adhere to the standards set by the American Correctional Association (ACA) and the Department's Administrative Regulations. PPMU assigns staff monitors and audit teams to accomplish the goals of the unit. Program area specialists provide statewide private prison monitoring, and participate in audits and file reviews to ensure consistent service delivery by the private prison providers.

In the "**Payments to House State Prisoners**" section of the External Capacity Subprogram (1)(B)(2), separate funding lines distinguish between payments to Local Jails, In-State and Out-of-State Private Prisons, Pre-Release/Parole Revocation Facilities, and payments to Community Corrections Programs, with appropriations based on current population projections available at the time of Figure Setting. Monies appropriated to the

various lines within the External Capacity Subprogram are based upon the daily rate for the type of bed based on the average population level projected.

The FY 08-09 adjusted population projections (Legislative Council Staff Interim Projections, August 2007) have been applied in the spreadsheet to the various External Capacity subprogram lines (attached Exhibit A) to determine the FY 08-09 need. The FY 07-08 provider rate is used in the calculation to identify funding requirements. Assuming base continuation funding, FY 07-08 original funding levels for each line have been subtracted from the requirement calculation to determine the FY 08-09 additional funding request.

Local Jails (1)(B)(2)
FY 08-09 Increased Request for Local Jails = $2,433,915 for the increase in projected population.

Funds in the Local Jails line are associated with inmates sentenced to the Department who are being held until an appropriate bed is available. This includes offenders with new commitments, parole violators, or community corrections regressions who are awaiting Parole Board dispositions or transport to a prison facility. The Local Jails line also includes appropriations for offenders at the Park County jail who are being held until sent to the Boot Camp program at Buena Vista. Inmates held in local jails are not receiving program services to address criminal behavior. The daily rate per inmate for housing in the local jails during FY 07-08 is $49.69.

In-State Private Prison Facilities (1)(B)(2)
FY 08-09 Increased Request for Private Prison Facilities = $5,775,614 for the increase in projected population.

The FY 08-09 request has two components in the Private Prison funding line. An increase of $8,755,096 is requested to support the growth of offenders housed in private prison facilities, as per the LCS August 2007 interim population projections (see Exhibit A). A decrease of ($2,979,482) in the External Capacity Subprogram-Payments to in-

state private prisons line (1)(B)(2) is requested for FY 08-09. During the 2007 legislative session, an inter-departmental proposal was brought forward at the Governor's request to reduce recidivism. As a result, the Department of Corrections was appropriated ($2,979,482) less in the continuation budget beginning in FY 07-08. The intent of this difference in funding was that the proposal would be successful, hence, less demand for offenders housed in private prisons.

Funds in the Private Prisons line are associated with placing inmates in private prison facilities in-state on a long term basis. Currently, the Department maintains contractual arrangements with four private prison facilities to house male state prisoners in Colorado: Bent County Correctional Facility, Huerfano County Correctional Facility, Kit Carson Correctional Facility, and Crowley County Correctional Facility. The Department has contracted with High Plains Correctional Facility, a private prison facility in Brush, Colorado, to house female state prisoners. The FY 07-08 daily rate per inmate for in-state private prisons is $52.69.

Funding in the In-State Private Facilities line includes State Criminal Alien Assistance Program (SCAAP) federal funds. Funds received from the U.S. Department of Justice help offset the costs of housing illegal aliens in the state prison system. During FY 04-05, HB 05-1278 created a cash fund to receive SCAAP grant monies and to retain the fund for future use to defray the cost of housing illegal aliens. SCAAP funding has substantially declined from levels received in previous fiscal years; however, the Department requests continuation appropriations for the FY 08-09 budget cycle. Adjustments based on actual awards will be made during the Supplemental process.

Out-of-State Private Prison Facilities (1)(B)(2)
FY 08-09 Decreased Request for Out-of-State Private Prison Facilities = ($921,942) net result of adjustments in the projected population.

In FY 06-07, the projected prison population exceeded the capacity of State and private prison beds. Placement of 480 Colorado inmates in a private prison in Sayre, OK was approved and funded at the rate of $54.00 per day per inmate. Prison population

projections and prison bed expansion plans continue to support the need for Colorado offenders to be housed in out-of-state facilities.

Pre-Release/Parole Revocation Facilities (1)(B)(2)
FY 08-09 Increased Request for Pre-Release/Parole Revocation Facilities = $1,237,741 for the increase in projected population.

Funds in the Pre-Release/Parole Revocation Facilities are used to house Colorado inmates in the Cheyenne Mountain Reentry Center (CMRC). This appropriation was approved during the FY 05-06 Legislative Session to house inmates who are eligible to receive this program's services authorized under HB 01-1370. The Department may initiate placement of offenders in this facility prior to parole, based upon criteria defined in 17-1-206.5, for periods of either nine months or nineteen months. Additionally, the Parole Board is authorized to revoke the parole of offenders and to direct placement in this program for a maximum period of 180 days based upon set eligibility criteria. As with Community Corrections Programs, the expectation is to avert the need to revoke the offender back to a regular prison setting. The daily rate per inmate for pre-release/parole revocation services in FY 07-08 is $52.69.

Community Corrections Programs (1)(B)(2)
FY 08-09 Increased Request for Community Corrections Programs = $9,398 for the increase in projected population.

Funds in the Community Corrections Programs line are associated with population targets and corresponding costs to house placements by the Parole Board of qualified technical parole violators. SB 03-252 stipulated that only non-violent, class 5 or class 6 felons may be sentenced by the Parole Board for up to 180 days in this program in an effort to stem the number of parolees who return to the Department of Corrections for technical parole violations. Short-term program services are provided to address specific violations by offenders while in placement. The daily rate per inmate for placement in a Community Corrections Programs averages $43.24 and is significantly less than other prison placement alternatives.

The total of the separate funding lines within the "Payments to House State Prisoners" section of the External Capacity Subprogram, (1)(B)(2), result in a FY 08-09 increase in funding of $8,534,726.

Consequences if Not Funded:

Without increases in funding, the Department will not be able to pay the service providers for housing the expected numbers of state inmates in FY 08-09. If adequate appropriations are not in place for contracting with the private prison providers, excess numbers of inmates will be in local jails. Payments for housing state prisoners in local jails are subject to legislative approval, but is the Department's responsibility to make known the need for such payments.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$8,647,406	$8,647,406	$0	$0	$0	1.5
(1)(A) Executive Director's Office	$1,651	$1,651	$0	$0	$0	0.0
(1)(B)(1) Private Prison Monitoring Unit	$108,266	$108,266	$0	$0	$0	1.5
(1)(B)(2) Local Jails	$2,433,915	$2,433,915	$0	$0	$0	0.0
(1)(B)(2) In-State Private Prisons	$5,775,614	$5,775,614	$0	$0	$0	0.0
(1)(B)(2) Out-of-State Private Prisons	($921,942)	($921,942)	$0	$0	$0	0.0
(1)(B)(2) Pre-Release/Parole Revocation Facilities	$1,237,741	$1,237,741	$0	$0	$0	0.0
(1)(B)(2) Community Corrections Programs	$9,398	$9,398	$0	$0	$0	0.0
(1)(C) Inspector General	$40	$40	$0	$0	$0	0.0
*(3)(D) Communications	$720	$720	$0	$0	$0	0.0
(3)(E) Transportation-Vehicle Lease	$1,651	$1,651	$0	$0	$0	0.0
(3)(F) Training/$20/FTE	$32	$32	$0	$0	$0	0.0
*(3)(G) Information Systems/$200/FTE	$320	$320	$0	$0	$0	0.0

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$8,658,735	$8,658,735	$0	$0	$0	1.6
(1)(A) Executive Director's Office	$1,609	$1,609	$0	$0	$0	0.0
(1)(B)(1) Private Prison Monitoring Unit	$116,334	$116,334	$0	$0	$0	1.6
(1)(B)(2) Local Jails	$2,433,915	$2,433,915	$0	$0	$0	0.0
(1)(B)(2) In-State Private Prisons	$5,775,614	$5,775,614	$0	$0	$0	0.0
(1)(B)(2) Out-of-State Private Prisons	($921,942)	($921,942)	$0	$0	$0	0.0
(1)(B)(2) Pre-Release/Parole Revocation Facilities	$1,237,741	$1,237,741	$0	$0	$0	0.0
(1)(B)(2) Community Corrections Programs	$9,398	$9,398	$0	$0	$0	0.0
(1)(C) Inspector General	$40	$40	$0	$0	$0	0.0
*(3)(D) Communications	$720	$720	$0	$0	$0	0.0
(3)(E) Transportation-Vehicle Lease	$4,954	$4,954	$0	$0	$0	0.0
(3)(F) Training/$20/FTE	$32	$32	$0	$0	$0	0.0
*(3)(G) Information Systems/$200/FTE	$320	$320	$0	$0	$0	0.0

Calculations are based on the population projections contained in Exhibit A.

*Historical funding of $200 per new FTE for Information Technology licenses are demonstrated in the FY 07-08 Figure Setting document (Joint Budget Committee FY 07-08 Figure Setting, Department of Corrections, March 13, 2007, page 73).

(1)(B)(1) External Capacity Private Prison Monitoring Unit-FTE

Table 1: Private Prison Monitoring Unit FTE Funding to Caseload Ratio-FY 08-09	
PPMU staff has traditionally been funded as a caseload ratio formula. For FY 07-08, the JBC funded ratio is 1 FTE:263 External Capacity Average Daily Population (ADP) in the In-state private prisons, Out-of-state private prisons and Pre-release lines (Joint Budget Committee FY 07-08 Figure Setting, Department of Corrections, March 13, 2007, page 65).	Funding Ratio is 1:263
FY 08-09 Projections:	

Table 1: Private Prison Monitoring Unit FTE Funding to Caseload Ratio-FY 08-09	
In-state private prisons ADP	4,578
Out of state private prisons ADP	480
Pre-release facilities ADP	750
External Capacity ADP in FY 08-09:	**5,808**
PPMU 1:263 ratio (5,808/263)	22.1
FY 07-08 PPMU FTE	20.5
Difference in FTE	**1.6**
1.5 FTE Correctional Officer III @ $3,991/month	
FY 08-09 (11 months) = 1.5 FTE	$ 70,242
PERA 10.15%	$ 7,130
AED 1.6%	$ 1,124
SAED 0.75%	$ 527
Medicare 1.45%	$ 1,019
Total FY 08-09 Personal Services	**$ 80,042**
FY 09-10 (12 months) = 1.6 FTE @ $3,991/month	$ 76,627
PERA 10.15%	$ 7,778
AED 1.6%	$ 1,226
SAED 0.5%	$ 383
Prior Year (FY 08-09) SAED	$ 527
Medicare 1.45%	$ 1,111
Total FY 09-10 Personal Services	**$ 87,652**

New FTE in FY 08-09 will work 12 months, July 2008-June 2009, but will be paid for 11 months due to the June 2009 pay day shift (July 2008-May 2009). Operating is based on the 12 working months in FY 08-09.

(1)(B)(1) External Capacity Private Prison Monitoring Unit-Operating and Start up

Table 2: Private Prison Monitoring Unit FTE-FY 08-09 Specialized Operating		
FY 08-09 Operating	**Per FTE**	**1.6 FTE**
*Operating (1)(B)(1) Variable Mileage 3000 mile/mo x 4 mos x 0.192 per mile	$2,304	$3,686
Operating (1)(B)(1) Travel $110/night x 8 nights per month	$10,560	$16,896
Base Operating (1)(B)(1)	$500	$800
BlackBerry Service $80/mo (1)(B)(1)	$960	$1,536
Start up (1)(B)(1)	$4,348	$6,957
Drug Test (1)(C)	$25	$40
Communications (3)(D) $450/FTE Annual Telephone Base	$450	$720
*Transportation (3)(E) Sedan @$258/mo. per vehicle for 4 mos (Mar-June 2009)	$1,032	$1,651
Training Operating (3)(F)	$20	$32
Information Systems Operating (3)(G)	$200	$320
Total FY 08-09 Operating		**$32,638**

*FY 08-09 vehicle lease and variable mileage are prorated for four months due to the March, 2009 vehicle delivery date.

Table 3: Private Prison Monitoring Unit FTE-FY 09-10 Specialized Operating		
FY 09-10 Operating	**Per FTE**	**1.6 FTE**
Operating (1)(B)(1) Variable Mileage 3000 mile/mo x 12 mos x 0.192 per mile	$6,912	$11,059
Operating (1)(B)(1) Travel $110/night x 8 nights per month	$10,560	$16,896
Base Operating (1)(B)(1)	$500	$800
BlackBerry Service $80/mo (1)(B)(1)	$960	$1,536
Drug Test (1)(C)	$25	$40
Communications (3)(D) $ 450/FTE Annual Telephone Base	$450	$720
Transportation (3)(E) Sedan @$258/mo. per vehicle for 12 mos	$3,096	$4,954
Training Operating (3)(F)	$20	$32
Information Systems Operating (3)(G)	$200	$320
Total FY 09-10 Operating		**$36,357**

Table 4: External Capacity Subprogram-FY 08-09 Funding Requirements	
Long Bill Line Description	**Calculation**
Payments to LOCAL JAILS (1)(B)(2)	
FY 07-08 GF Appropriation	$6,885,991
FY 08-09 Estimate of Need (187,561 bed days x $49.69)	$9,319,906
FY 08-09 Request for Increase (Reduction) in GF	**$2,433,915**
Payments to In-State Private Prison Facilities (1)(B)(2)	
FY 07-08 GF Appropriation	$76,933,031
Plus SCAAP Grant (CFE)	$2,358,707
Total FY 07-08 Appropriation	$79,291,738
FY 08-09 Estimate of Need (1,671,035 bed days x $52.69)	$88,046,834
FY 08-09 Request for Increase (Reduction) in GF	$8,755,096
FY 08-09 Governor's Recidivism Reduction Package	($2,979,482)
FY 08-09 Request for Increase (Reduction) in GF	**$5,775,614**
Payments to Out-of-State Private Prisons (1)(B)(2)	
FY 07-08 GF Appropriation	$10,382,742
FY 08-09 GF Estimate of Need (175,200 bed days x $54.00)	$ 9,460,800
FY 08-09 Need for Increase (Reduction) in GF	**($921,942)**
Payments to Pre-Release/Parole Revocation Facilities (1)(B)(2)	
FY 07-08 GF Appropriation	$13,186,147
FY 08-09 GF Estimate of Need (273,750 bed days x $52.69)	$14,423,888
FY 08-09 Request for Increase (Reduction) in GF	**$1,237,741**
Payments to COMMUNITY CORRECTIONS PROGRAMS (1)(B)(2)	
FY 07-08 GF Appropriation	$4,725,382
FY 08-09 Estimate of Need (109,500 bed days x $43.24)	$4,734,780

Table 4: External Capacity Subprogram-FY 08-09 Funding Requirements	
Long Bill Line Description	**Calculation**
FY 08-09 Request for Increase (Reduction) in GF	**$9,398**
Total Request in PAYMENTS TO HOUSE STATE PRISONERS	
Total Request for Increase in GF	**$9,456,668**
Total Request for (Reduction) in GF	**($921,942)**
Total FY 08-09 Request for Increase (Reduction) in GF	**$8,534,726**

Assumptions for Calculations:

State prison facilities are at capacity. The External Capacity subprogram funding request is developed with the assumption that increases in the state's prison populations are to be housed first in state prisons. If the number of prisoners exceed the number of state beds, the excess number of prisoners are housed in available private prisons and pre-release parole revocation facilities with whom the Department contracts. When all placement alternatives are full, parole revocations and additional inmates sentenced to the Department must be housed in local jails pending the availability of beds in either state or private facilities. Local jail populations also grow when the Department's intake process is unable to keep up with new incarcerations or when security concerns slow placements to private facilities.

The Department's jurisdictional population has grown from 18,045 in June, 2002 to 22,519 in June 2007. This represents a 25% growth over five years. The Legislative Council Staff (LCS) August, 2007 interim population projections have adjusted for the overestimation of 546 offenders as of June 30, 2007. The interim projections also slow the overall growth in prison population to 4.2% for FY 07-08, which is 0.5% less than previously forecasted. In FY 08-09, the projected growth rate is 4.9%, down from the previously projected 6.0%. The Department's recent population projections as compared to actual results are displayed below with the LCS August 2007 interim projections for FY 07-08 and FY 08-09 included in Table 5:

Table 5: Department of Corrections Population History and Projections									
Fiscal Year	Males			Females			Total		
	Projections	Actual	Change	Projections	Actual	Change	Projections	Actual	Change
FY 03-04	18,130	17,814	(316)	1,803	1,755	(48)	19,933	19,569	(364)
FY 04-05	18,678	18,631	(47)	2,066	2,073	7	20,744	20,704	(40)
FY 05-06	19,676	19,792	116	2,252	2,220	(32)	21,928	22,012	84
FY 06-07	20,619	20,178	(441)	2,446	2,341	(105)	23,065	22,519	(546)
FY 07-08	20,924 est.			2,552 est.			23,475 est.		
FY 08-09	21,825 est.			2,794 est.			24,619 est.		
Source: LCS population projections. Beginning in FY 08-the August, 2007 interim publication utilized.									

In formulating the FY 08-09 request, the Department used the LCS August 2007 interim projections and applied a targeted use of Community Corrections beds of 11.5% of the Department's jurisdictional population growth (Joint Budget Committee FY 07-08 Figure Setting, Department of Corrections, March 13, 2007, page 65) to determine funding needs for the year. The Department is assuming that more placements into the less costly Community Corrections beds will partially alleviate the needed funding increases in the overall External Capacity subprogram. These assumptions and calculations can be found in the External Capacity Report (Exhibit A).

Exhibit A shows the average daily population of offenders in FY 08-09 in the following External Capacity facility types:

Private Facilities:	4,578
Pre-Release:	750
Out-of-State:	480
Total:	5,808

5,808 offenders are projected to be placed in facilities that require the supervision of the Private Prison Monitoring Unit. Historically, PPMU has been funded at a 1:263 staff to inmate ratio (Joint Budget Committee FY 07-08 Figure Setting, Department of Corrections, March 13, 2007, page 61). Table 1 and the following displays the staffing needs of the Private Prison Monitoring Unit in FY 08-09:

Offender Population Responsibility:	5,808
ADP per FTE (1/263):	22.1
FY 07-08 PPMU FTE:	20.5
FY 08-09 PPMU FTE Additional Need:	1.6

The growth experienced in the parole population has created an associated increase in the number of technical parole violators, community regressions, parole regressions and parole revocations being held in local jails. Historically, the local jails appropriation assumes 168 jail inmates per day to provide reimbursement to local jails for costs incurred by this population (Joint Budget Committee FY 07-08 Figure Setting, Department of Corrections, March 13, 2007, page 65). To align the funding for local jails more closely with the projected need, the FY 08-09 External Capacity projections (Exhibit A) uses a jail inmate per day calculation of 300.

Impact on Other Government Agencies:

Not applicable. However, many jails in the various jurisdictions throughout the state have capacity shortages and do not necessarily have available space to hold offenders sentenced to the Department.

Cost Benefit Analysis:

Not applicable; request is directly related to caseload increase. Benefits of funding this request include:

Safety and security of the public, staff and inmates.
Suitable housing for offenders sentenced to the custody of the Department of Corrections when bed space demands exceed State bed capacity.
Adequate levels of DOC staff to monitor the operations of private prison providers.

Ensure fair and consistent treatment of offenders and offender families across private and State-run facilities.
Ability to move newly sentenced offenders from local jails to prison beds.
Ability to provide payment to service providers in a timely manner.
Encourage cooperation from providers of offender placement when State-run facilities are full.

Implementation Schedule:

Task	Month/Year
Internal Research/Planning Period	01/08
FTE Hired	07/08
Review Actual Caseload for Supplemental Adjustments	11/08

Statutory and Federal Authority:

17-1-103 (2006) Duties of the executive director.

(a) To manage, supervise, and control the correctional institutions operated and supported by the state; to monitor and supervise the activities of private contract prisons; to manage and supervise the divisions, agencies, boards, and commissions that are or may be transferred to or established within the department by law or by the executive director pursuant to section 17-1-101 (2); to provide work and self-improvement opportunities; and to establish an environment that promotes habilitation for successful reentry into society;

17-1-105 (2006) Powers of the executive director.

(a) All the right and power to transfer an inmate between correctional facilities.

(c) The authority to enter into contracts and agreements with other jurisdictions, including other states, the federal government, and political subdivisions of this state, for

the confinement and maintenance in state correctional facilities of inmates sentenced to imprisonment by the courts of such other jurisdictions. The executive director shall notify the appropriate authorities of other jurisdictions, as the executive director deems appropriate, of the availability of space in state correctional facilities for the confinement and maintenance of inmates from other jurisdictions.

(e) The authority to enter into contracts with any county for the placement of inmates pursuant to section 16-11-308.5, C.R.S.;

(f) The authority to enter into contracts and agreements with other jurisdictions, including other states, the federal government, and political subdivisions of this state, for the confinement and maintenance of offenders sentenced to imprisonment by the courts of this state and the authority to reimburse such jurisdictions for the expenses incurred by such jurisdictions in the confinement and maintenance of said offenders;

17-1-112 (2000) Expenses-reimbursement by department.

1) Subject to available appropriations the department shall reimburse any county or city and county for a portion of the expenses and costs incurred by that county or city and county in the confinement and maintenance in a local jail of any person who is sentenced to a term of imprisonment in a correctional facility. The general assembly shall annually establish the amount of reimbursement in the general appropriations bill. Such reimbursement shall be for each day following seventy-two hours after such sentence is imposed but prior to the transmittal of the sentenced inmate to a department facility. Subject to available appropriations, the department may contract with any county or city and county for the expenses incurred by that county or city and county in the confinement and maintenance of any person who is sentenced to a term of imprisonment pursuant to section 16-11-308.5, C.R.S.

(1.5) In no event shall any agreement to reimburse any city and county or county affect or reduce any city and county's or county's duty to exercise reasonable care and use its best

efforts to supervise and use reasonable precautions to assure the adequate care of any state inmate.

17-1-202 (2006) Requests for competitive proposals and contract requirements.

(1) Before entering into any contract for designing, financing, acquiring, constructing, or operating a private contract prison or any contract for any combination of these functions, the department may issue a request for competitive proposals. Prior to issuing a request for competitive proposals requiring new construction under this section, the department shall notify the capital development committee, established pursuant to section 2-3-1302, C.R.S. The department's rules, at a minimum, shall require that any contract proposed and awarded by the executive director pursuant to this part 2 shall be governed by the following principles:

(g) The executive director shall monitor all private contract prisons. Each contractor shall bear the costs of monitoring associated with out-of-state inmates and shall reimburse the department on a per-inmate basis for out-of-state inmates, but shall not bear the costs of monitoring associated with Colorado inmates.

17-1-206.5 (2003) Preparole release and revocation facility-community return-to-custody facility.

(1) On or before December 1, 2001, the department shall issue a request for proposal for the construction and operation of a private contract prison to serve as a preparole and revocation center, that shall be a level III facility, as described in section 17-1-104.3 (1) (a) (III).

(b) The scope of the facilities' programming shall be limited to services and monitoring that address the failure of a nonviolent parolee whose parole is revoked pursuant to section 17-2-103 (11) (b) (III) and will allow for limited performance-based access to the community. A request for proposals for such services and monitoring shall be issued by

the department on or before August 31, 2003, and the contracts awarded by November, 2003.

Performance Measures:

Performance of the External Capacity Subprogram will be evaluated on the following criteria:

-The number of offenders processed into prisons from local jails.
-The quantity of audits performed by the Private Prison Monitoring Unit is proportionate to the placement of offenders.
-Invoices received from service providers are accurate and paid in a timely manner.
-Actual offender populations will be compared and adjusted monthly to projected amounts.

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs						GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
PERSONAL SERVICES	**Title:**	**Correctional Officer III**					
Number of PERSONS / class title		2	2	0	0		
Number of months working in FY 08-09 and FY 09-10		12	12	0	0		
Number months paid in FY 08-09 and FY 09-10*		11	12	0	0		
Calculated FTE per classification		**1.47**	**1.60**	**0.00**	**0.00**	1.47	1.60
Annual base salary		$47,892	$47,892	$0	$0		
Salary		$70,242	$76,627	$0	$0	$70,242	$76,627
PERA	**10.15%**	$7,130	$7,778	$0	$0	$7,130	$7,778
Medicare	**1.45%**	$1,019	$1,111	$0	$0	$1,019	$1,111
Prior Year SAED	**N/A**	$0	$527	$0	$0	$0	$527
Subtotal Personal Services at Division Level		**$78,391**	**$86,043**	**$0**	**$0**	**$78,391**	**$86,043**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$1,124**	**$1,226**	**$0**	**$0**	**$1,124**	**$1,226**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$527**	**$383**	**$0**	**$0**	**$527**	**$383**
Department Specific Average Cost for HLD / Employee**		$0	$0	$0	$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OPERATING EXPENSES							
OPERATING PPMU (1)(B)(1)							
Supplies @ $500/$500***	**$500**	$800	$800	$0	$0	$800	$800
Black Berry Service $80/month $960/$960	**$960**	$1,536	$1,536	$0	$0	$1,536	$1,536
Variable Mileage 3000/mo x 4 mos x $0.192 per mile	**$2,304**	$3,686	$0	$0	$0	$3,686	$0
Variable Mileage 3000/mo x 12 mos x $0.192 per mile	**$6,912**	$0	$11,059	$0	$0	$0	$11,059
Travel $110/night x 8 nights per month	**$10,560**	$16,896	$16,896	$0	$0	$16,896	$16,896
START-UP PPMU (1)(B)(1)							
Computer @ $900/$0	**$900**	$1,440	$0	$0	$0	$1,440	$0
Office Suite Software @ $330/$0	**$330**	$528	$0	$0	$0	$528	$0
Printer @ $150/$0	**$150**	$240	$0	$0	$0	$240	$0
Office Equipment @ $2,225/$0	**$2,225**	$3,560	$0	$0	$0	$3,560	$0
Telephone Handset @ $500/$0	**$500**	$800	$0	$0	$0	$800	$0
Black Berry Device, Accessories and License	**$243**	$389	$0	$0	$0	$389	$0
OPERATING INSPECTOR GENERAL (1)(C)							
Drug Test @ $25/$25	**$25**	$40	$40	$0	$0	$40	$40
OPERATING COMMUNICATIONS (3)(D)							
Telephone Base @ $450/$450	**$450**	$720	$720	$0	$0	$720	$720

PPMU FTE

TRANSPORTATION (3)(E)							
VEHICLE LEASE PAYMENTS							
Vehicle Lease-sedan @258/mo 4 mos (Mar-Jun)	**$1,032**	$1,651	$0	$0	$0	$1,651	$0
Vehicle Lease-sedan @258/mo 12 mos	**$3,096**	$0	$4,954	$0	$0	$0	$4,954
OPERATING TRAINING (3)(F)							
Training @ $20/$20	**$20**	$32	$32	$0	$0	$32	$32
OPERATING INFORMATION SYSTEMS (3)(G)							
Software Licenses and Maintenance $200/$200	**$200**	$320	$320	$0	$0	$320	$320
Subtotal Operating Expenses		**$32,638**	**$36,357**	**$0**	**$0**	**$32,638**	**$36,357**
GRAND TOTAL ALL COSTS		**$112,680**	**$124,009**	**$0**	**$0**	**$112,680**	**$124,009**

PPMU FTE

FY 2007-2008 EXTERNAL CAPACITY RECOMMENDATION
Population projections from August, 2007 LCS Staff
Placement Projections through FY2008

	Males	Females	Total
June 2008 Total Population Projection	20,924	2,552	23,475
June 2007 Total Population Projection	-20,178	-2,341	-22,519
Total Projected Growth	746	211	956
Less Growth to Community Corrections at 11.25%	-84	-24	-108
Net Growth to External Capacity	662	187	848
PROJECTED MONTHLY GROWTH IN POPULATION - June 2007 through June 2008	**55**	**16**	**71**

	Previous Month Ending Pop.	+	Male Growth	+	Female Growth	=	Month-end Pop. Ext. Capacity	x	Avg Daily Rate	Days	=	Total Need	Cumm Total
July Total -							5,455					$8,782,854	
In State - Local Jails	200		-1		-5		194		49.69	31		303,457	
Private Facilities	3,970		20		20		4,010		52.69	31		6,517,226	
Pre-Release/Parole	500		25		0		525		52.69	31		837,112	
Out of State Placement	479		1		0		480		54.00	31		802,683	
Community RTC	235		10		1		246		43.24	31		322,376	
State Bed Expansion	0		0		0		0						
August Total -							5,526					$8,896,234	17,679,088
In State - Local Jails	194		0		-4		190		49.69	31		295,755	599,212
Private Facilities	4,010		20		20		4,050		52.69	31		6,582,562	13,099,788
Pre-Release/Parole	525		25		0		550		52.69	31		877,947	1,715,060
Out of State Placement	480		0		0		480		54.00	31		803,520	1,606,203
Community RTC	246		10		0		256		43.24	31		336,450	658,826
State Bed Expansion	0		0		0		0						
September Total -							5,557					$8,689,200	26,368,288
In State - Local Jails	190		-40		-4		146		49.69	30		250,438	849,649
Private Facilities	4,050		20		20		4,090		52.69	30		6,433,449	19,533,237
Pre-Release/Parole	550		25		0		575		52.69	30		889,144	2,604,203
Out of State Placement	480		0		0		480		54.00	30		777,600	2,383,803
Community RTC	256		10		0		266		43.24	30		338,569	997,395
State Bed Expansion	0		40		0		40						
October Total							5,568					$9,014,071	35,382,359
In State - Local Jails	146		-50		11		107		49.69	31		194,859	1,044,509
Private Facilities	4,090		10		5		4,105		52.69	31		6,692,816	26,226,052
Pre-Release/Parole	575		25		0		600		52.69	31		959,617	3,563,820
Out of State Placement	480		0		0		480		54.00	31		803,520	3,187,323
Community RTC	266		10		0		276		43.24	31		363,259	1,360,655
State Bed Expansion	40		60		0		100						
November Total							5,579					$8,739,557	44,121,915
In State - Local Jails	107		-15		16		108		49.69	30		160,250	1,204,759
Private Facilities	4,105		0		0		4,105		52.69	30		6,488,774	32,714,826
Pre-Release/Parole	600		0		0		600		52.69	30		948,420	4,512,240
Out of State Placement	480		0		0		480		54.00	30		777,600	3,964,923
Community RTC	276		10		0		286		43.24	30		364,513	1,725,168
State Bed Expansion	100		60		0		160						
December Total -							5,590					$9,045,820	53,167,736
In State - Local Jails	108		-15		16		109		49.69	31		167,132	1,371,891
Private Facilities	4,105		0		0		4,105		52.69	31		6,705,066	39,419,892
Pre-Release/Parole	600		0		0		600		52.69	31		980,034	5,492,274
Out of State Placement	480		0		0		480		54.00	31		803,520	4,768,443
Community RTC	286		10		0		296		43.24	31		390,068	2,115,236
State Bed Expansion	160		60		0		220						
January Total							5,544					$9,017,464	62,185,200
In State - Local Jails	109		-24		-26		59		49.69	31		129,393	1,501,284
Private Facilities	4,105		0		0		4,105		52.69	31		6,705,066	46,124,958
Pre-Release/Parole	600		0		0		600		52.69	31		980,034	6,472,308
Out of State Placement	480		0		0		480		54.00	31		803,520	5,571,963
Community RTC	296		4		0		300		43.24	31		399,451	2,514,687
State Bed Expansion	220		75		42		337						

February Total				5,550			$8,406,498	70,591,697
In State - Local Jails	59	10	-4	65	49.69	29	89,343	1,590,627
Private Facilities	4,105	0	0	4,105	52.69	29	6,272,481	52,397,439
Pre-Release/Parole	600	0	0	600	52.69	29	916,806	7,389,114
Out of State Placement	480	0	0	480	54.00	29	751,680	6,323,643
Community RTC	300	0	0	300	43.24	29	376,188	2,890,875
State Bed Expansion	337	45	20	402				
March Total -				5,607			$9,036,173	79,627,871
In State - Local Jails	65	25	2	92	49.69	31	120,921	1,711,547
Private Facilities	4,105	0	0	4,105	52.69	31	6,705,066	59,102,505
Pre-Release/Parole	600	30	0	630	52.69	31	1,004,535	8,393,649
Out of State Placement	480	0	0	480	54.00	31	803,520	7,127,163
Community RTC	300	0	0	300	43.24	31	402,132	3,293,007
State Bed Expansion	402	0	14	416				
April Total				5,678			$8,843,464	88,471,334
In State - Local Jails	92	25	1	118	49.69	30	156,524	1,868,071
Private Facilities	4,105	0	15	4,120	52.69	30	6,500,629	65,603,133
Pre-Release/Parole	630	30	0	660	52.69	30	1,019,552	9,413,200
Out of State Placement	480	0	0	480	54.00	30	777,600	7,904,763
Community RTC	300	0	0	300	43.24	30	389,160	3,682,167
State Bed Expansion	416	0	0	416				
May Total -				5,749			$9,252,496	97,723,831
In State - Local Jails	118	15	-4	129	49.69	31	190,238	2,058,309
Private Facilities	4,120	0	20	4,140	52.69	31	6,745,901	72,349,034
Pre-Release/Parole	660	40	0	700	52.69	31	1,110,705	10,523,905
Out of State Placement	480	0	0	480	54.00	31	803,520	8,708,283
Community RTC	300	0	0	300	43.24	31	402,132	4,084,299
State Bed Expansion	416	0	0	416				
June Total -				5,820			$9,065,943	106,789,774
In State - Local Jails	129	5	-9	125	49.69	30	189,319	2,247,628
Private Facilities	4,140	0	25	4,165	52.69	30	6,563,857	78,912,891
Pre-Release/Parole	700	50	0	750	52.69	30	1,146,008	11,669,913
Out of State Placement	480	0	0	480	54.00	30	777,600	9,485,883
Community RTC	300	0	0	300	43.24	30	389,160	4,473,459
State Bed Expansion	416	0	0	416				
SUBTOTAL: JAIL BACKLOG/LOCAL JAILS						366	$2,247,628	124
SUBTOTAL: PRIVATE FACILITIES						366	$78,912,891	4,092
SUBTOTAL: PRE-RELEASE/PAROLE REVOCATION						366	$11,669,913	605
SUBTOTAL: OUT OF STATE PLACEMENT						366	$9,485,883	480
SUBTOTAL: COMMUNITY CORRECTIONS PROGRAMS						366	$4,473,459	283
ESTIMATED COMMUNITY/PAROLE REGRESSIONS AT LOCAL JAILS:				300	49.69	366	$5,441,055	299
TOTAL EXTERNAL CAPACITY SUBPROGRAM:							$112,230,829	
DECISION ITEM CALCULATION:								
LOCAL JAILS FY 2007-08 APPROPRIATION							$6,885,991	
LOCAL JAILS FY 2007-08 ESTIMATE							$7,688,683	
LOCAL JAILS FY 2007-08 ESTIMATED INCREASE/(REDUCTION)							$802,692	
PRIVATE FACILITIES FY 2007-08 APPROPRIATION							$79,291,738	
PRIVATE FACILITIES FY 2007-08 ESTIMATE							$78,912,891	
PRIVATE FACILITIES FY 2007-08 ESTIMATED INCREASE/(REDUCTION)							($378,847)	
PRE-RELEASE/PAROLE REVOCATION FY 2007-08 APPROPRIATION							$13,186,147	
PRE-RELEASE/PAROLE REVOCATION FY 2007-08 ESTIMATE							$11,669,913	
PRE-RELEASE/PAROLE REVOCATION FY 2007-08 ESTIMATED INCR/(REDUCTION)							($1,516,234)	
OUT OF STATE PLACEMENT FY2007-08 APPROPRIATION							$10,382,742	
OUT OF STATE PLACEMENT FY2007-08 ESTIMATE							$9,485,883	
OUT OF STATE PLACEMENT FY2007-08 ESTIMATED INCREASE/(REDUCTION)							($896,859)	
COMMUNITY CORRECTIONS PROGRAMS FY 2007-08 APPROPRIATION							$4,725,382	
COMMUNITY CORRECTIONS PROGRAMS FY 2007-08 ESTIMATE							$4,473,459	
COMMUNITY CORRECTIONS PROGRAMS FY 2007-08 ESTIMATED INCREASE/(REDUCTION)							($251,923)	
TOTAL INCREASE/(REDUCTION) ESTIMATED FOR EXTERNAL CAPACITY FY 2007-08 DECISION ITEM							($2,241,171)	

Assumptions: Growth in State Beds or Pre-Release/Parole Revocation Centers reduce Local Jail populations and slows growth in private prisons
Placements in State, Private, and Community Corrections Facilities are as projected by CDOC Planning and Analysis December, 2006
Legislative Council Staff August 2007 Interim Projections Applied.

FY 2008-2009 EXTERNAL CAPACITY RECOMMENDATION
Population projections from August, 2007 LCS Staff
Placement Projections through FY2009

	Males	Females	Total
June 2009 Total Population Projection	21,825	2,794	24,619
June 2008 Total Population Projection	-20,924	-2,552	-23,476
Total Projected Growth	901	242	1,143
Less Growth to Community Corrections at 11.5%	-104	-28	-131
Net Growth to External Capacity	797	214	1,012
PROJECTED MONTHLY GROWTH IN POPULATION - June 2008 through June 2009	**66**	**18**	**84**

	Previous Month Ending Pop.	+	Male Growth	+	Female Growth	=	Month-end Pop. Ext. Capacity	x	Avg Daily Rate	Days	=	Total Need	Cumm Total
July Total -							5,904					$9,494,264	
In State - Local Jails	125		-4		18		139		49.69	31		203,331	
Private Facilities	4,165		70		0		4,235		52.69	31		6,860,238	
Pre-Release/Parole	750		0		0		750		52.69	31		1,225,043	
Out of State Placement	480		0		0		480		54.00	31		803,520	
Community RTC	300		0		0		300		43.24	31		402,132	
State Bed Expansion	0		0		0		0						
August Total -							5,988					$9,630,167	19,124,431
In State - Local Jails	139		-4		18		153		49.69	31		224,897	428,228
Private Facilities	4,235		70		0		4,305		52.69	31		6,974,575	13,834,813
Pre-Release/Parole	750		0		0		750		52.69	31		1,225,043	2,450,085
Out of State Placement	480		0		0		480		54.00	31		803,520	1,607,040
Community RTC	300		0		0		300		43.24	31		402,132	804,264
State Bed Expansion	0		0		0		0						
September Total -							6,072					$9,451,035	28,575,466
In State - Local Jails	153		-4		18		167		49.69	30		238,512	666,740
Private Facilities	4,305		70		0		4,375		52.69	30		6,860,238	20,695,051
Pre-Release/Parole	750		0		0		750		52.69	30		1,185,525	3,635,610
Out of State Placement	480		0		0		480		54.00	30		777,600	2,384,640
Community RTC	300		0		0		300		43.24	30		389,160	1,193,424
State Bed Expansion	0		0		0		0						
October Total							6,156					$9,901,972	38,477,438
In State - Local Jails	167		-4		18		181		49.69	31		268,028	934,768
Private Facilities	4,375		70		0		4,445		52.69	31		7,203,250	27,898,301
Pre-Release/Parole	750		0		0		750		52.69	31		1,225,043	4,860,653
Out of State Placement	480		0		0		480		54.00	31		803,520	3,188,160
Community RTC	300		0		0		300		43.24	31		402,132	1,595,556
State Bed Expansion	0		0		0		0						
November Total							6,240					$9,714,073	48,191,511
In State - Local Jails	181		-4		18		195		49.69	30		280,252	1,215,020
Private Facilities	4,445		70		0		4,515		52.69	30		7,081,536	34,979,837
Pre-Release/Parole	750		0		0		750		52.69	30		1,185,525	6,046,178
Out of State Placement	480		0		0		480		54.00	30		777,600	3,965,760
Community RTC	300		0		0		300		43.24	30		389,160	1,984,716
State Bed Expansion	0		0		0		0						
December Total -							6,324					$10,173,778	58,365,288
In State - Local Jails	195		-4		18		209		49.69	31		311,159	1,526,179
Private Facilities	4,515		70		0		4,585		52.69	31		7,431,925	42,411,762
Pre-Release/Parole	750		0		0		750		52.69	31		1,225,043	7,271,220
Out of State Placement	480		0		0		480		54.00	31		803,520	4,769,280
Community RTC	300		0		0		300		43.24	31		402,132	2,386,848
State Bed Expansion	0		0		0		0						
January Total							6,408					$10,309,681	68,674,969
In State - Local Jails	209		-4		18		223		49.69	31		332,724	1,858,903
Private Facilities	4,585		70		0		4,655		52.69	31		7,546,262	49,958,024
Pre-Release/Parole	750		0		0		750		52.69	31		1,225,043	8,496,263
Out of State Placement	480		0		0		480		54.00	31		803,520	5,572,800
Community RTC	300		0		0		300		43.24	31		402,132	2,788,980
State Bed Expansion	0		0		0		0						

February Total				6,492			$9,434,510	78,109,479
In State - Local Jails	223	1	18	242	49.69	28	323,482	2,182,385
Private Facilities	4,655	65	0	4,720	52.69	28	6,915,563	56,873,586
Pre-Release/Parole	750	0	0	750	52.69	28	1,106,490	9,602,753
Out of State Placement	480	0	0	480	54.00	28	725,760	6,298,560
Community RTC	300	0	0	300	43.24	28	363,216	3,152,196
State Bed Expansion	0	0	0	0				
March Total -				6,576			$10,580,789	88,690,268
In State - Local Jails	242	1	18	261	49.69	31	387,408	2,569,793
Private Facilities	4,720	65	0	4,785	52.69	31	7,762,686	64,636,272
Pre-Release/Parole	750	0	0	750	52.69	31	1,225,043	10,827,795
Out of State Placement	480	0	0	480	54.00	31	803,520	7,102,080
Community RTC	300	0	0	300	43.24	31	402,132	3,554,328
State Bed Expansion	0	0	0	0				
April Total				6,660			$10,370,542	99,060,809
In State - Local Jails	261	1	18	280	49.69	30	403,234	2,973,027
Private Facilities	4,785	65	0	4,850	52.69	30	7,615,022	72,251,294
Pre-Release/Parole	750	0	0	750	52.69	30	1,185,525	12,013,320
Out of State Placement	480	0	0	480	54.00	30	777,600	7,879,680
Community RTC	300	0	0	300	43.24	30	389,160	3,943,488
State Bed Expansion	0	0	0	0				
May Total -				6,744			$10,851,664	109,912,474
In State - Local Jails	280	1	18	299	49.69	31	445,943	3,418,970
Private Facilities	4,850	65	0	4,915	52.69	31	7,975,027	80,226,321
Pre-Release/Parole	750	0	0	750	52.69	31	1,225,043	13,238,363
Out of State Placement	480	0	0	480	54.00	31	803,520	8,683,200
Community RTC	300	0	0	300	43.24	31	402,132	4,345,620
State Bed Expansion	0	0	0	0				
June Total -				6,828			$10,632,679	120,545,153
In State - Local Jails	299	1	18	318	49.69	30	459,881	3,878,851
Private Facilities	4,915	65	0	4,980	52.69	30	7,820,513	88,046,834
Pre-Release/Parole	750	0	0	750	52.69	30	1,185,525	14,423,888
Out of State Placement	480	0	0	480	54.00	30	777,600	9,460,800
Community RTC	300	0	0	300	43.24	30	389,160	4,734,780
State Bed Expansion	0	0	0	0				
SUBTOTAL: JAIL BACKLOG/LOCAL JAILS						365	$3,878,851	214
SUBTOTAL: PRIVATE FACILITIES						365	$88,046,834	4,578
SUBTOTAL: PRE-RELEASE/PAROLE REVOCATION						365	$14,423,888	750
SUBTOTAL: OUT OF STATE PLACEMENT						365	$9,460,800	480
SUBTOTAL: COMMUNITY CORRECTIONS PROGRAMS						365	$4,734,780	300
ESTIMATED COMMUNITY/PAROLE REGRESSIONS AT LOCAL JAILS:				300	49.69	365	$5,441,055	300
TOTAL EXTERNAL CAPACITY SUBPROGRAM:							$125,986,208	

DECISION ITEM CALCULATION:	
LOCAL JAILS FY 2007-08 APPROPRIATION	$6,885,991
LOCAL JAILS FY 2008-09 ESTIMATE	$9,319,906
LOCAL JAILS FY 2008-09 ESTIMATED INCREASE/(REDUCTION)	$2,433,915
PRIVATE FACILITIES FY 2007-08 APPROPRIATION	$79,291,738
PRIVATE FACILITIES FY 2008-09 ESTIMATE	$88,046,834
LESS RECIDIVISM REDUCTION PACKAGE ESTIMATE	($2,979,482)
PRIVATE FACILITIES FY 2008-09 ESTIMATED INCREASE/(REDUCTION)	$5,775,614
PRE-RELEASE/PAROLE REVOCATION FY 2007-08 APPROPRIATION	$13,186,147
PRE-RELEASE/PAROLE REVOCATION FY 2008-09 ESTIMATE	$14,423,888
PRE-RELEASE/PAROLE REVOCATION FY 2008-09 ESTIMATED INCR/(REDUCTION)	$1,237,741
OUT OF STATE PLACEMENT FY2007-08 APPROPRIATION	$10,382,742
OUT OF STATE PLACEMENT FY2008-09 ESTIMATE	$9,460,800
OUT OF STATE PLACEMENT FY2008-09 ESTIMATED INCREASE/(REDUCTION)	($921,942)
COMMUNITY CORRECTIONS PROGRAMS FY 2007-08 APPROPRIATION	$4,725,382
COMMUNITY CORRECTIONS PROGRAMS FY 2008-09 ESTIMATE	$4,734,780
COMMUNITY CORRECTIONS PROGRAMS FY 2008-09 ESTIMATED INCREASE/(REDUCTION)	$9,398
TOTAL INCREASE/(REDUCTION) ESTIMATED FOR EXTERNAL CAPACITY FY 2008-09 DECISION ITEM	$8,534,726

Assumptions: Growth in State Beds or Pre-Release/Parole Revocation Centers reduce Local Jail populations and slows growth in private prisons
Placements in State, Private, and Community Corrections Facilities are as projected by CDOC Planning and Analysis December, 2006

Legislative Council Staff August 2007 Interim Projections Applied.

2 Parole/Parole ISP/Re-Entry Caseload

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Parole - Parole ISP - Re-Entry Caseload Increase

Department: Department of Corrections

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/1/07

Priority Number: 2

OSPB Approval: **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	29,172,812	61,320,838	0	61,320,838	65,126,984	4,169,798	69,296,782	0	69,296,782	4,000,735
	FTE	255.6	255.6	0.0	255.6	255.6	44.4	300.0	0.0	300.0	48.4
	GF	29,111,591	60,144,035	0	60,144,035	63,950,181	4,169,798	68,119,979	0	68,119,979	4,000,735
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	61,221	1,171,843	0	1,171,843	1,171,843	0	1,171,843	0	1,171,843	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office Leased Space	Total	2,666,113	3,254,201	0	3,254,201	6,259,507	266,200	6,525,707	0	6,525,707	266,200
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	2,666,113	3,043,996	0	3,043,996	6,049,302	266,200	6,315,502	0	6,315,502	266,200
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	210,205	0	210,205	210,205	0	210,205	0	210,205	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office HLD	Total	0	25,157,817	0	25,157,817	25,191,446	199,133	25,390,579	0	25,390,579	217,171
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	24,395,549	0	24,395,549	24,429,178	199,133	24,628,311	0	24,628,311	217,171
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	762,268	0	762,268	762,268	0	762,268	0	762,268	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office STD	Total	0	403,991	0	403,991	404,311	2,467	406,778	0	406,778	2,688
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	391,488	0	391,488	391,808	2,467	394,275	0	394,275	2,688
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	12,503	0	12,503	12,503	0	12,503	0	12,503	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Parole - Parole ISP - Re-Entry Caseload Increase

Department: Department of Corrections **Dept. Approval by: Aristedes W. Zavaras** **Date:** 11/1/07

Priority Number: 2 **OSPB Approval:** **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(1) Management (A) Executive Director's Office	**Total**	2,616,285	3,625,276	0	3,625,276	3,628,224	30,344	3,658,568	0	3,658,568	33,104
AED	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	2,555,064	3,509,856	0	3,509,856	3,512,804	30,344	3,543,148	0	3,543,148	33,104
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	61,221	115,420	0	115,420	115,420	0	115,420	0	115,420	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office	**Total**	0	644,294	0	644,294	644,294	14,225	658,519	0	658,519	10,346
SAED	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	620,248	0	620,248	620,248	14,225	634,473	0	634,473	10,346
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	24,046	0	24,046	24,046	0	24,046	0	24,046	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (C) Inspector General											
Operating Expenses	**Total**	253,065	277,858	0	277,858	279,194	1,212	280,406	0	280,406	1,212
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	253,065	272,898	0	272,898	274,234	1,212	275,446	0	275,446	1,212
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	0		0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services (D) Communications	**Total**	1,362,265	1,459,640	0	1,459,640	1,459,640	21,780	1,481,420	0	1,481,420	21,780
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,362,265	1,459,640	0	1,459,640	1,459,640	21,780	1,481,420	0	1,481,420	21,780
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Parole - Parole ISP - Re-Entry Caseload Increase

Department: Department of Corrections **Dept. Approval by: Aristedes W. Zavaras** **Date:** 11/1/07

Priority Number: 2 **OSPB Approval:** **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(3) Support Services											
(E) Transportation	**Total**	1,565,173	1,823,574	0	1,823,574	1,917,710	54,210	1,971,920	0	1,971,920	162,630
Vehicle Lease	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Payments	**GF**	1,565,173	1,776,173	0	1,776,173	1,870,309	54,210	1,924,519	0	1,924,519	162,630
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	47,401	0	47,401	47,401	0	47,401	0	47,401	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(F) Training	**Total**	275,000	277,156	0	277,156	277,374	968	278,342	0	278,342	968
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	275,000	277,156	0	277,156	277,374	968	278,342	0	278,342	968
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(G) Information Systems	**Total**	914,381	1,358,665	0	1,358,665	1,358,665	9,680	1,368,345	0	1,368,345	9,680
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	914,381	1,358,665	0	1,358,665	1,358,665	9,680	1,368,345	0	1,368,345	9,680
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(4) Inmate Programs											
(D) Drug and Alcohol Treatment	**Total**	3,692,662	4,301,737	0	4,301,737	4,335,747	149,613	4,485,360	0	4,485,360	149,613
Contract Services	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	3,692,662	4,301,737	0	4,301,737	4,335,747	149,613	4,485,360	0	4,485,360	149,613
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Parole - Parole ISP - Re-Entry Caseload Increase

Department: Department of Corrections **Dept. Approval by: Aristedes W. Zavaras** **Date:** 11/1/07

Priority Number: 2 **OSPB Approval:** **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(5) Community Services											
(A) Parole	**Total**	7,533,680	8,592,347	0	8,592,347	9,273,626	1,094,307	10,367,933	0	10,367,933	1,201,145
Personal Services	**FTE**	159.2	159.2	0.0	159.2	159.2	23.2	182.4	0.0	182.4	25.3
	GF	7,533,680	8,592,347	0	8,592,347	9,273,626	1,094,307	10,367,933	0	10,367,933	1,201,145
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(A) Parole	**Total**	845,495	996,648	0	996,648	996,648	95,365	1,092,013	0	1,092,013	146,245
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	845,495	996,648	0	996,648	996,648	95,365	1,092,013	0	1,092,013	146,245
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(A) Parole	**Total**	543,323	712,252	0	712,252	712,252	113,754	826,006	0	826,006	113,754
Contract Services	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	543,323	712,252	0	712,252	712,252	113,754	826,006	0	826,006	113,754
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(A) Parole	**Total**	263,937	316,317	0	316,317	0	349,825	349,825	0	349,825	0
Start Up Costs	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	263,937	316,317	0	316,317	0	349,825	349,825	0	349,825	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Parole - Parole ISP - Re-Entry Caseload Increase

Department: Department of Corrections **Dept. Approval by: Aristedes W. Zavaras** **Date:** 11/1/07

Priority Number: 2 **OSPB Approval:** **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(5) Community Services											
(B) Parole ISP	**Total**	3,269,070	4,195,958	0	4,195,958	4,596,577	542,713	5,139,290	0	5,139,290	595,697
Personal Services	**FTE**	83.4	83.4	0.0	83.4	83.4	12.0	95.4	0.0	95.4	13.1
	GF	3,269,070	4,195,958	0	4,195,958	4,596,577	542,713	5,139,290	0	5,139,290	595,697
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(B) Parole ISP	**Total**	375,780	444,756	0	444,756	444,756	48,873	493,629	0	493,629	74,073
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	375,780	444,756	0	444,756	444,756	48,873	493,629	0	493,629	74,073
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(B) Parole ISP	**Total**	1,155,343	1,438,802	0	1,438,802	1,438,802	227,552	1,666,354	0	1,666,354	227,552
Contract Services	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,155,343	1,438,802	0	1,438,802	1,438,802	227,552	1,666,354	0	1,666,354	227,552
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(B) Parole ISP	**Total**	918,649	1,109,122	0	1,109,122	1,109,122	175,411	1,284,533	0	1,284,533	175,411
Non-residential Services	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	918,649	1,109,122	0	1,109,122	1,109,122	175,411	1,284,533	0	1,284,533	175,411
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Parole - Parole ISP - Re-Entry Caseload Increase

Department: Department of Corrections **Dept. Approval by: Aristedes W. Zavaras** **Date:** 11/1/07

Priority Number: 2 **OSPB Approval:** **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(5) Community Services											
(B) Parole ISP	**Total**	175,575	148,791	0	148,791	0	181,544	181,544	0	181,544	0
Start Up Costs	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	175,575	148,791	0	148,791	0	181,544	181,544	0	181,544	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(E) Community Re-Entry	**Total**	625,559	674,544	0	674,544	697,245	479,624	1,176,869	0	1,176,869	526,448
Personal Services	**FTE**	13.0	13.0	0.0	13.0	13.0	9.2	22.2	0.0	22.2	10.0
	GF	625,559	674,544	0	674,544	697,245	479,624	1,176,869	0	1,176,869	526,448
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(E) Community Re-Entry	**Total**	14,500	15,000	0	15,000	15,000	27,430	42,430	0	42,430	51,430
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	14,500	15,000	0	15,000	15,000	27,430	42,430	0	42,430	51,430
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Parole - Parole ISP - Re-Entry Caseload Increase

Department: Department of Corrections **Dept. Approval by: Aristedes W. Zavaras** **Date:** 11/1/07

Priority Number: 2 **OSPB Approval:** **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(5) Community Services											
(E) Community Re-Entry Offender Emergency Assistance	**Total**	86,843	86,844	0	86,844	86,844	13,588	100,432	0	100,432	13,588
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	86,843	86,844	0	86,844	86,844	13,588	100,432	0	100,432	13,588
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(E) Community Re-Entry Start Up Costs	**Total**	20,114	5,248	0	5,248	0	69,980	69,980	0	69,980	0
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	20,114	5,248	0	5,248	0	69,980	69,980	0	69,980	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:

Cash Fund name/number, Federal Fund Grant name:

IT Request: ☐ Yes ☑ No

Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Dept of Personnel and Administration - Fleet Mgmt.

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Department of Corrections
Priority Number:	2
Change Request Title:	Parole - Parole ISP - Re-Entry Caseload Increase

SELECT ONE (click on box):
☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):
Supplemental or Budget Request Amendment Criterion:
☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

This Decision Item requests 44.4 FTE (annualized to 48.4 FTE in FY 09-10) and $4,169,798 in personal services, operating, contract, and startup funds to accommodate population increases in the Adult Parole, Parole ISP, and Community Re-Entry subprogram for the Department of Corrections (hereafter referred to as the Department).

Background and Appropriation History:

The Division of Adult Parole was established in C.R.S. 17-2-100.2 through 17-2-106. The Adult Parole, Community Corrections, and YOS Division (hereinafter referred to as the Division) manages the Parole and Parole ISP subprograms and provides programs for public safety through the supervision of offenders released to the community by the State Board of Parole. The Division also provides structured supervision and accountability, which allows the offender to complete a portion of his/her sentence in the community. Supervision responsibilities include domestic and interstate parolees. The Division provides offender risk management and is statutorily required to provide release preparation through supervision, case management, and treatment services as ordered by, and in collaboration with, the State Board of Parole. The Community Re-Entry

subprogram provides highly structured case management, job development, housing, and support services to parolees supervised in the community as mandated in CRS 17-33-101.

Parole & Parole ISP

Regular Parole supervision includes: office, home, and employment contacts; surveillance; conducting investigations; assisting with educational and treatment needs; monitoring restitution payments; and granting earned time. Public safety issues may include arrests, filing of new criminal charges, and requests to the State Parole Board for modification of conditions of supervision or parole revocations.

Under the guidance of a supervisor or manager, Community Parole Team Leaders (CPTL) oversee the work of Community Parole Officers (CPO) to ensure that delivery of services and appropriate levels of treatment and supervision are adhered to in accordance with contract requirements, Federal and State Statutes, Department Regulations, Division of Community Corrections Policies and Operational Memorandums, American Correctional Association Standards, and Division of Criminal Justice Standards. In addition to carrying half a caseload and all of the responsibilities of a Community Parole Officer, a team leader directly addresses staff problems and assigns tasks to officers, monitors progress and work flow, checks timeliness, correctness and soundness of decisions, and provides training to newly assigned staff. This position may supervise more than one program area (such as Parole, Parole ISP, Community, and Community ISP).

Community Parole Officers supervise offenders housed in residential community corrections programs, Intensive Supervision Program inmates (ISP-I), Intensive Supervision Program parolees (ISP-P), standard parolees, Interstate Compact parolees and Youth Offender Services (YOS) offenders. The position staffs, reviews, and audits cases to ensure compliance with all administrative regulations and standards of supervision including Conditions of Parole Supervision and Code of Penal Discipline. This position, as well as the Team Leader, is a statutorily defined Peace Officer that performs a broad range of law enforcement duties to include search and seizure, arrest

and transport of offenders, pursuant to 17-27-105.5, and assisting other law enforcement agencies pursuant to 16-2.5-102 and 136.

Community Parole Officers supervising parolees assigned to the ISP program have fewer offenders per caseload due to the very intensive nature of the program. Supervision meets the same criteria as regular parole with additional supervision requirements of electronic monitoring, highly restricted activities, and the offender may be subject to home detention. Many of the offenders in the ISP program are high-risk offenders who may pose an extreme risk to the public due to the potential for violence, a history of sexual offenses, or serious mental illnesses.

Interstate Compact provides supervision for parolees serving parole out-of-state, including conducting investigations, monitoring restitution payments, communicating with the other state's supervising officer, and granting earned time. The Interstate Compact staff also monitors all out-of-state offenders who come to Colorado for treatment services. Oversight of absconders includes: surveillance, conducting investigations, and return of absconders to Colorado if apprehended in another state.

Community Re-Entry

The Community Re-Entry subprogram assists parolees preparing for a successful transition from prison to the community. The Re-Entry services address those factors that contribute to recidivism: education, vocational and financial achievement, employability and housing, and contributes to the department's efforts to support the Governor's Recidivism Reduction and Offender Diversion Package. Community Re-Entry works with case management, education staff, community parole officers, and community/faith based partners to support the development and implementation of parolee community transition plans. Additionally, Community Re-Entry provides support services and case management that help parolees assimilate and remain stable while in the community, thus enhancing public safety.

The focus of Community Re-Entry is to provide support services to those parolees most in need of transition assistance and most at risk of returning to prison. Support services

are separated into two categories: critical and basic. Critical services include on-going case management and support services to include shelter assistance, transportation assistance, clothing, tools, employment services, repayment of restitution, child support arrearages, mental health and/or substance abuse treatment, health care, and referral to additional community support services for any other special circumstances that may impact a parolee's transition from prison to the community. These services are based on a transition plan and are incentive based, requiring the parolee's participation and accountability. Basic services include transportation assistance and referral to additional community support services for other special circumstances that may impact the parolee's transition from prison to the community. Re-Entry Specialists work closely with community parole officers developing and implementing community release plans.

A vital component of the Community Re-Entry subprogram is the John Inmann Work and Family Center (JIWFC), which provides comprehensive re-entry services such as employment services, cognitive education, transition planning, and pro-social skills for parolees, as well as victim assistance services for victimized community members. The Center is also recognized as a community focal point for collaborative efforts with state and local agencies, community based agencies and faith-based organizations to initiate programs and services to enhance the parolee's transition plan while supporting his or her supervision plan. Service delivery and collaboration have been severely hampered due to the termination of grant funding and budget cuts.

The number of parolees to be seen in FY07-08 by Community Re-Entry Specialists is projected to double compared to last fiscal year while the average dollar amount for critical services has dropped from $62.25 per parolee in FY05-06 to a projected $35.57 in FY06-07. Additionally, the number of parolees accessing the John Inmann Work and Family Center for services are also projected to double over last fiscal year (1,813 parolee contacts in FY05-06 compared to 5,101 in FY06-07.)

In comparison, the national average per offender cost of transitional services for people released from prisons and jail is $2,414, (Steve Aos, Polly Phipps, Robert Barnoski, and Roxanne Lieb, "The Comparative Costs and Benefits of Programs to Reduce Crime,

Version 4.0", Washington State Institute for Public Policy, May 2001). These costs are broken into four sections: Intensive Supervision $3,811, Residential drug treatment, plus aftercare $3,100, adult education $1,972, and job training/counseling $772.

The Division of Adult Parole receives allocations in several appropriations:

- Parole received an appropriation of $10,623,120 in FY07-08 per the Long Bill (SB 07-239). The appropriation pays for 159.2 FTE, operating costs, Administrative Law Judge services, contract services, and startup costs.
- Parole Intensive Supervision Program received an appropriation of $7,406,812 in FY07-08, paying for 83.4 FTE, operating expenses, contract services, non-residential services, home detention, and startup costs.
- Community Re-Entry received an appropriation of $1,820,728, paying for 13 FTE, operating expenses, offender emergency assistance, contract services, Offender Re-Employment Center, Community Reintegration grants, and start up costs. There are also subprograms for Community Supervision and Community Intensive Supervision, which caseload increase requests are addressed in the Department's Decision Item 3 for FY 08-09.

General Description of Request:

Both prison and parole populations continue to expand. This growth affects services and drives caseloads. According to Legislative Council Staff (LCS) August 2007 projections, adult parole populations will reach 9,742 in FY 08-09, with a projected average daily population of 9,286, an increase of 1,272 over the FY 07-08 projected ADP of 8,014. Actual parole population figures as of June 30, 2007 show an average monthly growth of 116 per month, 35 offenders per month over the LCS projection of 81 per month. This request is based on the LCS August 2007 projection (76 per month). (See Table 4.)

If the projected caseloads in Parole and Re-Entry cannot be successfully managed in the community, parolees will be returned to a Department prison bed at a much higher cost thus increasing the need for additional prison bed capacity. Additional officers, Team Leaders, Re-Entry Specialists and Support staff are needed to meet the demand.

Adult Parole Population Caseload Increases
The Parole and Parole ISP Subprograms strive to re-establish and maintain historical caseload ratios at 1:60 for Parole and 1:20 for Parole ISP. FY 07-08 funding places Parole at a 1:67.9 ratio, and Parole ISP at 1:20.9. Interstate Parole is 1:500 compared to its historical rate of 1:400. This DI request is calculated on the FY 07-08 funded ratios to address the projected ADP increase.

Community Parole Team Leader (CPTL) and Community Parole Officer (CPO)
Over the last several years, the Department has been challenged to return the Community Parole Officer caseload ratio to an acceptable and safe standard. The caseloads for CPO are slowly being reduced. Parole ISP functions with only 3.4 CPTL for 55.7 CPO (1:16.4 ratio). This request is for 2.9 CPTL (2.3 FTE in Parole, .6 in Parole ISP) and 22.9 CPO (14.6 FTE in Parole, 8.3 in Parole ISP) to maintain the officer to parolee FY07-08 ratio of 1:67.92 for Parole and 1:20.94 in Parole ISP. The request will annualize to 3.1 CPTL and 24.9 CPO in FY 09-10.

The Division of Adult Parole maintains proportional contract funding ($666,330) in this FY08-09 decision item to provide risk management services necessary to maintain the increasing parole population in the community. Such services include, but are not limited to, electronic monitoring, drug screens, antabuse monitoring, day reporting center functions, electronic case management, and crime/offender specific treatment including the requirements of the seriously mentally ill offenders. FY08-09 appropriation requests for contract services are in the following subprograms: (4D) Drug and Alcohol ($149,613), (5A) Parole ($113,754) and (5B) Parole ISP ($402,963). Also, an additional $13,588 in Offender Emergency Assistance is requested in the Community Re-Entry Subprogram.

Community Re-Entry
Funding for 9.2 FTE in FY 08-09 (annualized to 10.0 FTE in FY 09-10) as General Professional IIIs is requested in personal services, operating and startup. The demand for community re-entry services continues to grow statewide. According to the Department's Statistical Report for FY 05-06, the number of annual releases from prison has increased

45.5% since 2001. Releases to parole have increased 65.4% over this same time period due to the 50.1% increase in mandatory releases, and the parole caseload is expected to exhibit significant increases over the next five-year period. This report also states that court commitments to the Department during 2006 estimate 17.5% of the population have moderate to severe medical needs, 24.8% need mental health programs and 18.5% need sex offender treatment. Moreover, 82.3% require substance abuse treatment.

Caseload ratios have increased dramatically while community re-entry staff and resources have been reduced. The current offender to Re-Entry Specialist ratio is 1:242 as of June, 2007, comprised of caseloads of 1:172 for critical services and 1:70 for basic/indirect services. Support and funding of this proposal will provide the department with resources necessary to avoid future costs of incarceration through recidivism.

To have a more significant impact on recidivism, Community Re-Entry resources and services have shifted to support parolees in community parole offices as well as the John Inmann Work and Family Center. As the number of parolees supervised in the community continues to increase, more staff are needed to deliver those services. Since Parole and ISP-Parole offenders are in most need of support services in the community, more Community Re-Entry staff are required to provide essential services.

Community Re-Entry Specialists: Funding for 1.8 FTE (annualized to 2.0 FTE in FY 09-10) General Professional III (Community Re-Entry Specialists) is requested to manage the increased parole population projections, specialized duties assigned to this unit, and the increase in special needs populations transitioning to the community. These positions will be located at the John Inmann Work and Family Center. One position will address the increased caseloads projected for the Denver Metro Area, which supervises the largest number of parolees with 32.8% of the total caseload and 15.3% of the Intensive Supervision Program-Parolee caseload. The second position will be responsible for developing housing and shelter resources, working with the homeless population and coordinating Social Security Insurance (SSI), Social Security Disability Insurance (SSDI), and Veterans Administration (VA) benefits for parolees.

Community Re-Entry Job Developer: Funding is requested for .9 FTE (annualized to 1.0 FTE) General Professional III Job Developer to work the Denver Metro Area to enhance employment assessment, employment services, and placement opportunities. The Job Developer will complete the National Institute of Corrections "Offender Workforce Development Specialist" training to ensure effective delivery of services. The Job Developer will recruit on a business-to-business approach assisting in gaining federal tax credits and bonding, and benefits of additional support and supervision in the community. This position will help increase the parolee's time on the job by identifying any developing crisis between the parolee and the employer.

Community Reintegration Specialists: Funding is requested for 6.5 FTE (annualized to 7.0 FTE in FY 09-10) General Professional III Community Reintegration Specialists to provide reintegration services to offenders (inmates, parolees, discharges) nearing a discharge date, and coordinating and developing transition plans with Community Re-Entry Specialists throughout the state. The Community Reintegration Specialists will deliver re-entry services in all Department facilities. Each facility will be contained in a service region; at least one Community Reintegration Specialist will be assigned to each region. Community Reintegration Specialists operating within five regions will include: one in the Northeastern Region to include Sterling and Limon; one in the Southeastern Region to include Trinidad, Arkansas Valley, San Carlos, Fort Lyon and La Vista; three in the Canon Complex to include Arrowhead, Centennial, Fremont, Four Mile, Colorado State Penitentiary, Skyline, Buena Vista, Colorado Women's, and Territorial; one in the Western Region to include Delta and Rifle; and one in the Denver Metro Region to include Colorado Correctional Center, Denver Regional Diagnostic Center and Denver Women's. Service regions are based on the total number of discharge and mandatory releases. Community Reintegration Specialists will be located in community parole offices within or near the service regions. The proposed work schedule for the Community Reintegration Specialist will be three days in a facility and two days in community, providing the following services:

1. Increase offender program participation in transitional, education and Life Skills programs by working closely with case managers and education staff, and reinforcing benefits of program participation with the offender from a community perspective.
2. Enhance transition planning by working closely with case managers, community parole officers, and community re-entry specialists.
3. Coordinate community resource referral and placements with Community Re-Entry Specialists (housing, grants, transportation, etc).
4. Facilitate Pre-Release classes (employment/career assessments, job readiness, community supervision expectations, pre-registration with regional Workforce Centers).
5. Develop a network of community resources within each assigned service region.
6. Coordinate with the Office of Faith and Citizen programs and Community Alliance Network Coordinator on a continuum of support services to the community.
7. Link facility discharge offenders with community and faith based organizations statewide.

Crime Analyst: Funding is requested to convert a grant-funded contract position (since 2004) to .9 FTE (annualized to 1.0 FTE IN FY 09-10) as a General Professional IV to work as a Crime Analyst. Currently, the crime analyst notifies community parole staff, as well as over 25 local and federal law enforcement agencies, of offenders returning to the community. The Division has received overwhelming feedback from other law enforcement agencies on the usefulness of this information. Approval of this request will provide community parole officers with vital information to better supervise high risk offenders in the community and continuing collaborative efforts with local and federal law enforcement agencies. (Grant funding for this contract position expires in March, 2008.) The position will also add support through a variety of analytical functions, tracking the budget, working closely with all community parole staff, and protecting the confidentiality of information to ensure the information is shared appropriately.

Consequences if Not Funded:

Lack of additional funding will increase caseload ratios in all parole and community levels, which will reduce the time the supervisor can devote to each offender. Caseload increases without additional contract appropriations will result in drastic reductions in

service, and may result in some paroles not receiving essential treatments at all. Decreased services to parolees may also negatively affect the parolee's ability to assimilate into the community and result in revocation, thereby negatively impacting recidivism rates. Sustained high caseloads create morale issues with staff, possibly creating more staff turnover due to stress and burnout. The client base for Community Re-Entry tends to be parolees with sex offenses and/or having mental health needs at the moderate to high level. Lack of adequate resources will create a void in the department's commitment to the Governor's Recidivism Reduction and Offender Diversion Package to address education, vocational and vocational achievement, employability and housing as risk factors that contribute to recidivism.

The Division would lose the crime analyst position, and collaborative partnerships, including regular reporting of offender information to community parole staff and local law enforcement. Finally, the community remains at greater risk for experiencing crimes committed by offenders with histories of committing violent crimes, using weapons, absconding from supervision, offenders with strong gang ties, sexually violent predators, and habitual criminals. The benchmark of Law Enforcement agencies throughout the country is to incorporate a criminal or intelligence analyst into tactical, strategic, and administrative agency operations. Without this, the Division would not be maintaining the benchmark at the local law enforcement level.

Calculations for Request:

Calculations for request contain amounts for 11 months of salary for 44.4 FTE (48.4 annualized FTE in FY 09-10), 12 months of contract services, and 4 months of vehicle lease and mileage costs, funded from the General Fund.

Summary of Decision Item Request by Department						
Department of Corrections	**FTE**	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**
Executive Director Subprogram (1A)	0.0	$512,369	$512,369	$0	$0	$0
Inspector General Subprogram (1C)	0.0	$1,212	$1,212	$0	$0	$0
Communications Subprogram (3D)	0.0	$21,780	$21,780	$0	$0	$0

Transportation Subprogram (3E)	0.0	$54,210	$54,210	$0	$0	$0
Training Subprogram (3F)	0.0	$968	$968	$0	$0	$0
Information Systems Subprogram (3G)	0.0	$9,680	$9,680	$0	$0	$0
Drug and Alcohol Subprogram (4D)	0.0	$149,613	$149,613	$0	$0	$0
Parole Subprogram (5A)	23.2	$1,653,251	$1,653,251	$0	$0	$0
Parole ISP Subprogram (5B)	12.0	$1,176,093	$1,176,093	$0	$0	$0
Community Re-Entry Subprogram (5E)	9.2	$590,622	$590,622	$0	$0	$0
Total	**44.4**	**$4,169,798**	**$4,169,798**	**$0**	**$0**	**$0**

Summary of Request FY 08-09	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Total Request	$4,169,798	$4,169,798	$0	$0	$0	44.4
(1A) Executive Director's Office - Health, Life, and Dental	$199,133	$199,133	$0	$0	$0	0.0
Short-term Disability	$2,467	$2,467	$0	$0	$0	0.0
Amortization Equalization Disbursement	$30,344	$30,344	$0	$0	$0	0.0
Supplemental Amortization Equalization Disbursement	$14,225	$14,225	$0	$0	$0	0.0
Leased Space	$266,200	$266,200	$0	$0	$0	0.0
Total EDO $512,369						
(1C) Inspector General Operating	$1,212	$1,212	$0	$0	$0	0.0
(3D) Communications	$21,780	$21,780	$0	$0	$0	0.0
(3E) Transportation – Vehicle Lease Costs	$54,210	$54,210	$0	$0	$0	0.0
(3F) Training Operating	$968	$968	$0	$0	$0	0.0
(3G) Information Systems - Operating	$9,680	$9,680	$0	$0	$0	0.0

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
(4D) Drug and Alcohol Treatment – Contract Services	$149,613	$149,613	$0	$0	$0	0.0
(5A) Parole – Personal Services -Supv	$110,108	$110,108	$0	$0	$0	1.7
Personal Services-CPTL	$138,750	$138,750	$0	$0	$0	2.3
Personal Services-CPO	$658,176	$658,176	$0	$0	$0	14.6
Personal Services-GP IV	$58,274	$58,274	$0	$0	$0	0.9
Personal Services- AA II	$128,999	$128,999	$0	$0	$0	3.8
Total Parole Pers Svcs $1,094,307						
(5A) Parole – Operating Expenses-Supv	$7,727	$7,727	$0	$0	$0	0.0
Operating Expenses -CPTL	$10,733	$10,733	$0	$0	$0	0.0
Operating Expenses - CPO	$68,259	$68,259	$0	$0	$0	0.0
Operating Expenses – GP IV	$2,660	$2,660	$0	$0	$0	0.0
Operating Expenses – AA II	$5,986	$5,986	$0	$0	$0	0.0
Total Parole Operating $95,365						
(5A) Parole – Contract Services	$113,754	$113,754	$0	$0	$0	0.0
(5A) Parole – Start up Costs - Supv	$28,536	$28,536	$0	$0	$0	0.0
Start up Costs - CPTL	$39,638	$39,638	$0	$0	$0	0.0
Start up Costs - CPO	$252,081	$252,081	$0	$0	$0	0.0
Start up Costs – GP IV	$5,798	$5,798	$0	$0	$0	0.0
Start up Costs – AA II	$23,772	$23,772	$0	$0	$0	0.0
Total Parole Startup $349,825						
(5B) Parole ISP – Pers Services - Supv	$55,054	$55,054	$0	$0	$0	0.8
Pers Services - CPTL	$33,301	$33,301	$0	$0	$0	0.6
Pers Services - CPO	$372,553	$372,553	$0	$0	$0	8.3
Pers Services – AA II	$81,805	$81,805	$0	$0	$0	2.4
Total Parole ISP Pers Svcs $542,713						
(5B) Parole ISP – Operating Exp - Supv	$3,864	$3,864	$0	$0	$0	0.0
Operating Exp - CPTL	$2,576	$2,576	$0	$0	$0	0.0

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Operating Exp- CPO	$38,637	$38,637	$0	$0	$0	0.0
Operating Exp- AA II	$3,796	$3,796	$0	$0	$0	0.0
Total Parole ISP Operating $48,873						
(5B) Parole ISP – Contract Services	$227,552	$227,552	$0	$0	$0	0.0
(5B) Parole ISP – Non Residential Services	$175,411	$175,411	$0	$0	$0	0.0
(5B) Parole ISP – Start Up Costs - Supv	$14,271	$14,271	$0	$0	$0	0.0
Start Up Costs - CPTL	$9,512	$9,512	$0	$0	$0	0.0
Start Up Costs - CPO	$142,686	$142,686	$0	$0	$0	0.0
Start Up Costs - AA	$15,075	$15,075	$0	$0	$0	0.0
Total Parole ISP Startup $181,544						
(5E) Community Re-Entry – Pers Services – GP III	$479,624	$479,624	$0	$0	$0	9.2
(5E) Community Re-Entry – Operating Expenses	$27,430	$27,430	$0	$0	$0	0.0
(5E) Community Re-Entry – Offender Emergency Assistance	$13,588	$13,588	$0	$0	$0	0.0
(5E) Community Re-Entry – Start Up Costs	$69,980	$69,980	$0	$0	$0	0.0

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$4,000,735	$4,000,735	$0	$0	$0	48.4
(1A) Executive Director's Office - Health, Life, and Dental	$217,171	$217,171	$0	$0	$0	0.0
Short-term Disability	$2,688	$2,688	$0	$0	$0	0.0
Amortization Equalization Disbursement	$33,104	$33,104	$0	$0	$0	0.0

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Supplemental Amortization Equalization Disbursement	$10,346	$10,346	$0	$0	$0	0.0
Leased Space	$266,200	$266,200	$0	$0	$0	0.0
Total EDO $529,509						
(1C) Inspector General - Operating	$1,212	$1,212	$0	$0	$0	0.0
(3D) Communications	$21,780	$21,780	$0	$0	$0	0.0
(3E) Transportation – Vehicle Lease Costs	$162,630	$162,630	$0	$0	$0	0.0
(3F) Training – Operating	$968	$968	$0	$0	$0	0.0
(3G) Information Systems - Operating	$9,680	$9,680	$0	$0	$0	0.0
(4D) Drug and Alcohol Treatment – Contract Services	$149,613	$149,613	$0	$0	$0	0.0
(5A) Parole – Personal Services -Supv	$120,859	$120,859	$0	$0	$0	1.8
Personal Services-CPTL	$152,295	$152,295	$0	$0	$0	2.5
Personal Services-CPO	$722,433	$722,433	$0	$0	$0	15.9
Personal Services-GP IV	$63,964	$63,964	$0	$0	$0	1.0
Personal Services- AA	$141,594	$141,594	$0	$0	$0	4.1
Total Parole Pers Svcs $1,201,145						
(5A) Parole – Operating Expenses-Supv	$12,047	$12,047	$0	$0	$0	0.0
Operating Expenses -CPTL	$16,733	$16,733	$0	$0	$0	0.0
Operating Expenses - CPO	$106,419	$106,419	$0	$0	$0	0.0
Operating Expenses – GP IV	$5,060	$5,060	$0	$0	$0	0.0
Operating Expenses - AA	$5,986	$5,986	$0	$0	$0	0.0
Total Parole Operating $146,245						
(5A) Parole – Contract Services	$113,754	$113,754	$0	$0	$0	0.0
(5B) Parole ISP – Pers Services - Supv	$60,428	$60,428	$0	$0	$0	0.9
Pers Services - CPTL	$36,551	$36,551	$0	$0	$0	0.6
Pers Services - CPO	$408,925	$408,925	$0	$0	$0	9.0
Pers Services - AA	$89,793	$89,793	$0	$0	$0	2.6

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Parole ISP Pers Svcs $595,697						
(5B) Parole ISP – Operating Exp - Supv	$6,024	$6,024	$0	$0	$0	0.0
Operating Exp - CPTL	$4,016	$4,016	$0	$0	$0	0.0
Operating Exp- CPO	$60,237	$60,237	$0	$0	$0	0.0
Operating Exp- AA	$3,796	$3,796	$0	$0	$0	0.0
Total Parole ISP Operating $74,073						
(5B) Parole ISP – Contract Services	$227,552	$227,552	$0	$0	$0	0.0
(5B) Parole ISP – Non Residential Services	$175,411	$175,411	$0	$0	$0	0.0
(5E) Community Re-Entry – Pers Services – GP III	$526,448	$526,448	$0	$0	$0	10.0
(5E) Community Re-Entry – Operating Expenses	$51,430	$51,430	$0	$0	$0	0.0
(5E) Community Re-Entry – Offender Emergency Assistance	$13,588	$13,588	$0	$0	$0	0.0

Leased Space @ $22 per sf x 250 sf = $5,500 per 48.4 FTE = $266,200

Vehicle Lease Payments
Vehicle Lease costs @ $325 per month per FTE (CPO/CPTL/Supv. (31.7) and Reintegration Specialists (10) – total of 41.7)
4 months = $1,300 FY 08-09 x 41.7 = $54,210
12 months = $3,900 FY 09-10 x 41.7 = $162,630

Personal Services
- FTE requests are based on 11 months.
- Salaries calculated at the current entry level per the FY 07-08 compensation plan for Community Parole Supervisor: $4,817/month

General Professional IV (Crime Analyst): $4,530/month
General Professional III (Community Re-Entry Specialist): $3,728/month
Community Parole Team Leader: $4,370/month
Community Parole Officer: $3,260/month
Administrative Assistant II: $2,479/month

- PERA calculated at .1015 of salary
- AED calculated at .0160 of salary
- SAED calculated at .0075 of salary
- Medicare calculated at .0145 of salary
- Health, Life, Dental Insurance and Short Term Disability $4,487/year
- Short Term Disability .0013 of salary

Table 1 – Operating Expenses	
Admin Support Operating	**$1,460**
Base Operating	500
Blackberry charges	960
GPIII/IV Support	**$5060**
Base Operating	500
Blackberry	960
Variable Mileage Rate	3,600
Officer Operating	**$6,693**
Base Operating	500
Specialized Training*	600
Travel for Spec Training**	600
Variable Mileage Rate	3,600
Pager	83

Blackberry	960
Ordnance	350

*Specialized Training: annual training other than the DOC Training Academy, to be attended on an ongoing basis includes:

- Interagency Training with Judicial Department at $200 each
- Offender Specific Training: gang, sex offender, OMI, restorative justice @ $150 each
- Offence Specific Training: robbery, risk and threat assessment @ $100 each
- Skill Specific Training: team leadership, supervisory, computer related, firearms @ $100 each
- Professional Specific Training: Association of Parole and Probation Officers, Organization for Victim Assistance @ $50 each

**Travel for Specific Training: per diem and lodging assumed for above training sessions at $100 per day estimated at $600 per officer.

Contract Services

Drug and Alcohol Treatment Contract Services:

$117.62 per additional parolee x 1,272= $149,613

Parole Contract Services:

$105.23 per parolee x 1,081 = $113,754

Parole ISP Contract Services:

$1,191.37 per additional ISP parolee x 191 = $227,552

Parole ISP Non Residential Services:

$918.38 per additional ISP parolee x 191 = $175,411

Offender Emergency Assistance – Community Re-Entry

FY 06-07 funded at $35.57 per parolee ($86,844 divided by 2441 parolees served)
FY 06-07 Percentage of parolees served by Re-Entry 30% (2441/7957 = 30%)
FY08-09 growth = 1,272 x 30% =382
382 offenders x $35.57 = $13,588

Table 2 - Start-up Costs				
Admin. Support Start-Up	**$5,798**			
Furniture	$2,225			
Computer, Printer, Software	$1,380			
Desk Phone	$ 500			
Blackberry Phone	$100			
Blackberry Accessories	$143			
Basic Training	$1,450			

Table 2 Continued - Start-up Costs				
Officer Start-Up	**$15,854**			
800 MHz Battery & Charger	$154		Furniture Desk, Chair, Side Chair, Computer Table, File Cab, Bookcase	$2,225
800 MHz Packset	$2,580		Handcuffs w/case	$20
ASP Baton/Baton Holders	$90		Magazine Pouch	$30
Badge & Holder	$110		Pepper Spray w/holder	$35
Basic Training	$1,450		Pistol & Holster	$570
Blackberry Phone	$100		Psych & Poly Testing	$450
Blackberry Accessories	$143		Search Gloves	$60
Body Armor Bulletproof vest - Level III	$1,000		Vehicle Cage	$480
Laptop Computer, Printer, Software	$2,580		VHF Batteries & Charger	$638
Desk Phone	$500		VHF Radio	$1,749
Ear & Eye Protect	$25		VHF Radio Accessories	$80
Flashlight	$60		Windbreaker w/ ID	$85
Car Mount for Laptop Computer	$400		Restraints – Belly Chains & Leg Irons	$40
Auto Gun Vault	$200			

Table 3 – Population Projections			
	June 2008 Projected	June 2009 Projected	Average Daily Population (ADP) for FY08-09
Parolees Supervised in Colorado	8,830	9,742	9,286

Table 4 - Average Monthly Population Growth In-State Parolees						
					Difference LCS/Actuals	
	LCS Projected	**Actual/ Projected**	**LCS per month**	**Actual per month**	**Totals**	**Monthly Growth**
FY04-05 (Dec. 04 LCS)	5,317	5,714	6	38	384	32
FY05-06 (Dec. 05 LCS)	6,181	6,551	38.9	69	361	30
FY06-07 (Dec. 06 LCS)	7,527	7,947	81	116	420	35
FY07-08 Projected (Aug. 07 LCS)	8,830		73			
FY08-09 Projected	9,742		76			

Table 5 – ADP Population Split between Parole and Parole ISP			
	Average # Parolees in Colorado for FY08-09	Parolees to be Supervised by Regular Parole (85%)	Parolees to be Supervised by ISP Parole (15%)
Projected Population ADP	9,286	7,893	1,393
FY 07-08 Funding	8,830	6,812	1,202
FY 08-09 Projected Increase	1,272	1,081	191

Table 6 – Caseload Ratios Interstate Parolees (Supervised Out-of-State) and Absconders						
	Ratios		**Historical**		**FY08-09 Request**	
	Caseload	Staff	Reg	ISP	Reg	ISP
Supervisor		1:10 Officers and Team Leaders	1:10	1:10	1:10.6	1:10.6
Team Leader	½ Caseload		1:175	1:175	1:200	1:200
Officer	Full Caseload		1:350	1:350	1:512	1:512

Table 7 – Caseload Ratios Parolees Supervised in Colorado						
	Ratios		**Historical**		**FY08-09 Request**	
	Caseload	Staff	Reg	ISP	Reg	ISP
Supervisor		1:10 Officers and Team Leaders	1:10	1:10	1:10.6	1:10
Team Leader	½ Caseload		1:30	1:10	1:33.96	1:10
Officer	Full Caseload		1:60	1:20	1:67.92	1:20
Support Staff		1:4 Staff	1:4	1:4	1:5	1:4

Table 8 – Staffing Needs Interstate Parolees (Supervised Out-of-State) and Absconders Ratios						
FTE Position	Ratios used for Calculations		Population/Staff used for Calculations	FTE positions needed for FY 08-09	Current FTE positions for FY 07-08	Requested FTE for FY 08-09
	Caseload	Staff				
Supervisor		1:10	6.8	0.7	.7	0.0
Team Leader	1:256		256	1.0	1.0	0.0
Officer	1:512		2,906	4.0	4.0	0.0
Support Staff		1:4.6	5.7	.0	.0	.0
			Totals	6.7	5.7	.0

Table 9 – Staffing Needs Regular Parole Ratios						
FTE Position	Ratios used for Calculations		Population/Staff used for Calculations	FTE positions needed for FY 08-09	Current FTE positions for FY 07-08	Requested FTE for FY 08-09
	Caseload	Staff				
Supervisor		1:10	107.7	12.4	10.6	1.7 (1.8 ann.)
Team Leader	1:33.9		503	17.3	14.8	2.3 (2.5 ann.)
Officer	1:67.9		7,390	108.8	95.9	14.6 (15.9 ann.)
Crime Analyst					0.0	.9 (1.0 ann.)
Support Staff		1:4.9	127.8	29.8	27.8	3.8 (4.1 ann.)
			Totals	168.3	144	23.2 (25.3 ann.)

Table 10 – Staffing Needs Parole ISP Ratios						
FTE Position	Ratios used for Calculations		Population/Staff used for Calculations	FTE positions needed for FY 08-09	Current FTE positions for FY 07-08	Requested FTE for FY 08-09
	Caseload	Staff				
Supervisor		1:10	59.1	6.6	5.7	.8 (.9 ann.)
Team Leader	1:10.47		37	4.0	3.4	.6 (.6 ann.)
Officer	1:20.94		1,356	64.7	55.7	8.3 (9.0 ann.)
Support Staff		1:4	66.8	19.2	16.6	2.4 (2.6 ann.)
			Totals	94.5	81.4	12 (13.1 ann.)

Summary of Tables

Summary Table
The initial table provides a summary of program's FTE's requested within the Department.

Table 1
Table 1 details the operating costs associated with each occupational series in the subprograms.

Table 2
Table 2 details the startup costs associated with administrative support and officers, who require different specialized startup costs.

Table 3
Table 3 shows the population projects used in this decision item.

Table 4
Table 4 compares the actual population growth in parole to the Legislative Council Staff projections of August, 2007.

Table 5
Table 5 outlines the population percentage splits between Parole and Parole ISP subprograms.

Tables 6 & 7
Table 6 shows the caseload ratios for the two comparison years for out of state parolees and absconders while Table 7 shows these ratios for parolees in Colorado.

Tables 8, 9 & 10
Table 8, 9 and 10 detail the staffing ratios and needs for FY 08-09. Staffing for Community Re-Entry is not included in these tables as they are not part of the parole subprogram ratios.

Assumptions for Calculations:

- LCS August 2007 Parole average daily population (ADP) is 9,286, an increase of 1,272.
- Parole population projections, adjusted by June 30, 2007 actual populations and revised August 2007 LCS projections, is 9,742 for FY08-09
- Of the parole population in Colorado, 85% is in regular Parole and 15% in Parole ISP.
- Regular Parole population projection is 7,893, an increase of 1,081
- Parole ISP projected population is 1,393, an increase of 191.
- Interstate Parole projected ADP is 2,906, an increase of 204.
- Supervisor totals are calculated using only the officer and team leader staff totals.
- Community Parole Team Leaders are calculated using a 1:6 CPO ratio.

- Team leaders supervise ½ a traditional caseload for a ratio of 1:33.9 in Parole; 1:256 in Interstate; 1:10 in Parole ISP.
- Community Parole Officers supervise full caseloads for a ratio of 1:67.92 in Parole; 1:512 in Interstate; 1:20.94 in Parole ISP.
- Community Re-Entry Specialists are calculated using a 1:242 ratio, which are FY07 actual caseloads: 1:172 for critical services and 1:70 for basic/indirect services.
- The number of cases a team leader will supervise, prior to the officer's caseload being calculated, decreases the population. Parole by 503; Interstate by 256; and Parole ISP by 37.
- Administrative Support staff is calculated at 1:5, using total supervisors, team leaders & officers.
- FTE are based on the ratio of staff to offenders or the ratio of staff to staff and are calculated based on FY07-08 funding.
- Contract dollars are calculated using the increase of ADP not the total number of ADP.
- Contract Services were calculated using the increased number of parolees times the previous JBC funding per parolee.

Impact on Other Government Agencies: DPA – Fleet Management = 41 lease vehicles.

Cost Benefit Analysis: Caseload Increase. Cost/Benefit N/A.

Implementation Schedule:

Task	Month/Year
Internal Research/Planning Period	May, 2008
Write Position Description Questionnaires and Personnel Action Request	May, 2008
Open the Application Window to the Public	May, 2008
Close Application Window	May, 2008
Initiate preliminary discussions with contract vendors	May, 2008
Finalize and sign new contracts with vendors	June, 2008
Review, Interview, and Hire New Positions	June, 2008
New Employees Begin	July, 2008
Services begin from new contracts	July, 2008
Research and define new Re-Entry placement job opportunities	July-August, 2008
Implement job placements to Re-Entry offenders	July, 2008

Statutory and Federal Authority:

The statutes establishing the Parole, Parole ISP, and Re-Entry Subprograms mandate the responsibilities of the program, in addition to providing the expectations, goals, and objects of the program.

Article 1 Department of Corrections

Part 1 Corrections Administration

17-2-102. (2001) Division of adult parole - general powers, duties, and functions.

(1) The division of adult parole in the department shall administer the adult parole program. The division shall keep a complete record in respect to all domestic as well as interstate parolees. The director of the division of adult parole shall exercise the power of suspension of paroles in the interim of the meetings of the state board of parole, referred to in this part 1 as the "board", and in connection therewith the director may

arrest such suspended parolee without warrant and return such suspended parolee to an appropriately secure facility to await the further action of the board. In case of such suspension of parole, the director shall send to the board, at its first session thereafter, a transcript of all proceedings taken in connection with such suspension and the reasons for his or her action.

(3) The director of the division of adult parole, pursuant to the provisions of section 13 of article XII of the state constitution, shall appoint such other officers and employees as may be necessary to properly supervise all adult parolees released from any state correctional institution or private contract prison together with such other persons as are accepted for supervision under the interstate compact.

(8) The division of adult parole shall establish and administer appropriate programs of education and treatment and other productive activities, which programs and activities are designed to assist in the rehabilitation of an offender.

17-27.5-101. (2002) Authority to establish intensive supervision programs for parolees and community corrections offenders.

(1) (a) The department shall have the authority to establish and directly operate an intensive supervision program for any offender not having more than one hundred eighty days remaining until such offender's parole eligibility date and for any offender who successfully completes a regimented inmate discipline program pursuant to article 27.7 of this title.

(c) The department shall have the authority to contract with community corrections programs and other providers for intensive supervision services subject to the approval of the affected unit of local government. In contracting for such programs, the department shall obtain the advice and consent of affected units of local government and shall consider the needs of the communities and offenders for successful reintegration into communities and the appropriate allocation of resources for effective correction of offenders.

17-33-101. (2004) Colorado reentry program.

(1) The department of corrections shall administer appropriate programs for offenders prior to and after release to assist offenders with reentry into society based upon the assessed need as determined by the director of the department of corrections and suitability of individual offenders for such services. The department of corrections shall administer the reentry programs in collaboration with the division of adult parole in the department of corrections and the youthful offender system in the department of corrections.

(2) The department of corrections shall design the reentry program to reduce the possibility of the offender returning to prison, to assist the offender in rehabilitation, and to provide the offender with life management skills that allow him or her to function successfully in society.

Performance Measures:

The Division of Adult Parole, Community Corrections and YOS has set a goal to "Reduce Technical Parole Violations by 1% by 6/30/08 and by .5% annually thereafter" in the Department's 2007-2011 Strategic Plan (page 10). Workload indicators to be tracked are population and staff to offender ratios in both Parole and Parole ISP.

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs												GRAND TOTAL	
Fiscal Year(s) of Request		FY 08-09	FY 09-10	FY 08-09	FY 09-10	FY 08-09	FY 09-10	FY 08-09	FY 09-10	FY 08-09	FY 09-10	FY 08-09	FY 09-10
PERSONAL SERVICES	Title:	Com/Parole Supervisor		Com/Parole Team Leader		Com/Parole Officer		General Profession IV		Admin. Assistant II			
Number of PERSONS / class title		1.80	1.80	2.50	2.50	15.90	15.90	1.00	1.00	4.10	4.10		
Number of months working in FY 08-09 and FY 09-10		12	12	12	12	12	12	12	12	12	12		
Number months paid in FY 08-09 and FY 09-10*		11	12	11	12	11	12	11	12	11	12		
Calculated FTE per classification		1.65	1.80	2.29	2.50	14.58	15.90	0.92	1.00	3.76	4.10	23.20	25.30
Annual base salary		$59,796	$59,796	$54,252	$54,252	$40,464	$40,464	$56,964	$56,964	$30,756	$30,756		
Salary		$98,663	$107,633	$124,328	$135,630	$589,763	$643,378	$52,217	$56,964	$115,591	$126,100	$980,562	$1,069,705
PERA	10.15%	$10,014	$10,925	$12,619	$13,766	$59,861	$65,303	$5,300	$5,782	$11,732	$12,799	$99,526	$108,575
Medicare	1.45%	$1,431	$1,561	$1,803	$1,967	$8,552	$9,329	$757	$826	$1,676	$1,828	$14,219	$15,511
Prior Year SAED	N/A	$0	$740	$0	$932	$0	$4,423	$0	$392	$0	$867	$0	$7,354
Subtotal Personal Services at Division Level		**$110,108**	**$120,859**	**$138,750**	**$152,295**	**$658,176**	**$722,433**	**$58,274**	**$63,964**	**$128,999**	**$141,594**	**$1,094,307**	**$1,201,145**
Subtotal AED at EDO Long Bill Group Level	1.60%	$1,579	$1,722	$1,989	$2,170	$9,436	$10,294	$835	$911	$1,849	$2,018	$15,688	$17,115
Subtotal SAED at EDO Long Bill Group Level	Varies	$740	$538	$932	$678	$4,423	$3,217	$392	$285	$867	$631	$7,354	$5,349
Department Specific Average Cost for HLD / Employee**		$4,487	$4,487	$4,487	$4,487	$4,487	$4,487	$4,487	$4,487	$4,487	$4,487		
Subtotal for Health, Life, Dental (if over 20 FTE)	N/A	$7,404	$8,077	$10,275	$11,218	$65,420	$71,343	$4,128	$4,487	$16,871	$18,397	$104,098	$113,522
Subtotal for Short Term Disability (if over 20 FTE)	0.13%	$128	$140	$162	$176	$767	$836	$68	$74	$150	$164	$1,275	$1,390
OPERATING EXPENSES													
Supplies @ $500/$500***	$ 500	$900	$900	$1,250	$1,250	$7,950	$7,950	$500	$500	$2,050	$2,050	$12,650	$12,650
Blackberry Base Operating (Annual)	$ 960	$1,728	$1,728	$2,400	$2,400	$15,264	$15,264	$960	$960	$3,936	$3,936	$24,288	$24,288
Vehicle Mileage (Annual; 1st year 4 mo)	$ 3,600	$2,160	$6,480	$3,000	$9,000	$19,080	$57,240	$1,200	$3,600	$0	$0	$25,440	$76,320
Specialized Training (Annual)	$ 600	$1,080	$1,080	$1,500	$1,500	$9,540	$9,540	$0	$0	$0	$0	$12,120	$12,120
Travel for Specialized Training (Annual)	$ 600	$1,080	$1,080	$1,500	$1,500	$9,540	$9,540	$0	$0	$0	$0	$12,120	$12,120
Pager Base (Annual)	$ 83	$149	$149	$208	$208	$1,320	$1,320	$0	$0	$0	$0	$1,677	$1,677
Ordnance	$ 350	$630	$630	$875	$875	$5,565	$5,565	$0	$0	$0	$0	$7,070	$7,070
Subtotal Operating Expenses		**$7,727**	**$12,047**	**$10,733**	**$16,733**	**$68,259**	**$106,419**	**$2,660**	**$5,060**	**$5,986**	**$5,986**	**$95,365**	**$146,245**
STARTUP EXPENSES													
Computer @ $900/$0	$ 900	$0	$0	$0	$0	$0	$0	$900	$0	$3,690	$0	$4,590	$0
Laptop Computer w/ docking station $2100/$0	$ 2,100	$3,780	$0	$5,250	$0	$33,390	$0	$0	$0	$0	$0	$42,420	$0
Computer printer $150/$0	$ 150	$270	$0	$375	$0	$2,385	$0	$150	$0	$615	$0	$3,795	$0
Office Suite Software @ $330/$0	$ 330	$594	$0	$825	$0	$5,247	$0	$330	$0	$1,353	$0	$8,349	$0
Office Equipment @ $2,225 /$0	$ 2,225	$4,005	$0	$5,563	$0	$35,378	$0	$2,225	$0	$9,123	$0	$56,294	$0
800 MHz Battery and Charger	$ 154	$277	$0	$385	$0	$2,449	$0	$0	$0	$0	$0	$3,111	$0
800 MHz Packset	$ 2,580	$4,644	$0	$6,450	$0	$41,022	$0	$0	$0	$0	$0	$52,116	$0
ASP Baton/Baton Holders	$ 90	$162	$0	$225	$0	$1,431	$0	$0	$0	$0	$0	$1,818	$0
Badget and Holder	$ 110	$198	$0	$275	$0	$1,749	$0	$0	$0	$0	$0	$2,222	$0
Blackberry & Accessories	$ 243	$437	$0	$608	$0	$3,864	$0	$243	$0	$996	$0	$6,148	$0
Body Armor Bulletproof Vest - Level III	$ 1,000	$1,800	$0	$2,500	$0	$15,900	$0	$0	$0	$0	$0	$20,200	$0
Desk Phone	$ 500	$900	$0	$1,250	$0	$7,950	$0	$500	$0	$2,050	$0	$12,650	$0
Ear/Eye Protection/Flashlight/Search Gloves	$ 145	$261	$0	$363	$0	$2,306	$0	$0	$0	$0	$0	$2,930	$0
Handcuffs w/ Case	$ 20	$36	$0	$50	$0	$318	$0	$0	$0	$0	$0	$404	$0
Magazine Pouch	$ 30	$54	$0	$75	$0	$477	$0	$0	$0	$0	$0	$606	$0
Pepper Spray w/ Holder	$ 35	$63	$0	$88	$0	$557	$0	$0	$0	$0	$0	$708	$0
Pistol & Holster	$ 570	$1,026	$0	$1,425	$0	$9,063	$0	$0	$0	$0	$0	$11,514	$0
Psych and Poly testing	$ 450	$810	$0	$1,125	$0	$7,155	$0	$0	$0	$0	$0	$9,090	$0
Vehicle Cage	$ 480	$864	$0	$1,200	$0	$7,632	$0	$0	$0	$0	$0	$9,696	$0
VHF Batteries & Charge	$ 638	$1,148	$0	$1,595	$0	$10,144	$0	$0	$0	$0	$0	$12,887	$0
VHF Radio	$ 1,749	$3,148	$0	$4,373	$0	$27,809	$0	$0	$0	$0	$0	$35,330	$0
VHF Radio Accessories	$ 80	$144	$0	$200	$0	$1,272	$0	$0	$0	$0	$0	$1,616	$0

Windbreaker w/ ID	$ 85	$153	$0	$213	$0	$1,352	$0	$0	$0	$0	$0	$1,718	$0
Car mount for laptop (Officers only)	$ 400	$720	$0	$1,000	$0	$6,360	$0	$0	$0	$0	$0	$8,080	$0
Auto Gun Vault	$ 200	$360	$0	$500	$0	$3,180	$0	$0	$0	$0	$0	$4,040	$0
Restraint-Belly Chains & Leg Irons	$ 40	$72	$0	$100	$0	$636	$0	$0	$0	$0	$0	$808	$0
Basic Training	$ 1,450	$2,610	$0	$3,625	$0	$23,055	$0	$1,450	$0	$5,945	$0	$36,685	$0
Subtotal Startup Expenses		**$28,536**	**$0**	**$39,638**	**$0**	**$252,081**	**$0**	**$5,798**	**$0**	**$23,772**	**$0**	**$349,825**	**$0**
OTHER OPERATING													
Leased Space (1A)	$ 5,500	$9,900	$9,900	$13,750	$13,750	$87,450	$87,450	$5,500	$5,500	$22,550	$22,550	$139,150	$139,150
Inspector General (1C) Drug Testing per FTE	$ 25	$45	$45	$63	$63	$398	$398	$25	$25	$103	$103	$634	$634
Communications (3D) Telephone Base	$ 450	$810	$810	$1,125	$1,125	$7,155	$7,155	$450	$450	$1,845	$1,845	$11,385	$11,385
Transportation (3E) Vehicle Lease 1st yr ($325x4mo)	$ 1,300	$2,340	$0	$3,250	$0	$20,670	$0	$1,300	$0	$0	$0	$27,560	$0
Transportation (3E) Vehicle Lease 2nd yr ($325x12mo)	$ 3,900	$0	$7,020	$0	$9,750	$0	$62,010	$0	$3,900	$0	$0	$0	$82,680
Training (3F)	$ 20	$36	$36	$50	$50	$318	$318	$20	$20	$82	$82	$506	$506
Information Systems (3G)	$ 200	$360	$360	$500	$500	$3,180	$3,180	$200	$200	$820	$820	$5,060	$5,060
Subtotal Other Expenses		**$13,491**	**$18,171**	**$18,738**	**$25,238**	**$119,171**	**$160,511**	**$7,495**	**$10,095**	**$25,400**	**$25,400**	**$184,295**	**$239,415**
CONTRACT SERVICES	**Inmates**	**Cost Per Inmat**	**Total Contract**										
Drug and Alcohol Services (4D)	$ 1,272	$117.62	$149,613									**$149,613**	**$149,613**
Parole Contract Services (5A)	$ 1,081	$105.23	$113,754									**$113,754**	**$113,754**
GRAND TOTAL ALL COSTS		**$169,713**	**$161,554**	**$221,217**	**$208,508**	**$1,177,733**	**$1,075,053**	**$79,650**	**$84,876**	**$203,894**	**$194,190**	**$2,115,574**	**$1,987,548**

*Initial year full salary is 11 months to account for Pay Date Shift.

**Estimated Health Life and Dental and Short Term Disability costs cannot be claimed for under 20 Requested FTE. If claiming more than 20 FTE for Health Life and Dental please use the agency average in your calculation as a placeholder. For Short Term Disability please use 0.13%.

***The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense.

**** Other non-routine expenses such as Fleet, Leased space, or a laptop must be separately defended and calculated. Please provide documentation to justify these requested costs.

Please note, if a requested employee does not begin until FY 09-10, then this employee should be requested in its own set of FY 08-09 / FY 09-10 columns. This is essential for the SAED calculation to work properly.

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs										GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
PERSONAL SERVICES	**Title:**	**Com/Parole Supervisor**		**Com/Parole Team Leader**		**Com/Parole Officer**		**Admin. Assistant II**			
Number of PERSONS / class title		0.90	0.90	0.60	0.60	9.00	9.00	2.60	2.60		
Number of months working in FY 08-09 and FY 09-10		12	12	12	12	12	12	12	12		
Number months paid in FY 08-09 and FY 09-10*		11	12	11	12	11	12	11	12		
Calculated FTE per classification		**0.83**	**0.90**	**0.55**	**0.60**	**8.25**	**9.00**	**2.38**	**2.60**	12.01	13.10
Annual base salary		$59,796	$59,796	$54,252	$54,252	$40,464	$40,464	$30,756	$30,756		
Salary		$49,332	$53,816	$29,839	$32,551	$333,828	$364,176	$73,302	$79,966	$486,301	$530,509
PERA	**10.15%**	$5,007	$5,462	$3,029	$3,304	$33,884	$36,964	$7,440	$8,117	$49,360	$53,847
Medicare	**1.45%**	$715	$780	$433	$472	$4,841	$5,281	$1,063	$1,160	$7,052	$7,693
Prior Year SAED	**N/A**	$0	$370	$0	$224	$0	$2,504	$0	$550	$0	$3,648
Subtotal Personal Services at Division Level		**$55,054**	**$60,428**	**$33,301**	**$36,551**	**$372,553**	**$408,925**	**$81,805**	**$89,793**	**$542,713**	**$595,697**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$789**	**$861**	**$477**	**$521**	**$5,341**	**$5,827**	**$1,173**	**$1,279**	**$7,780**	**$8,488**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$370**	**$269**	**$224**	**$163**	**$2,504**	**$1,821**	**$550**	**$400**	**$3,648**	**$2,653**
Department Specific Average Cost for HLD / Employee**		$4,487	$4,487	$4,487	$4,487	$4,487	$4,487	$4,487	$4,487		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$3,724**	**$4,038**	**$2,468**	**$2,692**	**$37,018**	**$40,383**	**$10,679**	**$11,666**	**$53,889**	**$58,779**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$65**	**$70**	**$39**	**$42**	**$434**	**$473**	**$95**	**$104**	**$633**	**$689**
OPERATING EXPENSES											
Supplies @ $500/$500***	**$ 500**	$450	$450	$300	$300	$4,500	$4,500	$1,300	$1,300	$6,550	$6,550
Blackberry Base Operating (Annual)	**$ 960**	$864	$864	$576	$576	$8,640	$8,640	$2,496	$2,496	$12,576	$12,576
Vehicle Mileage (Annual; 1st year 4 mo)	**$ 3,600**	$1,080	$3,240	$720	$2,160	$10,800	$32,400	$0	$0	$12,600	$37,800
Specialized Training (Annual)	**$ 600**	$540	$540	$360	$360	$5,400	$5,400	$0	$0	$6,300	$6,300
Travel for Specialized Training (Annual)	**$ 600**	$540	$540	$360	$360	$5,400	$5,400	$0	$0	$6,300	$6,300
Pager Base (Annual)	**$ 83**	$75	$75	$50	$50	$747	$747	$0	$0	$872	$872
Ordnance	**$ 350**	$315	$315	$210	$210	$3,150	$3,150	$0	$0	$3,675	$3,675
Subtotal Operating Expenses		**$3,864**	**$6,024**	**$2,576**	**$4,016**	**$38,637**	**$60,237**	**$3,796**	**$3,796**	**$48,873**	**$74,073**
STARTUP EXPENSES											
Computer @ $900/$0	**$ 900**	$0	$0	$0	$0	$0	$0	$2,340	$0	$2,340	$0
Laptop Computer w/ docking station $2100/$0	**$ 2,100**	$1,890	$0	$1,260	$0	$18,900	$0	$0	$0	$22,050	$0
Computer printer $150/$0	**$ 150**	$135	$0	$90	$0	$1,350	$0	$390	$0	$1,965	$0
Office Suite Software @ $330/$0	**$ 330**	$297	$0	$198	$0	$2,970	$0	$858	$0	$4,323	$0
Office Equipment @ $2,225 /$0	**$ 2,225**	$2,003	$0	$1,335	$0	$20,025	$0	$5,785	$0	$29,148	$0
800 MHz Battery and Charger	**$ 154**	$139	$0	$92	$0	$1,386	$0	$0	$0	$1,617	$0
800 MHz Packset	**$ 2,580**	$2,322	$0	$1,548	$0	$23,220	$0	$0	$0	$27,090	$0
ASP Baton/Baton Holders	**$ 90**	$81	$0	$54	$0	$810	$0	$0	$0	$945	$0
Badget and Holder	**$ 110**	$99	$0	$66	$0	$990	$0	$0	$0	$1,155	$0
Blackberry & Accessories	**$ 243**	$219	$0	$146	$0	$2,187	$0	$632	$0	$3,184	$0
Body Armor Bulletproof Vest - Level III	**$ 1,000**	$900	$0	$600	$0	$9,000	$0	$0	$0	$10,500	$0
Desk Phone	**$ 500**	$450	$0	$300	$0	$4,500	$0	$1,300	$0	$6,550	$0
Ear/Eye Protection/Flashlight/Search Gloves	**$ 145**	$131	$0	$87	$0	$1,305	$0	$0	$0	$1,523	$0
Handcuffs w/ Case	**$ 20**	$18	$0	$12	$0	$180	$0	$0	$0	$210	$0
Magazine Pouch	**$ 30**	$27	$0	$18	$0	$270	$0	$0	$0	$315	$0
Pepper Spray w/ Holder	**$ 35**	$32	$0	$21	$0	$315	$0	$0	$0	$368	$0

Pistol & Holster	$ 570	$513	$0	$342	$0	$5,130	$0	$0	$0	$5,985	$0
Psych and Poly testing	$ 450	$405	$0	$270	$0	$4,050	$0	$0	$0	$4,725	$0
Vehicle Cage	$ 480	$432	$0	$288	$0	$4,320	$0	$0	$0	$5,040	$0
VHF Batteries & Charge	$ 638	$574	$0	$383	$0	$5,742	$0	$0	$0	$6,699	$0
VHF Radio	$ 1,749	$1,574	$0	$1,049	$0	$15,741	$0	$0	$0	$18,364	$0
VHF Radio Accessories	$ 80	$72	$0	$48	$0	$720	$0	$0	$0	$840	$0
Windbreaker w/ ID	$ 85	$77	$0	$51	$0	$765	$0	$0	$0	$893	$0
Car mount for laptop (Officers only)	$ 400	$360	$0	$240	$0	$3,600	$0	$0	$0	$4,200	$0
Auto Gun Vault	$ 200	$180	$0	$120	$0	$1,800	$0	$0	$0	$2,100	$0
Restraint-Belly Chains & Leg Irons	$ 40	$36	$0	$24	$0	$360	$0	$0	$0	$420	$0
Basic Training	$ 1,450	$1,305	$0	$870	$0	$13,050	$0	$3,770	$0	$18,995	$0
Subtotal Startup Expenses		**$14,271**	**$0**	**$9,512**	**$0**	**$142,686**	**$0**	**$15,075**	**$0**	**$181,544**	**$0**
OTHER OPERATING											
Leased Space (1A)	$ 5,500	$4,950	$4,950	$3,300	$3,300	$49,500	$49,500	$14,300	$14,300	$72,050	$72,050
Inspector General (1C) Drug Testing per FTE	$ 25	$23	$23	$15	$15	$225	$225	$65	$65	$328	$328
Communications (3D) Telephone Base	$ 450	$405	$405	$270	$270	$4,050	$4,050	$1,170	$1,170	$5,895	$5,895
Transportation (3E) Vehicle Lease 1st yr ($325x4mo)	$ 1,300	$1,170	$0	$780	$0	$11,700	$0	$0	$0	$13,650	$0
Transportation (3E) Vehicle Lease 2nd yr ($325x12mo)	$ 3,900	$0	$3,510	$0	$2,340	$0	$35,100	$0	$0	$0	$40,950
Training (3F)	$ 20	$18	$18	$12	$12	$180	$180	$52	$52	$262	$262
Information Systems (3G)	$ 200	$180	$180	$120	$120	$1,800	$1,800	$520	$520	$2,620	$2,620
Subtotal Other Expenses		**$6,746**	**$9,086**	**$4,497**	**$6,057**	**$67,455**	**$90,855**	**$16,107**	**$16,107**	**$94,805**	**$122,105**
CONTRACT SERVICES	**Inmates**	**Cost Per Inmate**	**Total Contract**								
Contract Services (5B)	$ 191	$1,191.37	$227,552							**$227,552**	**$227,552**
Non-Residental Contract Services (5B)	$ 191	$918.38	$175,411							**$175,411**	**$175,411**
GRAND TOTAL ALL COSTS		**$84,883**	**$80,776**	**$53,094**	**$50,042**	**$666,628**	**$608,521**	**$129,280**	**$123,145**	**$1,336,848**	**$1,265,447**

*Initial year full salary is 11 months to account for Pay Date Shift.

**Estimated Health Life and Dental and Short Term Disability costs cannot be claimed for under 20 Requested FTE. If claiming more than 20 FTE for Health Life and Dental please use the agency average in your calculation as a placeholder. For Short Term Disability please use 0.13%.

***The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense.

**** Other non-routine expenses such as Fleet, Leased space, or a laptop must be separately defended and calculated. Please provide documentation to justify these requested costs.

Please note, if a requested employee does not begin until FY 09-10, then this employee should be requested in its own set of FY 08-09 / FY 09-10 columns. This is essential for the SAED calculation to work properly.

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs				GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
PERSONAL SERVICES	**Title:**	**GP III Re-Entry Specialists**			
Number of PERSONS / class title		10.00	10.00		
Number of months working in FY 08-09 and FY 09-10		12	12		
Number months paid in FY 08-09 and FY 09-10*		11	12		
Calculated FTE per classification		**9.17**	**10.00**	9.17	10.00
Annual base salary		$46,884	$46,884		
Salary		$429,770	$468,840	$429,770	$468,840
PERA	**10.15%**	$43,622	$47,587	$43,622	$47,587
Medicare	**1.45%**	$6,232	$6,798	$6,232	$6,798
Prior Year SAED	**N/A**	$0	$3,223	$0	$3,223
Subtotal Personal Services at Division Level		**$479,624**	**$526,448**	**$479,624**	**$526,448**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$6,876**	**$7,501**	**$6,876**	**$7,501**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$3,223**	**$2,344**	**$3,223**	**$2,344**
Department Specific Average Cost for HLD / Employee**	**4487**	$4,487	$4,487		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$41,146**	**$44,870**	**$41,146**	**$44,870**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$559**	**$609**	**$559**	**$609**
OPERATING EXPENSES					
Supplies @ $500/$500***	**$500**	$5,000	$5,000	$5,000	$5,000
Blackberry Base Operating (Annual)	**$ 960**	$9,600	$9,600	$9,600	$9,600
Vehicle Mileage (Annual; 1st year 4 mo)	**$ 3,600**	$12,000	$36,000	$12,000	$36,000
Pager Base (Annual)	**$ 83**	$830	$830	$830	$830
Subtotal Operating Expenses		**$27,430**	**$51,430**	**$27,430**	**$51,430**
STARTUP EXPENSES					
Computer @ $900/$0	**$ 900**	$0	$0	$0	$0
Laptop Computer w/ docking station $2100/$0	**$ 2,100**	$21,000	$0	$21,000	$0
Computer printer $150/$0	**$ 150**	$1,500	$0	$1,500	$0
Office Suite Software @ $330/$0	**$ 330**	$3,300	$0	$3,300	$0
Office Equipment @ $2,225 /$0	**$ 2,225**	$22,250	$0	$22,250	$0
800 MHz Battery and Charger	**$ 154**	$0	$0	$0	$0
800 MHz Packset	**$ 2,580**	$0	$0	$0	$0
ASP Baton/Baton Holders	**$ 90**	$0	$0	$0	$0
Badget and Holder	**$ 110**	$0	$0	$0	$0

Blackberry & Accessories	$ 243	$2,430	$0	$2,430	$0
Body Armor Bulletproof Vest - Level III	$ 1,000	$0	$0	$0	$0
Desk Phone	$ 500	$5,000	$0	$5,000	$0
Ear/Eye Protection/Flashlight/Search Gloves	$ 145	$0	$0	$0	$0
Handcuffs w/ Case	$ 20	$0	$0	$0	$0
Magazine Pouch	$ 30	$0	$0	$0	$0
Pepper Spray w/ Holder	$ 35	$0	$0	$0	$0
Pistol & Holster	$ 570	$0	$0	$0	$0
Psych and Poly testing	$ 450	$0	$0	$0	$0
Vehicle Cage	$ 480	$0	$0	$0	$0
VHF Batteries & Charge	$ 638	$0	$0	$0	$0
VHF Radio	$ 1,749	$0	$0	$0	$0
VHF Radio Accessories	$ 80	$0	$0	$0	$0
Windbreaker w/ ID	$ 85	$0	$0	$0	$0
Car mount for laptop (Officers only)	$ 400	$0	$0	$0	$0
Auto Gun Vault	$ 200	$0	$0	$0	$0
Restraint-Belly Chains & Leg Irons	$ 40	$0	$0	$0	$0
Basic Training	$ 1,450	$14,500	$0	$14,500	$0
Subtotal Startup Expenses		**$69,980**	**$0**	**$69,980**	**$0**
OTHER OPERATING					
Leased Space (1A)	$ 5,500	$55,000	$55,000	$55,000	$55,000
Inspector General (1C) Drug Testing per FTE	$ 25	$250	$250	$250	$250
Communications (3D) Telephone Base	$ 450	$4,500	$4,500	$4,500	$4,500
Transportation (3E) Vehicle Lease 1st yr ($325x4mo)	$ 1,300	$13,000	$0	$13,000	$0
Transportation (3E) Vehicle Lease 2nd yr ($325x12mo)	$ 3,900	$0	$39,000	$0	$39,000
Training (3F)	$ 20	$200	$200	$200	$200
Information Systems (3G)	$ 200	$2,000	$2,000	$2,000	$2,000
Subtotal Other Expenses		**$74,950**	**$100,950**	**$74,950**	**$100,950**
CONTRACT SERVICES	**Inmate Gr**	**30% ReEntry**	**Cost Per Inmate**		
Offender Emergency Assistance	$ 1,272	382	$35.57	**$13,588**	**$13,588**
GRAND TOTAL ALL COSTS		**$703,788**	**$734,152**	**$717,376**	**$747,740**

*Initial year full salary is 11 months to account for Pay Date Shift.

**Estimated Health Life and Dental and Short Term Disability costs cannot be claimed for under 20 Requested FTE. If claiming more than 20 FTE for Health Life and Dental please use the agency average in your calculation as a placeholder. For Short Term Disability please use

***The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense.

**** Other non-routine expenses such as Fleet, Leased space, or a laptop must be separately defended and calculated. Please provide

Please note, if a requested employee does not begin until FY 09-10, then this employee should be requested in its own set of FY 08-09 / FY 09-10 columns. This is essential for the SAED calculation to work properly.

#3 Parole Wraparound Services

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Request Title: Parole Wraparound Services Program
Department: Department of Corrections
Priority Number: 3

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	0	0	0	0	0	1,800,000	1,800,000	0	1,800,000	2,400,000
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	1,800,000	1,800,000	0	1,800,000	2,400,000
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services (A) Parole Wraparound Contract Services	Total	0	0	0	0	0	1,800,000	1,800,000	0	1,800,000	2,400,000
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	1,800,000	1,800,000	0	1,800,000	2,400,000
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Dept of Public Safety

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Department of Corrections
Priority Number:	3
Change Request Title:	Parole Wrap-Around Services Program

SELECT ONE (click on box):

☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:
☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

The Department of Corrections (DOC) requests $1,800,000 General Fund in FY 2008-09 be authorized to provide comprehensive assistance (such as substance abuse treatment and job placement) through local community-based services providers, on an Request-For-Proposal (RFP) basis, for parolees transitioning from prison. This request annualizes to $2,400,000 in FY 2009-10. This funding is requested to be placed in the (5A) Parole Wraparound Contract Services line (a new Long Bill line).

Background and Appropriation History:

Currently, about 32 percent of parolees have a drug offense as their most serious offense. There are not sufficient community-based services, such as substance abuse and mental health treatment, for parolees to help them successfully transition into a life outside prison.

This percentage is increasing (4.3% over the last four years). Comparing population figures from 2002 and 2006, approximately 935 *additional* drug crime offenders comprised the 2006 parole population. Parole population figures as of June 30, 2006 show 31.7% (2,718 of 8,567) of parolees had drug offenses as the most serious crime *(Department of Corrections Fiscal Year 2006 Statistical Report, pg. 91)* compared to 2002, at 27.3%

(1,783) of 6,522 offenders *(Department of Corrections Recidivism and Cumulative Return Rates Calendar Years 1997 through 2004, December, 2006, pg. 7).*

- Parole received an appropriation of $10,623,120 in FY07-08 per the Long Bill (SB 07-239). The appropriation pays for 159.2 FTE, operating costs, Administrative Law Judge services, contract services, and startup costs.

General Description of Request:

The Department requests $1,800,000 of contract services in FY 08-09, with a projected cost of $2,400,000 in FY 09-10. This proposal would help fund a range of services, as needed, for drug crime parolees. This proposal would make dollars available for communities to bid on through a Request-for-Proposal (RFP) process, which would be jointly reviewed and approved by the Department of Corrections and the Department of Public Safety. The funds would be authorized through the Department of Corrections in the Parole subprogram.

At roughly $9,000 per person, this proposal would provide funding for 200 parolees for a year-long program to provide wrap-around community services. Service components might include: mental health services, substance abuse treatment, and housing and vocational assistance, as needed. It is the intent of this decision item and the corresponding RFP that the funds in this initiative would be augmented by local communities, non-profit organizations, and the like in order to provide the range of services necessary. Priority in the RFP would be given to communities with high populations of parolees and offender utilization of the Department's services. Priority would also be given to communities that show an ability to coordinate existing services and leverage additional local dollars to augment this funding. Providers would be expected to assist offenders in their application for SSI and Medicaid, if applicable.

This program would be targeted to areas with a potential for success and local service integration. Inspired by the PACE program, which is operated out of Boulder County, this program would provide integrated, community-based wrap-around services to parolees. This program would be implemented on a request-for-proposals (RFP) basis, whereby communities would submit proposals to the Department of Corrections and/or Public

Safety to provide the services to a particular area or group of offenders. The RFP process would be utilized to allow for competitive bidding for the services.

Eligible parolees would be prioritized based on the determination of success *(i.e.*, motivation for behavioral change) and whether they had received services previously in the Department. For instance, the Department has a Therapeutic Communities (TC) program in its facilities; however, when these offenders are paroled such services may not be available in the community. This proposal would provide those services to these clients, especially those offenders with co-occurring problems with mental health and substance abuse.

This program would provide services for a full year at up to $9,000 per parolee, and then up to $3,000 in mental health/substance abuse follow-up services per parolee in the second year.

The Department requests that these contract services be placed in a new Long Bill line titled "Wraparound Contract Services" under 5A Parole in Community Services to allow for easier budget tracking for this program.

Consequences if Not Funded:

Lack of Parole Wrap-Around Services in the community would result in parolees being returned to a Department prison bed at a much higher cost thus increasing the need for additional prison bed capacity. Lack of adequate resources will create a void in the department's commitment to the Governor's Recidivism Reduction and Offender Diversion Package to address education, vocational and vocational achievement, employability and housing as risk factors that contribute to recidivism.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$1,800,000	$1,800,000				
(5A) Parole – Wraparound Contract Services	$1,800,000	$1,800,000				

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$2,400,000	$2,400,000				
(5A) Parole – Wraparound Contract Services	$2,400,000	$2,400,000				

Contract Services
Year 1:
$9,000/year x 200 parolees = $1,800,000
Year 2:
$9,000/year x 200 parolees = $1,800,000 for wrap-around services
plus $3,000/year x 200 parolees = $600,000 for mental health/substance abuse services

Assumptions for Calculations:

- 200 offenders will need these services year-round.
- Sufficient communities and non-profit organizations are willing and available to fulfill the RFP needs.
- Services can be provided within anticipated funding.

Impact on Other Government Agencies: Department of Public Safety –reviewing and approving RFP

Cost Benefit Analysis:

Cost	Benefit
General Fund Impact: $1,800,000	The Department would be able to provide parole wraparound services to 200 offenders per year, and in following years, provide followup services for an additional 200. The Department would be able to provide continuity for release preparation through supervision, case management, and treatment services. The Department would assist at risk parolees to attain employment, housing, mental health and substance abuse treatment, and pro-social adjustment into the community. Increased/prolonged services could assist in reducing recidivism rates.

The table shown below reflects the breakeven point for a five year period for program costs. The proposal would achieve a cost avoidance of $19,232 per each offender achieving an additional year of successful re-entry into the community.

Breakeven Point					
Fiscal Year	**2008-09**	**2009-10**	**2010-2011**	**2011-2012**	**2012-2013**
Costs	$1,800,000	$2,400,000	$2,400,000	$2,400,000	$2,400,000
Offenders Per Year	200	400	400	400	400
Private Prison Cost Per Year Per Offender - ($52.96 x 365 days)	$19,232	$19,411	$19,592	$19,774	$19,958
Breakeven Point - Number of Offenders Who Would Not Return to Prison For One Additional Year ($1,800,000/$19,232 = 94)	94	124	123	121	120
Percentage of Offenders 1-Year Non Returning/Participation Year	**46.80%**	**30.91%**	**30.63%**	**30.34%**	**30.06%**
Breakeven Point - Number of Offenders Who Would Not Return to Prison For Two Additional Years ($1,800,000/($19,232 + $19,411) = 47)	47	62	61	60	60
Percentage of Offenders 2-Year Non Returning/Participation Year	**23.29%**	**15.38%**	**15.24%**	**15.10%**	**14.96%**
Breakeven Point - Number of Offenders Who Would Not Return to Prison For Three Additional Years ($1,800,000/$19,232 + $19,411 + $19,592) = 31)	31	41	40	40	40
Percentage of Offenders 3-Year Non Returning/Participation Year	**15.45%**	**10.30%**	**10.11%**	**10.02%**	**9.93%**

1. The cost benefit analysis assumes 200 offenders will be served per year at $9,000 each.

2. Year 2 assumes an additional $3,000 per offender service in mental health/substance abuse.
3. Year 2-5 assumes 400 parolees will be served each year (200 parolees initial services plus 200 for followup services).
4. The analysis assumes no inflation factor in services.
5. The Private Prison rate assumes a .093% provider rate increase per year.
    a. Historical provider rate increases have been 2 to 3% per year. Using the .093% rate increase per year was the most conservative rate of increase. Using a higher provider rate increase would drive down the breakeven point.

Implementation Schedule:

Task	Month/Year
Internal Research/Planning Period	May, 2008
Write and publish Request for Proposal (RFP)	May, 2008
Review, approve and award RFP	June, 2008
Services begin from new contracts	July, 2008

Statutory and Federal Authority:

The statutes establishing the Parole Subprogram mandates the responsibilities of the program, in addition to providing the expectations, goals, and objects of the program.

Article 1 Department of Corrections

Part 1 Corrections Administration

17-2-102. (2001) Division of adult parole - general powers, duties, and functions.

(1) The division of adult parole in the department shall administer the adult parole program. The division shall keep a complete record in respect to all domestic as well as interstate parolees. The director of the division of adult parole shall exercise the power of suspension of paroles in the interim of the meetings of the state board of parole, referred to

in this part 1 as the "board", and in connection therewith the director may arrest such suspended parolee without warrant and return such suspended parolee to an appropriately secure facility to await the further action of the board. In case of such suspension of parole, the director shall send to the board, at its first session thereafter, a transcript of all proceedings taken in connection with such suspension and the reasons for his or her action.

(8) The division of adult parole shall establish and administer appropriate programs of education and treatment and other productive activities, which programs and activities are designed to assist in the rehabilitation of an offender.

(8.5) (a) Any parolee, on parole as a result of a conviction of any felony, who is under the supervision of the division of adult parole pursuant to this part 1 and who is initially tested for the illegal or unauthorized use of a controlled substance and the result of such test is positive shall be subject to any or all of the following actions:

(III) Random screenings for the detection of the illegal or unauthorized use of a controlled substance, which use may serve as the basis for any other community placement;

(IV) Referral to a substance abuse treatment program.

(b) If any parolee described in paragraph (a) of this subsection (8.5) is subjected to a second or subsequent test for the illegal or unauthorized use of a controlled substance and the result of such test is positive, the parole officer shall take one or more of the following actions:

(IV) Increase the number of drug screenings for the illegal or unauthorized use of controlled substances;

(V) Refer the parolee to a substance abuse treatment program.

Performance Measures:

1. **RECIDIVISM** – Improve successful re-integration into the community with pro-social stabilization by offenders released from Colorado prisons by a reduction in the rate of recidivism by 1% per calendar year to 47.7% over the 4-year period to 2010.

	PERFORMANCE MEASURE	Outcome	2006	2007	2008	2009
	Recidivism Rate - Offenders returned to a Colorado prison within 3 years of release	Benchmark [1]	51.7%	50.7%	49.7%	48.7%
		Actual	51.7%	N/A	N/A	N/A

[1] Benchmark established at 1% reduction annually using calendar year 2006 actual three-year rates (DOC Statistical Report 2006)

#4 Mental Health Caseload

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Mental Health Caseload
Department: Department of Corrections
Priority Number: 4

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	8,531,709	39,509,342	0	39,509,342	39,722,193	1,753,092	41,475,285	0	41,475,285	1,782,659
	FTE	53.2	77.5	0.0	77.5	77.7	17.4	95.1	0.0	95.1	19.0
	GF	8,531,709	38,590,145	0	38,590,145	38,802,996	1,753,092	40,556,088	0	40,556,088	1,782,659
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	0	914,237	0	914,237	914,237	0	914,237	0	914,237	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office HLD	Total	0	25,157,817	0	25,157,817	25,191,446	78,164	25,269,610	0	25,269,610	85,253
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	24,395,549	0	24,395,549	24,429,178	78,164	24,507,342	0	24,507,342	85,253
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	762,268	0	762,268	762,268	0	762,268	0	762,268	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office STD	Total	0	403,991	0	403,991	404,311	1,204	405,515	0	405,515	1,313
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	391,488	0	391,488	391,808	1,204	393,012	0	393,012	1,313
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	12,503	0	12,503	12,503	0	12,503	0	12,503	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office AED	Total	0	3,625,276	0	3,625,276	3,628,224	14,819	3,643,043	0	3,643,043	16,166
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	3,509,856	0	3,509,856	3,512,804	14,819	3,527,623	0	3,527,623	16,166
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	115,420	0	115,420	115,420	0	115,420	0	115,420	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Mental Health Caseload
Department: Department of Corrections
Priority Number: 4
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office SAED	Total	0	644,294	0	644,294	644,294	6,946	651,240	0	651,240	5,052
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	620,248	0	620,248	620,248	6,946	627,194	0	627,194	5,052
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	24,046	0	24,046	24,046	0	24,046	0	24,046	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (C) Inspector General Subprogram Operating Expenses	Total	253,065	277,858	0	277,858	279,194	475	279,669	0	279,669	475
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	253,065	272,898	0	272,898	274,234	475	274,709	0	274,709	475
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions (K) Mental Health Subprogram Personal Services	Total	5,154,005	5,671,386	0	5,671,386	5,830,243	1,033,601	6,863,844	0	6,863,844	1,134,512
	FTE	53.2	77.5	0.0	77.5	77.7	17.4	95.1	0.0	95.1	19.0
	GF	5,154,005	5,671,386	0	5,671,386	5,830,243	1,033,601	6,863,844	0	6,863,844	1,134,512
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions (K) Mental Health Subprogram Operating Expenses	Total	56,872	61,260	0	61,260	61,892	17,500	79,392	0	79,392	17,500
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	56,872	61,260	0	61,260	61,892	17,500	79,392	0	79,392	17,500
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Mental Health Caseload
Department: Department of Corrections
Priority Number: 4
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions											
(K) Mental Health	Total	501,595	568,561	0	568,561	575,533	509,658	1,085,191	0	1,085,191	509,658
Subprogram	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Medical Contract	GF	501,595	568,561	0	568,561	575,533	509,658	1,085,191	0	1,085,191	509,658
Services	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions											
(K) Mental Health	Total	14,476	3,438	0	3,438	0	77,995	77,995	0	77,995	0
Subprogram	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Start-up Costs	GF	14,476	3,438	0	3,438	0	77,995	77,995	0	77,995	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(D) Communications	Total	1,362,265	1,459,640	0	1,459,640	1,467,125	8,550	1,475,675	0	1,475,675	8,550
Subprogram	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating Expenses	GF	1,362,265	1,459,640	0	1,459,640	1,467,125	8,550	1,475,675	0	1,475,675	8,550
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(F) Training	Total	275,050	277,156	0	277,156	277,374	380	277,754	0	277,754	380
Subprogram	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating Expenses	GF	275,050	277,156	0	277,156	277,374	380	277,754	0	277,754	380
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Mental Health Caseload
Department: Department of Corrections
Priority Number: 4

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services (G) Information Systems Subprogram Operating Expenses	Total	914,381	1,358,665	0	1,358,665	1,362,558	3,800	1,366,358	0	1,366,358	3,800
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	914,381	1,358,665	0	1,358,665	1,362,558	3,800	1,366,358	0	1,366,358	3,800
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☐ Yes ☑ No **If Yes, List Other Departments Here:**

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Department of Corrections
Priority Number:	4
Change Request Title:	Mental Health Caseload

SELECT ONE (click on box):

☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:
☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

This decision item is to request $1,753,092 in General Fund in the Mental Health Subprogram. The funding will be offset by the .51% vacancy savings reduction of ($1,753,092) from General Fund personal services lines as outlined in Table 2 below. This amount ($1,753,092) has already been reduced from the base for FY 08-09.

The Department has experienced a 583% increase in the number of mentally ill offenders over the last 13 years. This change request is $1,753,092 for 3.67 FTE Psychologist I, 11.0 FTE Social Worker/Counselor III, 2.75 Activity Therapist II FTE, contract funds for psychiatry, start up and operating in the Mental Health Subprogram and various subprograms' operating. These positions will provide for a more professionally desirable level of mental health treatment for offenders. The requested increase in staffing will increase levels of treatment offered, including group and individual therapy. The ability to closely monitor offenders will decrease the risk of psychiatric deterioration and reduce facility disruption contributing to a safer environment for both staff and offenders. Additionally, the increased level of mental health services will increase the probability of offenders' successful reintegration into the community.

Background and Appropriation History:

The mental health staffing has not increased proportionately to accommodate the dramatic growth of offenders with mental illnesses (583%) in Department facilities over the past 13 years. Although mental health positions have been added with new facilities, the Department has not kept pace with the significantly increased proportion of offenders with mental illnesses. Instead, 8.6 mental health positions were lost during the FY02-03 and FY03-04 budget cuts.

Federal courts have consistently held that offenders have a constitutional right to medical and mental health treatment for serious disorders (esp. Estelle v. Gamble, 429 US 97, 1976, and Bowring v. Godwin, 551 F.2d 44, 4th Cir 1977). Department mental health should provide professional assessment and ongoing treatment services to offenders. With current caseloads, however, mental health staff are able to monitor offenders with mental illnesses and respond to crises, with few resources left over for ongoing treatment programs.

The low level of ongoing mental health treatment services results in poorer outcomes potentially increasing the risk of self-injury or suicide. More instances of psychiatric deterioration and facility disruptions occur, increasing the security risk for both offenders and staff who must respond to mentally ill offenders. Verbal therapies are time intensive and due to staffing levels, the Department has emphasized medications as the primary treatment approach. Increased individual and group therapies could reduce facility disruption and recidivism, and result in cost savings to the Department specifically and the state budget in general. Currently, psychiatric caseloads are such that long time intervals can often occur between psychiatric contacts. The requested positions will allow staff to see offenders on psychotropic medications more frequently with more closely monitored response to treatment. The goals are to produce better outcomes for the offender population and to cost effectively manage the psychotropic medication costs.

Caseloads for mental health services are higher than recommended standards in other states. The recommended caseloads for psychiatric medication providers ranges from 1:30 to 1:80 for special needs units and 1:150 to 1:250 for general population psychiatric care. Our current psychiatric staffing is approximately 1:100 for special needs units and 1:647 for general population. Recommended caseload for mental health clinicians to patients is 1:40. Our current mental health staffing caseload in medium security facilities is often over 100 mentally ill offenders per mental health clinician (1:100).

General Description of Request:

This request is for $1,753,092 to substantially increase the Department Mental Health services, including both mental health clinicians and psychiatric medication providers. The requested positions would be distributed throughout the Department as described in Table 1 below. The funding will be offset by the .51% vacancy savings reduction of ($1,753,092) from General Fund personal services lines as outlined in Table 2 below. Common Policy for vacancy savings is typically set statewide at .2%. The Department has calculated a .51% vacancy savings rate due to staff turnover, and requests the reduction be used to fund the critically needed positions in Mental Health. Funding for this request would be realized in 35 separate subprograms, as shown in Table 2.

This mental health FTE staffing will produce caseloads of approximately 1:62 for mental health clinicians (Psychologists and Social Worker/Counselors) and approximately 1:515 for psychiatric providers for general population, and 1:86 for special placements. Special placements, such as San Carlos Correctional Facility and high security facilities, and facilities with special missions (Denver Reception and Diagnostic Center) will receive additional staffing.

Table 1. Recommended Mental Health and Psychiatric Staff increases by Facility

Facility	Current MH positions assigned	Number of Offenders with mental illnesses	Recommended Mental Health Staff Increases			
			Psychologist I	Social Work/ Counselor III	Activity Therapist	Psychiatrists
ACC	1.0	88		.25		
AVCF	3.0	252	1.0			.10
BVCF	3.0	289		1.0		.10
CCF*	2.0	98				
CSP*	6.0	279		2.0	1.0	.25
CTCF	4.5	286				
CWCF	1.5	115		.5		.25
DRDC	5.0	117	1.0			.25
DWCF	7.0	474		1.0		.25
DWCF SNU**	1.0	24		1.0		.10
FCF	5.0	452		1.0		.15
FLCF	2.0	77		1.0		.10
FMCC	1.0	74		.25		
LCF	3.0	152				
LVCF	3.0	235		1.0		.25
SCCF**	9.0	244	1.0	1.0	2.0	.25
SCF	9.0	702	1.0	2.0		.25
TOTALS			4.0	12.0	3.0	2.3

* High security facilities

** Special Needs Placements

Consequences if Not Funded:

There are two primary outcomes if this request is not funded. The first is that the level of mental health services within the Department will continue as it exists at the present levels. Mental health staff within the department and psychiatric providers will continue to attend to the needs of the population and provide as many services as resources allow. The Department will prioritize the most disabled of the offenders. Many offenders will

receive little or no verbal therapy for their mental disorder. The frequency of psychiatric appointments will continue as currently offered. Facilities may be disrupted by untreated offenders with mental illnesses, self-injuries and threats of self-injury. Mentally ill offenders are often victim prone and will sometimes be victimized. Their chance of successful reintegration into the community on parole or discharge will be poor.

The second consequence is the decreasing ability for the Department to meet expected standards developed by the accreditation process of the American Correctional Association and other professional organizations such as the American Psychiatric Association. As the population of mentally ill offenders continues to grow, the resources will be unable to meet the expected standards.

Calculations for Request:

Summary of Decision Item Request by Department						
Department of Corrections	**FTE**	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**
Executive Director Subprogram		$101,133	$101,133			
Inspector General Subprogram		$475	$475			
Mental Health Subprogram	17.4	$1,638,754	$1,638,754			
Communications Subprogram		$8,550	$8,550			
Training Subprogram		$380	$380			
Information Systems Subprogram		$3,800	$3,800			
Total	**17.4**	**$1,753,092**	**$1,753,092**	**$0**	**$0**	**$0**

Summary of Request FY08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$1,753,092	$1,753,092	$0	$0	$0	17.4
(1A) Executive Director's Office HLD	$78,164	$78,164				
(1A) Executive Director's Office STD	$1,204	$1,204				
(1A) Executive Director's Office AED	$14,819	$14,819				
(1A) Executive Director's Office SAED	$6,946	$6,946				
(1C) Inspector General Operating Expense	$475	$475				
(2K) Mental Health Personal Services	$1,033,601	$1,033,601				17.4
(2K) Mental Health Operating Expenses	$17,500	$17,500				
(2K) Mental Health Contract Services	$509,658	$509,658				
(2K) Mental Health Start-up Costs	$77,995	$77,995				
(3D) Communications Operating Expenses	$8,550	$8,550				
(3F) Training Operating Expenses	$380	$380				
(3G) Information Systems Operating Expenses	$3,800	$3,800				

Summary of Request FY09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$1,782,659	$1,782,659	$0	$0	$0	19.00
(1A) Executive Director's Office HLD	$85,253	$85,253				
(1A) Executive Director's Office STD	$1,313	$1,313				
(1A) Executive Director's Office AED	$16,166	$16,166				
(1A) Executive Director's Office SAED	$5,052	$5,052				
(1C) Inspector General Operating Expense	$475	$475				
(2K) Mental Health Personal Services	$1,134,512	$1,134,512				19.00
(2K) Mental Health Operating Expenses	$17,500	$17,500				
(2K) Mental Health Contract Services	$509,658	$509,658				
(3D) Communications Operating Expenses	$8,550	$8,550				
(3F) Training Operating Expenses	$380	$380				
(3G) Information Systems Operating Expenses	$3,800	$3,800				

Assumptions for Calculations:

Table 1(above) describes where additional positions are recommended for each facility. Mental health clinicians are assigned to approach a 1:60 ratio of clinicians to offender with mental illnesses in general population facilities. The cost for FTE positions is based on the state Human Resources pay tables for all classifications. Placement choices are generally intended to have one psychologist per facility mental health office, with Social Worker/Counselor III's in other clinician positions. Some facilities, particularly high security facilities, our intake facilities, and facilities with special needs units, are recommended for additional psychologists. Staff recommends that special programs for offenders with mental illnesses, particularly San Carlos Correctional Facility and Colorado State Penitentiary, have Activity Therapists assigned. Activity Therapists are Masters Degree level therapists who may have differing specialties. The most frequent

specialty will be Recreation Therapy, but music or art therapy may be offered. Recommendations for psychiatric provider placements in facilities are also based on the number of identified offenders with mental illnesses in each facility, with additional services for those facilities with special needs units. The Mental Health Operating was calculated @$500 per FTE and $2,000 per FTE for testing supplies per Psychologist. The Mental Health Contract Services was calculated at @ $221,589 per contract Psychiatrist. The Mental Health Start Up was calculated @ $4,105 per FTE. The Communications Operating was calculated @ $450 per FTE, Training Operating calculated @ $20 per FTE, and Information Systems calculated @ $200 per FTE.

Table 2 details the 35 separate General Fund subprograms that will realize a proposed .51% vacancy savings rate due to staff turnover. The vacancy savings amount is determined using the total of the 07-08 appropriation plus salary survey in each subprogram times .51%.

Table 2: .51% Proposed Vacancy Savings (General Fund)						
OSPB BASE ADJUSTMENT - .51% FY 08-09						
APPROPRIATION LONGBILL	**APPR**	**GF**		**APPROPRIATION LONGBILL**	**APPR**	**GF**
1A Executive Director's Office	X01	($7,645)		3D Communications	C09	($3,070)
1B External Capacity	J01	($7,221)		3E Transportation	M09	($9,732)
1C Inspector General	G01	($18,857)		3F Training	T09	($9,675)
2B Maintenance	M05	($93,136)		3G Information Systems	D09	($19,909)
2C Housing and Security	H05	($781,199)		3H Facility Services	F09	($4,376)
2D Food Service	F05	($74,443)		4A Labor	L06	($27,840)
2E Medical Services	004	($140,239)		4B Education	E06	($44,935)
2F Laundry	L05	($11,416)		4C Recreation	R06	($32,895)
2G Superintendents	X05	($52,319)		4D Drug & Alcohol Treatment	D06	($1,154)
2H Boot Camp	B05	($8,732)		4E Sex Offender Treatment	S06	($12,942)
2I Youthful Offender System	Y05	($50,030)		5A Parole	008	($47,258)
2J Case Management	C05	($78,601)		5B Parole ISP	P08	($23,447)
2K Mental Health	M04	($29,894)		5C Community ISP	C08	($17,515)
2M San Carlos	303	($62,702)		5DA Community Supervision	208	($14,820)
2N Legal Access	A05	($5,887)		5DB YOS Aftercare	Y08	($3,143)
3A Business Operations	B09	($29,940)		5E Community Re-Entry	C06	($3,560)
3B Personnel	P09	($5,443)		6A Parole Board	002	($5,968)
3C Offender Services	S09	($13,147)				
		TOTAL		**($1,753,092)**		

Impact on Other Government Agencies:

The Department of Corrections places offenders at the Colorado Mental Health Institute at Pueblo (CMHIP) for assessment and /or treatment. Offenders who qualify for civil commitment due to their mental illnesses may be placed at CMHIP involuntarily when they leave the Department. However, the availability of bed space at CMHIP is limited. Improved treatment services within the Department will moderate the demand for CMHIP bed space. The Department also refers offenders to Community Mental Health agencies when offenders progress to community corrections transition placements, parole, or on discharge of their sentences. Improved services within the department will allow

offenders to progress to the community more psychiatrically stable, and with a better chance of successful reintegration.

Improved Department mental health services will impact law enforcement agencies across the state in that offenders will be less likely to deteriorate and require emergency interventions. Better referrals and discharge planning may reduce the bed space demands for county jails.

Cost Benefit Analysis:

Funding of $1,753,092 is for increased personnel for the Department mental health services. The immediate benefit will be improved mental health care for offenders. This is both humane and consistent with professional standards. It will reduce disruption in facilities, including risk and injury to staff and offenders, and improve the success of offenders with mental illnesses in transitioning to the community.

Funding using vacancy savings dollars results in a net zero effect to General Fund and provides the following additional benefits to the offenders, staff and communities:

The monetary benefit of improved correctional mental health care is difficult to predict. However, the requested funding should be considered in light of the cost of incarceration for mentally ill offenders. The most recently calculated rate of recidivism for the Department is 49.7% (Recidivism and Cumulative Return Rates, Calendar Years 1997-2004, DOC Office of Planning and Analysis, 2006). The recidivism rate for mentally ill offenders is slightly higher (53.8% for offenders who have a Psychiatric Needs Level code of P3-5 (indicating mental health problems), compared to 48.6% for those coded P1-2). There are currently 1,724 offenders with mental illnesses on parole. Each year, the Department estimates approximately 1,900 offenders with mental illness will have some interval of time on parole. Based on the rate of recidivism for mentally ill offenders, an estimated 1,022.2 offenders with mental illness will return to prison within 3 years. Further, 65% of the returnees, or 664.43 offenders, will be for technical violations and stay an average of 17 months. 35% of the returnees, or 357.77 offenders, will return with new felony convictions for an average of 35 months. At an average cost of $1,603 per month per offender, this will cost the state an additional $38,171,129 by the time these

offenders finish their sentences (see table 3 below). Each month, the cost of incarceration for 1,022.2 offenders is $1,638,587. A 7% reduction in the recidivism rate for this population would reduce the number of offenders returning to DOC by 133.

TABLE 3: COST OF MENTALLY ILL OFFENDERS						
Mentally Ill Offenders Per Year		**Mentally Ill Recidivism Rate**			**Returned to Prison**	
1900		53.80%			1022.2	
Returnees				**Average sentence**	**Cost per Month $19,232/12**	**Total Cost of Sentence**
1022.2	Technical Violators	65%	664.43	17	$1,603	$18,102,617
	New Felony Convictions	35%	357.77	35	$1,603	$20,068,512
					Total	**$38,171,129**
Average Cost per Returnee During Entire Sentence: $37,342						

Recidivism is influenced by circumstances in the community, as well as stability at the time of parole or discharge. The Department believes improved treatment for incarcerated offenders with mental illnesses will reduce recidivism, but are unable to predict a specific reduction or actual cost savings.

Mental Health treatment reduces human suffering. This has direct impact on the offenders themselves and on their families. Treatment will reduce distress, instances of deterioration, and risk of injury to self and others.

Improved mental health treatment reduces the risk of facility disruptions. Offenders who are unstable are at increased risk of assaultive or self-injurious behavior. They are more likely to cause facility disruptions. Offenders may have to be subdued, restrained, and transported. This creates risk to staff and diverts correctional staff attention and

resources. This may increase opportunities for other disruptive behavior by other offenders who are less closely supervised.

Offender families expect that their offenders will be treated and returned to them with reasonable psychiatric stability. Unstable offenders may present a risk to family members and the public on their return to the community.

Community organizations, such as the National Alliance for the Mentally Ill (NAMI), expect that mentally ill offenders will be provided with adequate psychiatric services.

Governmental agencies, including the state Mental Health Services, the State Mental Health Institutes, and Community Mental Health agencies expect that DOC will provide adequate mental health services and maintain psychiatric stability for offenders.

Federal courts have held that offenders have a right to mental health treatment for serious mental disorders. Advocacy groups, including the Legal Center, are aware of our current level of mental health services and are monitoring our efforts to improve services.

Mental health treatment and psychiatric stability is also related to discretionary parole and community corrections decisions, and potential for successful community/parole placements.

Breakeven Point					
Fiscal Year	**2008-09**	**2009-10**	**2010-2011**	**2011-2012**	**2012-2013**
Costs	$1,753,092	$1,782,659	$1,818,312	$1,854,678	$1,891,772
Mentally Ill Offenders Per Year	1,900	1,900	1,900	1,900	1,900
Prison Cost Per Year Per Offender	$19,232	$19,232	$19,232	$19,232	$19,232
Breakeven Point - Number of Offenders Who Would Not Return to Prison For One Additional Year ($1,753,092/$19,232=91)	91	93	95	96	98
Percentage of Offenders 1-Year Non Returning/Participation Year	**45.58%**	**46.35%**	**47.27%**	**48.22%**	**49.18%**
Breakeven Point - Number of Offenders Who Would Not Return to Prison For Two Additional Years ($1,753,092/$19,232+$19,232=46)	46	46	47	48	49
Percentage of Offenders 2-Year Non Returning/Participation Year	**22.79%**	**23.17%**	**23.64%**	**24.11%**	**24.59%**
Breakeven Point - Number of Offenders Who Would Not Return to Prison For Three Additional Years ($1,753,092/$19,232+$19,232+$19,232=30)	30	31	32	32	33
Percentage of Offenders 3-Year Non Returning/Participation Year	**15.19%**	**15.45%**	**15.76%**	**16.07%**	**16.39%**

1. The analysis assumes a 2% inflation starting FY 10-11.
2. The analysis assumes 1,900 offenders per year will be served

Implementation Schedule:

The processes for implementing new/increased treatment services would begin as soon as the decision item is approved. The Department will be ready to start hiring and training of staff July 1, 2008.

Statutory and Federal Authority:

27-10-101.(2006) Legislative declaration

(1) The general assembly hereby declares that, subject to available appropriations, the purposes of this article are:

(a) To secure for each person who may have a mental illness such care and treatment as will be suited to the needs of the person and to insure that such care and treatment are skillfully and humanely administered with full respect for the person's dignity and personal integrity;

(b) To deprive a person of his or her liberty for purposes of treatment or care only when less restrictive alternatives are unavailable and only when his or her safety or the safety of others is endangered;

(c) To provide the fullest possible measure of privacy, dignity, and other rights to persons undergoing care and treatment for mental illness;

(d) To encourage the use of voluntary rather than coercive measures to provide treatment and care for mental illness and to provide such treatment and care in the least restrictive setting;

(e) To provide appropriate information to family members concerning the location and fact of admission of a person with a mental illness to inpatient or residential care and treatment;

(f) To encourage the appropriate participation of family members in the care and treatment of a person with a mental illness and, when appropriate, to provide information to family members in order to facilitate such participation; and

(g) To facilitate the recovery and resiliency of each person who receives care and treatment under this article.

(2) To carry out these purposes, subject to available appropriations, the provisions of this article shall be liberally construed.

Performance Measures:

1. **RECIDIVISM** – Improve successful re-integration into the community with pro-social stabilization by offenders released from Colorado prisons by a reduction in the rate of recidivism by 1% per calendar year to 47.7% over the 4-year period to 2010.

	PERFORMANCE MEASURE	Outcome	2006	2007	2008	2009
	Recidivism Rate - Offenders returned to a Colorado prison within 3 years of release	Benchmark [1]	51.7%	50.7%	49.7%	48.7%
		Actual	51.7%	N/A	N/A	N/A

[1] Benchmark established at 1% reduction annually using calendar year 2006 actual three-year rates (DOC Statistical Report 2006)

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs								GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
PERSONAL SERVICES	**Title:**	**Psychologist I**		**SW/Counselor III**		**Therapist II**			
Number of PERSONS / class title		4	4	12	12	3	3		
Number of months working in FY 08-09 and FY 09-10		12	12	12	12	12	12		
Number months paid in FY 08-09 and FY 09-10*		11	12	11	12	11	12		
Calculated FTE per classification		**3.67**	**4.00**	**11.00**	**12.00**	**2.75**	**3.00**	17.42	19.00
Annual base salary		$65,652	$65,652	$50,064	$50,064	$48,996	$48,996		
Salary		$240,724	$262,608	$550,704	$600,768	$134,739	$146,988	$926,167	$1,010,364
PERA	**10.15%**	$24,433	$26,655	$55,896	$60,978	$13,676	$14,919	$94,005	$102,552
Medicare	**1.45%**	$3,490	$3,808	$7,985	$8,711	$1,954	$2,131	$13,429	$14,650
Prior Year SAED	**N/A**	$0	$1,805	$0	$4,130	$0	$1,011	$0	$6,946
Subtotal Personal Services at Division Level		**$268,647**	**$294,876**	**$614,585**	**$674,587**	**$150,369**	**$165,049**	**$1,033,601**	**$1,134,512**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$3,852**	**$4,202**	**$8,811**	**$9,612**	**$2,156**	**$2,352**	**$14,819**	**$16,166**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$1,805**	**$1,313**	**$4,130**	**$3,004**	**$1,011**	**$735**	**$6,946**	**$5,052**
Department Specific Average Cost for HLD / Employee**		$4,487	$4,487	$4,487	$4,487	$4,487	$4,487		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$16,467**	**$17,948**	**$49,357**	**$53,844**	**$12,339**	**$13,461**	**$78,164**	**$85,253**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$313**	**$341**	**$716**	**$781**	**$175**	**$191**	**$1,204**	**$1,313**
STARTUP EXPENSES									
Computer @ $900/$0	**$900**	$3,600	$0	$10,800	$0	$2,700	$0	$17,100	$0
Office Suite Software @ $330/$0	**$330**	$1,320	$0	$3,960	$0	$990	$0	$6,270	$0
Computer Printer @ $150/$0	**$150**	$600	$0	$1,800	$0	$450	$0	$2,850	$0
Office Equipment @ $2,225 /$0	**$2,225**	$8,900	$0	$26,700	$0	$6,675	$0	$42,275	$0
Desk Phone @ 500	**$500**	$2,000	$0	$6,000	$0	$1,500	$0	$9,500	$0
Subtotal Startup Expenses		**$16,420**	**$0**	**$49,260**	**$0**	**$12,315**	**$0**	**$77,995**	**$0**
OPERATING EXPENSES									
Supplies @ $500/$500***	**$500**	$2,000	$2,000	$6,000	$6,000	$1,500	$1,500	$9,500	$9,500
Testing Supplies Per Psychologist	**$2,000**	$8,000	$8,000	$0	$0	$0	$0	**$8,000**	**$8,000**
Subtotal Operating Expenses		**$10,000**	**$10,000**	**$6,000**	**$6,000**	**$1,500**	**$1,500**	**$17,500**	**$17,500**
Inspector General (1C) Drug Testing per FTE	**$25**	$100	$100	$300	$300	$75	$75	$475	$475
Training (3F)	**$20**	$80	$80	$240	$240	$60	$60	$380	$380
Information Systems (3G)	**$200**	$800	$800	$2,400	$2,400	$600	$600	$3,800	$3,800
Telephone Base @ $450/$450***	**$450**	$1,800	$1,800	$5,400	$5,400	$1,350	$1,350	$8,550	$8,550
Subtotal Operating Expenses		**$2,780**	**$2,780**	**$8,340**	**$8,340**	**$2,085**	**$2,085**	**$13,205**	**$13,205**
CONTRACT EXPENSES									
Mental Health Contract Services @ 221,589 * 2.3 staff								**$509,658**	**$509,658**
GRAND TOTAL ALL COSTS		**$320,284**	**$331,460**	**$741,199**	**$756,168**	**$181,950**	**$185,373**	**$1,753,092**	**$1,782,659**

#5 Community Corrections
Caseload

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Community Corrections Caseload Increase
Department: Department of Corrections
Priority Number: 5
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/1/07
OSPB Approval: **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	20,573,816	28,163,697	0	28,163,697	28,765,751	252,377	29,018,128	0	29,018,128	236,426
	FTE	104.3	104.3	0.0	104.3	104.3	2.9	107.2	0.0	107.2	3.1
	GF	20,314,625	27,761,665	0	27,761,665	28,363,719	252,377	28,616,096	0	28,616,096	236,426
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	259,191	397,072	0	397,072	397,072	0	397,072	0	397,072	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office	Total	2,876,318	3,254,201	0	3,254,201	3,259,507	17,050	3,276,557	0	3,276,557	17,050
Leased Space	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	2,666,113	3,043,996	0	3,043,996	3,049,302	17,050	3,066,352	0	3,066,352	17,050
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	210,205	210,205	0	210,205	210,205	0	210,205	0	210,205	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office	Total	0	3,625,276	0	3,625,276	3,628,224	1,718	3,629,942	0	3,629,942	1,875
AED	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	0	3,509,856	0	3,509,856	3,512,804	1,718	3,514,522	0	3,514,522	1,875
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	115,420	0	115,420	115,420	0	115,420	0	115,420	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office	Total	0	644,294	0	644,294	644,294	805	645,099	0	645,099	586
SAED	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	0	620,248	0	620,248	620,248	805	621,053	0	621,053	586
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	24,046	0	24,046	24,046	0	24,046	0	24,046	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Community Corrections Caseload Increase
Department: Department of Corrections
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/1/07
Priority Number: 5
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(1) Management (C) Inspector General											
Operating Expenses	Total	253,065	277,858	0	277,858	279,194	79	279,273	0	279,273	79
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	253,065	272,898	0	272,898	274,234	79	274,313	0	274,313	79
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services (D) Communications											
Operating Expenses	Total	1,362,265	1,459,640	0	1,459,640	1,459,640	1,395	1,461,035	0	1,461,035	1,395
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	1,362,265	1,459,640	0	1,459,640	1,459,640	1,395	1,461,035	0	1,461,035	1,395
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services (E) Transportation	Total	1,614,159	1,823,574	0	1,823,574	1,917,710	2,470	1,920,180	0	1,920,180	7,410
Vehicle Lease	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Payments	GF	1,565,173	1,776,173	0	1,776,173	1,870,309	2,470	1,872,779	0	1,872,779	7,410
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	48,986	47,401	0	47,401	47,401	0	47,401	0	47,401	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services (F) Training	Total	275,050	277,156	0	277,156	277,374	62	277,436	0	277,436	62
Operating Expenses	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	275,050	277,156	0	277,156	277,374	62	277,436	0	277,436	62
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Community Corrections Caseload Increase
Department: Department of Corrections
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/1/07
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(3) Support Services											
(G) Information	**Total**	914,381	1,358,665	0	1,358,665	1,358,665	620	1,359,285	0	1,359,285	620
Systems	**FTE**	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operating Expenses	**GF**	914,381	1,358,665	0	1,358,665	1,358,665	620	1,359,285	0	1,359,285	620
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(4) Inmate Programs											
(D) Drug and Alcohol	**Total**	3,692,662	4,301,737	0	4,301,737	4,335,747	4,587	4,340,334	0	4,340,334	4,587
Treatment	**FTE**	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contract Services	**GF**	3,692,662	4,301,737	0	4,301,737	4,335,747	4,587	4,340,334	0	4,340,334	4,587
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(C) Intensive											
Supervision Program	**Total**	2,824,146	3,120,680	0	3,120,680	3,385,804	22,674	3,408,478	0	3,408,478	24,890
Personal Services	**FTE**	57.50	57.50	0.00	57.50	57.50	0.50	58.00	0.00	58.00	0.50
	GF	2,824,146	3,120,680	0	3,120,680	3,385,804	22,674	3,408,478	0	3,408,478	24,890
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services											
(C) Intensive											
Supervision Program	**Total**	513,810	535,728	0	535,728	535,728	2,146	537,874	0	537,874	3,346
Operating Expenses	**FTE**	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	513,810	535,728	0	535,728	535,728	2,146	537,874	0	537,874	3,346
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Community Corrections Caseload Increase
Department: Department of Corrections
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/1/07
Priority Number: 5
OSPB Approval: **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(5) Community Services (C) Intensive Supervision Program	Total	3,270,440	3,698,184	0	3,698,184	3,698,184	44,973	3,743,157	0	3,743,157	44,973
Contract Services	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	3,270,440	3,698,184	0	3,698,184	3,698,184	44,973	3,743,157	0	3,743,157	44,973
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services (C) Intensive Supervision Program	Total	40,926	47,920	0	47,920	47,920	7,929	55,849	0	55,849	0
Start Up Costs	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	40,926	47,920	0	47,920	47,920	7,929	55,849	0	55,849	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services (D) Community Supervision	Total	2,461,105	2,670,882	0	2,670,882	2,869,858	97,120	2,966,978	0	2,966,978	106,601
Personal Services	FTE	46.80	46.80	0.00	46.80	46.80	2.40	49.20	0.00	49.20	2.60
	GF	2,461,105	2,670,882	0	2,670,882	2,869,858	97,120	2,966,978	0	2,966,978	106,601
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services (D) Community Supervision	Total	150,641	166,954	0	166,954	166,954	7,762	174,716	0	174,716	11,122
Operating Expenses	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	150,641	166,954	0	166,954	166,954	7,762	174,716	0	174,716	11,122
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Community Corrections Caseload Increase
Department: Department of Corrections
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/1/07
Priority Number: 5
OSPB Approval: **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(5) Community Services (D) Community Supervision Mental Health Services	Total	274,220	565,488	0	565,488	565,488	7,722	573,210	0	573,210	7,722
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	274,220	565,488	0	565,488	565,488	7,722	573,210	0	573,210	7,722
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services (D) Community Supervision Contract Services For High Risk Offenders	Total	6,872	300,832	0	300,832	300,832	4,108	304,940	0	304,940	4,108
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	6,872	300,832	0	300,832	300,832	4,108	304,940	0	304,940	4,108
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5) Community Services (D) Community Supervision Start Up Costs	Total	43,756	34,628	0	34,628	34,628	29,157	63,785	0	63,785	0
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	43,756	34,628	0	34,628	34,628	29,157	63,785	0	63,785	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☑ Yes ☐ No If Yes, List Other Departments Here: DPA - Fleet Management

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Department of Corrections
Priority Number:	5
Change Request Title:	Community Corrections Caseload Increase

SELECT ONE (click on box):

☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:

☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

This Decision Item requests 2.9 FTE and $252,377 in total funds for staff and services to accommodate population increases in the Community and Community ISP subprograms for the Department of Corrections (hereafter referred to as the Department).

Background and Appropriation History:

The Adult Parole and Community Corrections Division is responsible for the administration and risk management of the non-residential Community Intensive Supervision Program (ISP), and the Community Supervision (residential) subprograms statewide, including supervision of offenders, monitoring of contracted facilities, intervention services, and risk reduction through contract services.

The system of services and facilities that maintains inmates in the community continues to expand due to population growth. Both residential and non-residential program alternatives are more cost-effective than prison and provide an opportunity for the offender to progressively re-enter the community. Joint Budget committee recommended that the Department maintain 11.25% of the inmate population in Community

Corrections programs: 6.75% to Community Supervision and 4.5% to Community Intensive Supervision (ISP).

Legislation in 2004 authorized the Community Return to Custody Facilities (CRCF) to provide the State Board of Parole with an alternative in-lieu-of return to prison for certain parolees who are revoked on a technical parole violation.

Community Intensive Supervision Program (ISP)

The Community ISP program is a non-residential community corrections intensive supervision program, benchmarked at 4.5% of the inmate population, and providing an opportunity for the inmate to reside in his/her own home, or an approved residence beginning six months prior to parole eligibility. Since the inmate does not live in a state funded residential setting, (i.e., a prison or residential community corrections facility) the ISP program is the most cost effective incarceration program. The purpose of the program is to prepare inmates for successful transition to parole, release and/or discharge of sentence, and to provide for public safety.

Community ISP provides an opportunity for assigned inmates to stabilize in a private residence, establish employment, and develop a support system in the community to prepare for parole release and discharge. The range of beneficial outcomes is summarized below.

- The program requires the inmate to be employed to provide resources for living expenses, restitution and child support payments, and participate in self improvement opportunities including educational, counseling and treatment programs.
- The ISP inmate lives in a private residence, which avoids the cost of state-funded housing.
- The Board of Parole can make an informed decision when the inmate has a corrections history within the community prior to parole release.
- Community ISP expands prison capacity by providing a structured and controlled cost effective non-residential community-based release option for inmates.

- Local governments statewide have established Community Corrections Boards in collaboration with the Department as approval authorities, which include ISP inmates.
- The Community ISP inmate program is a privatized program.

Community Supervision (Residential)

Community Supervision is responsible for the administration and risk management of inmates located in residential programs statewide, including supervision of inmates and monitoring of contract facilities and intervention services benchmarked at 6.75% of the inmate population. As funding allows, highest-risk offenders are monitored 24 hours a day with global position satellite (GPS) technology, electronic paging systems and radio frequency/ankle bracelet monitoring devices.

Administration of the community residential facilities and programs requires oversight of the inmate management of community corrections facilities statewide, direct supervision and risk management of Department inmates, release planning to prepare the offender for Community ISP, parole or discharge of sentence, and coordination with local law enforcement. The Division provides technical assistance to contract facilities and agencies to ensure inmates are managed in compliance with state statute, pertinent case law, Department Administrative Regulations and Division Operational Memorandums, written directives, and the Division of Criminal Justice Community Corrections Residential Facility Program.

Inmates are closely supervised by Community Parole Officers (CPO). Inmates are required to maintain paid employment and to participate in required programs. The Subprogram provides for public safety by responding to inmate non-compliant behavior through the application of sanctions or removal of the inmate from the community.

The residential community supervision program provides an opportunity for assigned inmates to transition from prison to a secure 24-hour residential facility as the initial progressive step back into the community. The range of beneficial outcomes is summarized below.

- The program requires the inmate to obtain employment and to pay for a portion of his/her living expenses while at the residential facility.
- The program supports the Board of Parole revocations of noncompliant parolees back to inmate status and provides an alternative in-lieu-of returning to prison.
- The inmate is required to agree to a supervision plan and a date when he/she will have the resources to progress to the Community ISP program and assume more responsibility for living expenses.
- The residential programs are designed for numerous special populations, e.g., females, offenders with mental illness (OMI), and other high risk/high intervention inmates as the initial progressive step into the community.
- Community Supervision residential corrections programs are privatized.

Community Return to Custody

A class of facilities for revoked parolees was authorized as Community Return to Custody Facilities (CRCF) through SB03-252. Although the authority for the Board of Parole to revoke parole and place certain inmates in a community corrections program was in statute before this bill was passed, SB03-252 authorized the Department to "operate community return to custody facilities and provide other support and monitoring services as a revocation facility" for certain non-violent Class 5 or 6 technical parole revocations.

The concept is to provide a regressive option to the Board of Parole to revoke those parolees already released to the community who have failed due to a technical violation or parole condition without returning the offender to prison. The need for these facilities grew out of the number of technical parole violators who were returning to prison and exacerbating the increases in the State's prison population. During FY 2007, the CRCF program is expected to grow to the maximum capacity of 300 beds statewide.

Approximately one in four admissions to the Department are technical parole returns. Research found a high percentage of these parolees are non-violent and have failed on parole for a technical violation which could be successfully managed in the community in-lieu-of returning to a higher cost prison bed. However, the Community Return to

Custody population has proven to be much more difficult to manage due to higher risk factors such as medical and mental health needs; and history of previous criminal offenses.

The range of beneficial outcomes for CRCF is summarized below.

- Revocation to a CRCF avoids the high costs of diagnostics and assessment at Denver Reception and Diagnostic Center, which is a requirement for regression to prison. The daily cost of care in one of these facilities is much less than that of a prison bed ($55.19 per day compared to $75.58 per day according to the Department's 2006 Cost per Day figures.
- The Board of Parole is provided with a regressive option for certain non-violent, Class 5 or 6, technical parole revocations in-lieu-of returning to prison.
- The number of admissions to the prison system due to technical parole violations is reduced.
- Studies have shown that the types of technical parole violators being revoked to these kinds of facilities can be successfully managed in a community setting.
- Parolees revoked to these facilities receive support and monitoring services, which specifically address reasons for failure while on parole.

Team Leaders and Community Program Officers

Under the guidance of a supervisor or manager, Community Team Leaders (CTL) oversee the work of Community Parole Officers (CPO) to ensure that delivery of services and appropriate levels of treatment and supervision are adhered to in accordance with contract requirements, Federal and State Statutes, Department Regulations, Division of Community Corrections Policies and Operational Memorandums, American Correctional Association Standards and Division of Criminal Justice Standards. In addition to carrying half a caseload and all of the responsibilities of a Community Parole Officer, a team leader directly addresses staff problems and assigns tasks to officers, monitors progress and work flow, checks timeliness, correctness and soundness, and provides training to newly assigned staff. This position may supervise more than one program area.

Community Parole Officers supervise offenders housed in residential community corrections programs and non-residential Intensive Supervision Program inmates. The position staffs, reviews, and audits cases to ensure compliance with all administrative regulations and standards of supervision. This position, as well as the Team Leader, is a statutorily defined Peace Officer that performs a broad range of law enforcement duties to include search and seizure; arrest and transport of offenders, pursuant to 17-27-105.5; and assisting other law enforcement agencies pursuant to 16-2.5-102 and 136.

The Division receives allocations in several subprograms:

- Community Intensive Supervision Program received an appropriation of $7,402,512 in FY07-08 per the Long Bill (SB 07-239). The appropriation pays for 57.5 FTE, operating costs, contract services, and startup costs.
- Community Supervision received an appropriation of $5,160,188 in FY07-08, paying for 46.8 FTE, operating expenses, Community Mental Health Service, Psychotropic Medication, contract services for high risk offenders, contract services for fugitive returns, and startup costs.

General Description of Request:

Based on August, 2007 Legislative Council Staff prison population projections, the Department estimates a 39 inmate increase to community programs to reach the 11.25% goal. Personal services, operating and contract services resources are needed to provide supervision and services for the additional inmates.

Funding is requested for 2.9 FTE (annualized to 3.1 FTE in FY 09-10) and $252,377 to maintain current FY07-08 officer to offender ratios. Community Services and Community Intensive Supervision Program officer to offender ratios are funded at 1:13.5 for Community ISP Community Team Leaders and 1:23.49 for Community ISP Parole Officers. Community Supervision Team Leader ratios are 1:30 and Parole Officers are 1:60.

Funding is requested for the following FTE in the Community ISP subprogram (.5 FTE total): .1 FTE Supervisor; .4 FTE CPO.

Funding is requested for the following FTE in the Community Supervision subprogram (2.4 FTE total): .1 FTE CTL; 1.2 FTE CPO; 1.1 FTE in Administrative Support. These FTE will annualize to 3.1 FTE in both subprograms.

Funding is also requested for operating, startup and other costs associated with additional FTE.

Consequences if Not Funded:

Without the FTE to support the program and the funds to provide contract services and treatment, this program can only provide limited services. A reduction in services to inmates would be experienced, and the program will not be fully implemented as intended by the Legislature.

Lack of additional funding will increase caseload ratios at all parole and community levels, which will reduce the time the supervisor can devote to each offender. Requiring treatment and services contracts to serve more parolees without additional funding will result in drastic reduction in services, and will result in offenders not receiving essential treatment. Decreased services could also negatively affect the inmate's ability to transition into the community and result in revocation, thereby negatively impacting recidivism rates.

Sustained high caseloads can create morale problems with staff, also, possibly creating more staff turnover due to stress and burnout.

Calculations for Request:

Summary of Decision Item Request by Department						
Department of Corrections	**FTE**	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**
Executive Director Subprogram (1A)		$19,573	$19,573	$0	$0	$0
Inspector General Subprogram (1C)		$79	$79	$0	$0	$0
Communications Subprogram (3D)		$1,395	$1,395	$0	$0	$0
Transportation Subprogram (3E)		$2,470	$2,470	$0	$0	$0
Training (3F)		$62	$62	$0	$0	$0
Information Systems Subprogram (3G)		$620	$620	$0	$0	$0
Drug and Alcohol Subprogram (4D)		$4,587	$4,587	$0	$0	$0
Community ISP Subprogram (5C)	.5	$77,722	$77,722	$0	$0	$0
Community Supervision Subprogram (5D)	2.4	$145,869	$145,869	$0	$0	$0
Total	**2.9**	**$252,377**	**$252,377**	**$0**	**$0**	**$0**

Summary of Request FY 08-09	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Total Request	**$252,377**	$252,377				2.9
(1A) Executive Director's Office – Leased Space	**$17,050**	$17,050				
AED	**$1,718**	$1,718				
SAED	**$805**	$805				
Total Executive Dir Office $19,573						
(1C) Inspector General - Operating	**$79**	$79				
(3D) Communications - Operating	**$1,395**	$1,395				

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
(3E) Transportation – Vehicle Lease Costs	**$2,470**	$2,470				
(3F) Training – Operating	**$62**	$62				
(3G) Information Systems - Operating	**$620**	$620				
(4D) Drug and Alcohol Treatment – Contract Services	**$4,587**	$4,587				
(5C) Community ISP – Personal Services-Supervisor	**$6,116**	$6,116				.1
Personal Services-CPO	**$16,558**	$16,558				.4
Total Com ISP Pers Svcs: $22,674						
(5C) Community ISP – Operating Expenses -Supervisor	**$429**	$429				
Operating Expenses - CPO	**$1,717**	$1,717				
Total Com ISP Operating: $2,146						
(5C) Community ISP – Contract Services	**$44,973**	$44,973				
(5C) Community ISP – Start up Costs - Supervisor	**$1,587**	$1,587				
Start up Costs - CPO	**$6,342**	$6,342				
Total Com ISP Start up: $7,929						
(5D) Community Supervision – Personal Services -CPTL	**$5,550**	$5,550				.1
Personal Services-CPO	**$53,813**	$53,813				1.2
Personal Services- AA	**$37,757**	$37,757				1.1
Total Com Supv Pers Svcs: $97,120						
(5D) Community Supervision – Operating Expenses-CPTL	**$429**	$429				
Operating Expenses - CPO	**$5,581**	$5,581				
Operating Expenses - AA	**$1,752**	$1,752				
Total Com Supv Operating: $7,762						

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
(5D) Community Supervision – Mental Health Services	**$7,722**	$7,722				
(5D) Community Supervision – High Risk Offender Contract Services	**$4,108**	$4,108				
(5D) Community Supervision – Start up Costs - CPTL	**$1,587**	$1,587				
Start up Costs - CPO	**$20,612**	$20,612				
Start up Costs - AA	**$6,958**	$6,958				
Total Com Supv Start up: $29,157						

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	**$236,426**	$236,426				3.1
(1A) Executive Director's Office – Leased Space	**$17,050**	$17,050				
AED	**$1,875**	$1,875				
SAED	**$586**	$586				
Total Exec Dir Office: $19,511						
(1C) Inspector General – Operating	**$79**	$79				
(3D) Communications - Operating	**$1,395**	$1,395				
(3E) Transportation – Vehicle Lease Costs	**$7,410**	$7,410				
(3F) Training – Operating	**$62**	$62				
(3G) Information Systems - Operating	**$620**	$620				
(4D) Drug and Alcohol Treatment – Contract Services	**$4,587**	$4,587				
(5C) Community ISP – Personal Services-Supervisor	**$6,715**	$6,715				.1
Personal Services-CPO	**$18,175**	$18,175				.4

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Com ISP Pers Svcs: $24,890						
(5C) Community ISP – Operating Expenses -Supervisor	**$669**	$669				
Operating Expenses - CPO	**$2,677**	$2,677				
Total Com ISP Operating: $3,346						
(5C) Community ISP – Contract Services	**$44,973**	$44,973				
(5D) Community Supervision – Personal Services -CPTL	**$6,092**	$6,092				.1
Personal Services-CPO	**$59,067**	$59,067				1.3
Personal Services- AA	**$41,442**	$41,442				1.2
Total Com Supv Pers Svcs: $106,601						
(5D) Community Supervision – Operating Expenses-CPTL	**$669**	$669				
Operating Expenses - CPO	**$8,701**	$8,701				
Operating Expenses - AA	**$1,752**	$1,752				
Total Com Supv. Operating: $11,122						
(5D) Community Supervision – Mental Health Services	**$7,722**	$7,722				
(5D) Community Supervision – High Risk Offender Contract Services	**$4,108**	$4,108				

Leased Space @ $22 per sf x 250 sf = $5,500 x 3.1 FTE = $17,050

Vehicle Lease Payments
Vehicle Lease costs @ $325 per month per FTE (CPO/CPTL/Supv.)
1st year = 4 months =$3,900/12x4 = $1,300 FY 07-08 x 1.9 (CPO/CTL/SUPV) = $2,470
12 months = $3,900 FY 08-09 x 1.9 = $7,410

Personal Services

- Salaries calculated at the current entry level per the FY 07-08 compensation plan for
- Community Supervisor: $4,817/month
- Community Team Leader: $4,370/month
- Community Program Officer: $3,260/month
- Administrative Assistant II: $2,479/month
- PERA calculated at .1015 of salary
- AED calculated at .0160 of salary
- SAED calculated at .0075 of salary
- Medicare calculated at .0145 of salary
- Health, Life, Dental Insurance and Short Term Disability $4,487/year
- Short Term Disability .0013 of salary

Contract Services

Drug and Alcohol Treatment Contract Services:

$117.62 per additional inmate x 39 = $4,587

Community Mental Health Services:

$297.00 per inmate x 26 = $7,722

Community High Risk Offenders Contract Services:

$158.00 per inmate x 26 = $4,108

Community ISP Contract Services:

$3,459.48 per additional ISP parolee x 13 = $44,973

Table 1 – Operating Expenses	
Admin Support Operating	**$1,460**
Base Operating	500
Blackberry charges	960
Officer Operating	**$6,693**
Base Operating	500

Specialized Training*	600
Travel for Spec Training**	600
Variable Mileage Rate	3,600
Pager	83
Blackberry	960
Ordnance	350

*Specialized Training: specific training other than the DOC Training Academy, to be attended on an ongoing basis includes the following:

- Annual Interagency Training with Judicial Department at $200 each
- Offender Specific Training: gang, sex offender, OMI, restorative justice @ $150 each
- Offence Specific Training: robbery, risk and threat assessment @ $100 each
- Skill Specific Training: team leadership, supervisory, computer related, firearms @ $100 each
- Professional Specific Training: Association of Parole and Probation Officers, Organization for Victim Assistance @ $50 each

**Travel for Specific Training: per diem and lodging assumed for above training sessions at $100 per day estimated at $600 per officer.

Table 2 - Start-up Costs				
Admin. Support Start-Up	**$5,798**			
Furniture	$2,225			
Computer, Printer, Software	$1,380			
Desk Phone	$ 500			
Blackberry Phone	$100			
Blackberry Accessories	$143			
Basic Training	$1,450			

Table 2 Continued - Start-up Costs				
Officer Start-Up	**$15,854**			
800 MHz Battery & Charger	$154		Furniture Desk, Chair, Side Chair, Computer Table, File Cab, Bookcase	$2,225
800 MHz Packset	$2,580		Handcuffs w/case	$20
ASP Baton/Baton Holders	$90		Magazine Pouch	$30
Badge & Holder	$110		Pepper Spray w/holder	$35
Basic Training	$1,450		Pistol & Holster	$570
Blackberry Phone	$100		Psych & Poly Testing	$450
Blackberry Accessories	$143		Search Gloves	$60
Body Armor Bulletproof vest - Level III	$1,000		Vehicle Cage	$480
Laptop Computer, Printer, Software	$2,580		VHF Batteries & Charger	$638
Desk Phone	$500		VHF Radio	$1,749
Ear & Eye Protect	$25		VHF Radio Accessories	$80
Flashlight	$60		Windbreaker w/ ID	$85
Car Mount for Laptop Computer	$400		Restraints – Belly Chains & Leg Irons	$40
Auto Gun Vault	$200			

Population Projections

Resource needs are linked directly to the anticipated number of offenders in community corrections. Community Corrections is calculated by taking 11.25% of the average projected prison population 24,047 to get 2,705. Of the 11.25% of the prison population, 4.5% will be in Community ISP and 6.75% will be in Community Supervision. 300 offenders are projected to be in the CRCF program.

Table 3 - LCS August 2007 Projections		
LCS Projection	**Adult Prison Population**	**Community Corrections Placement @ 11.25%**
FY 07-08	23,475	2,640.9
FY 08-09	24,619	2,769.6
Average	**24,047**	**2,705.3**

Table 4 - Population Split			
	FY 08-09 Projected	**FY 07-08 Funded**	**Diff**
Community Supervision 6.75%	1,623	1,597	26
CRCF	300	300	0
Total	1,923	1,897	26
Community ISP 4.5%	1,082	1,069	13
Total	3,005	2,966	39
		Total Projected Increase	**39**

Table 5 – Community ISP and Community Supervision Ratios
FTE are calculated based on a ratio of staff to offenders and/or staff to staff as follows:

	Ratios		Historical		FY08-09 Request	
	Caseload	Staff	Reg	ISP	Reg	ISP
Supervisor		1:10 CPO/CPTL	1:10	1:10	None funded	1:7.8
Team Leader	½ Caseload	1:6 CPO	1:30	1:10	1:30	1:13.5
Officer (CPO)	Full Caseload		1:60	1:20	1:60	1:23.5
Support Staff		1:4 Total Staff	1:4	1:4	1:7	1:10.5

Table 6 – Staffing Needs Community ISP						
FTE Position	Ratios used for Calculations		Population/Staff used for Calculations	FTE positions needed for FY 08-09	Current FTE positions for FY 07-08	Requested FTE for FY 08-09
	Caseload	Staff				
Supervisor		1:7.8	46.5	6.1	6.0	0.1 (0.1 ann.)
Team Leader	1:13.5	1:6	27/44.5	2.0	2.0	0.0
Officer	1:23.5		1,109	44.9	44.5	.4 (.4 ann.)
Support Staff		1:10.5	52.5	5.0	5.0	0.0
			Totals	58.0	57.5	.5 (.5 ann.)

Table 7 – Staffing Needs Community Supervision/CRCF						
FTE Position	Ratios used for Calculations		Population/Staff used for Calculations	FTE positions needed for FY 08-09	Current FTE positions for FY 07-08	Requested FTE for FY 08-09
	Caseload	Staff				
Supervisor		1:10	33.8	0.0	0.0	0.0
Team Leader	1:30	1:4.8	180	6.1	6.0	0.1 (0.1 ann.)
Officer	1:60		1,824	29.1	27.8	1.2 (1.3 ann.)
Support Staff		1:7	41.8	6.2	5.0	1.1 (1.2 ann.)
			Totals	41.4	38.8	2.4 (2.6 ann.)

Summary of Tables

Summary Table
The initial table provides a summary of program's FTE's requested within the Department.

Table 1
Table 1 details the operating costs associated with each occupational series in the subprograms.

Table 2
Table 2 details the startup costs associated with administrative support and officers, who require different specialized startup costs.

Table 3 & 4
Table 3 illustrates the average population projections used to calculate this decision item, while table 4 shows how the population is split between Community Supervision and ISP.

Table 5
Table 5 projects caseload ratios, both historical and FY08-09 request.

Table 6 & 7
Tables 6 & 7 detail the staffing ratios and needs for FY 08-09.

Assumptions for Calculations:

- LCS August 2007 population projection average is 24,047.
- 11.25% of projection is 2,705.
- Community ISP expected population is 4.5% for a total of 1,623, which is an increase of 26
- CRCF expected population is 300

- Community Supervision expected population is 6.75% for a total of 1,069, an increase of 13.
- Staffing is calculated using historical caseload ratios established in FY07-08 figure setting, to maintain the levels of approved funding.
- Supervisor totals are calculated using only the officer and team leader staff totals.
- Community Parole Officers for Community ISP were calculated at the JBC Figure Setting ratio of 1:24.
- Team leaders supervise ½ a traditional caseload for a ratio of 1:12 in Community ISP, and 1:30 in Community Supervision.
- The number of cases a team leader will supervise, prior to the officer's caseload being calculated, is subtracted from the population.
- Administrative Support needs are calculated using total supervisors, team leaders & officers.
- Personal Services for FY 08-09 are calculated for 11 months.
- Personal Services for FY 09-10 are calculated for 12 months.

Impact on Other Government Agencies: DPA – Fleet Management, leasing 3 vehicles with mileage.

Cost Benefit Analysis: Caseload increase. Cost Benefit Analysis N/A.

Implementation Schedule:

Task	Month/Year
Internal Research/Planning Period	May, 2008
Write Position Description Questionnaires and Personnel Action Request	May, 2008
Open the Application Window to the Public	May, 2008
Close Application Window	May, 2008
Review, Interview, and Hire New Positions	June, 2008
New Employees Begin	July 1, 2008

Statutory and Federal Authority:

The statutes establishing the Community Supervision and Community ISP Subprograms mandate the responsibilities of the program, in addition to providing the expectations, goals, and objects of the program.

Article 1 Department of Corrections

Part 1 Corrections Administration

17-27-101. Legislative declaration. *(2006)*

The general assembly hereby declares that it is the purpose of this article to establish and maintain community corrections programs which provide the courts, the department of corrections, and the state board of parole with more flexibility and a broader range of correctional options for offenders under the jurisdiction of such entities. It is the further purpose of this article to increase public safety and promote community-based correctional programming through collaboration between the state of Colorado and local units of government. It is also the purpose of this article to give local units of government the authority to designate the programs, boards, and networks established under this article to address local criminal justice needs with resources other than those appropriated pursuant to this article.

Source: L. 93: *Entire article R&RE, p. 708, § 1, effective July 1.*

17-27-102. Definitions.*(2003)*

(3) "Community corrections program" means a community-based or community-oriented program that provides supervision of offenders pursuant to this article. Such program shall be operated by a unit of local government, the department, or any private individual, partnership, corporation, or association. Such program may provide residential or nonresidential services for offenders, monitoring of the activities of offenders, oversight of victim restitution and community service by offenders, programs and services to aid offenders in obtaining and holding regular employment, programs

and services to aid offenders in enrolling in and maintaining academic courses, programs and services to aid offenders in participating in vocational training programs, programs and services to aid offenders in utilizing the resources of the community, meeting the personal and family needs of such offenders, programs and services to aid offenders in obtaining appropriate treatment for such offenders, programs and services to aid offenders in participating in whatever specialized programs exist within the community, day reporting programs, and such other services and programs as may be appropriate to aid in offender rehabilitation and public safety.

17-27-104. (2002) Community corrections programs operated by units of local government, state agencies, or nongovernmental agencies.

(1) Any unit of local government, or any state agency authorized by this article, may establish, maintain, and operate such community corrections programs as such unit or agency deems necessary to serve the needs of such unit of local government or state agency and offenders who are assigned to such programs by the department of corrections, placed in such programs by the state board of parole, or sentenced to such programs by the court.

(2) Pursuant to provisions of section 17-27-103, any nongovernmental agency may establish, maintain, and operate a community corrections program under a contract with the state of Colorado, a contract with a unit or units of local government, or a contract with other nongovernmental agencies for the purpose of providing services to offenders who are assigned to such programs by the department of corrections, placed in such programs by the state board of parole, or sentenced to such programs by the court.

17-27-105.5. (2002) Community corrections program agents - duties - arrest powers.

(2) The executive director of the department of corrections shall designate staff of the department to maintain jurisdiction over all offenders placed in any community corrections program by order of the executive director or as a condition of parole. Such staff may include community corrections program agents and the director.

(3) Community corrections program agents are authorized to:

(a) Supervise and habilitate offenders;

(b) Investigate, detect, and prevent crime involving offenders;

(c) Issue warrants for the arrest of offenders;

(d) Arrest offenders;

(e) Process reports or other official documents regarding offenders;

(f) Coordinate with community corrections boards and community corrections programs;

(g) Review offender supervision and treatment;

(h) Authorize offender transfers between residential and nonresidential phases of placement; and

(i) Carry out such other duties as the executive director directs.

Performance Measures:

The Division of Adult Parole, Community Corrections and YOS has set a goal to "Reduce Technical Parole Violations by 1% by 6/30/08 and by .5% annually thereafter" in the Department's 2007-2011 Strategic Plan (page 10). Workload indicators to be tracked are population and staff to offender ratios in both Community ISP and Community Supervision subprograms.

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs						GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
PERSONAL SERVICES	**Title:**	**Supervisor -Comm ISP**		**CPO - Community ISP**			
Number of PERSONS / class title		0.10	0.10	0.40	0.40		
Number of months working in FY 08-09 and FY 09-10		12	12	12	12		
Number months paid in FY 08-09 and FY 09-10*		11	12	11	12		
Calculated FTE per classification		**0.09**	**0.10**	**0.37**	**0.40**	0.46	0.50
Annual base salary		**59,796**	$59,796	**40,464**	$40,464		
Salary		$5,481	$5,980	$14,837	$16,186	$20,318	$22,166
PERA	**10.15%**	$556	$607	$1,506	$1,643	$2,062	$2,250
Medicare	**1.45%**	$79	$87	$215	$235	$294	$322
Prior Year SAED	**N/A**	$0	$41	$0	$111	$0	$152
Subtotal Personal Services at Division Level		**$6,116**	**$6,715**	**$16,558**	**$18,175**	**$22,674**	**$24,890**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$88**	**$96**	**$237**	**$259**	**$325**	**$355**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$41**	**$30**	**$111**	**$81**	**$152**	**$111**
Department Specific Average Cost for HLD / Employee**		$0	$0	$0	$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OPERATING EXPENSES							
Supplies @ $500/$500***	**$500**	$50	$50	$200	$200	$250	$250
Blackberry Base Operating (Annual)	**$ 960**	$96	$96	$384	$384	$480	$480
Vehicle Mileage (Annual; 1st year 4 mo)	**$ 3,600**	$120	$360	$480	$1,440	$600	$1,800
Specialized Training (Annual)	**$ 600**	$60	$60	$240	$240	$300	$300
Travel for Specialized Training (Annual)	**$ 600**	$60	$60	$240	$240	$300	$300
Pager Base (Annual)	**$ 83**	$8	$8	$33	$33	$41	$41
Ordnance	**$ 350**	$35	$35	$140	$140	$175	$175
Subtotal Operating Expenses		**$429**	**$669**	**$1,717**	**$2,677**	**$2,146**	**$3,346**
STARTUP EXPENSES							
Computer @ $900/$0	**$ 900**	$0	$0	$0	$0	$0	$0
Laptop Computer w/ docking station $2100/$0	**$ 2,100**	$210	$0	$840	$0	$1,050	$0
Computer printer $150/$0	**$ 150**	$15	$0	$60	$0	$75	$0

Office Suite Software @ $330/$0	$ 330	$33	$0	$132	$0	$165	$0
Office Equipment @ $2,225 /$0	$ 2,225	$223	$0	$890	$0	$1,113	$0
800 MHz Battery and Charger	$ 154	$15	$0	$62	$0	$77	$0
800 MHz Packset	$ 2,580	$258	$0	$1,032	$0	$1,290	$0
ASP Baton/Baton Holders	$ 90	$9	$0	$36	$0	$45	$0
Badget and Holder	$ 110	$11	$0	$44	$0	$55	$0
Blackberry & Accessories	$ 243	$24	$0	$97	$0	$121	$0
Body Armor Bulletproof Vest - Level III	$ 1,000	$100	$0	$400	$0	$500	$0
Desk Phone	$ 500	$50	$0	$200	$0	$250	$0
Ear/Eye Protection/Flashlight/Search Gloves	$ 145	$15	$0	$58	$0	$73	$0
Handcuffs w/ Case	$ 20	$2	$0	$8	$0	$10	$0
Magazine Pouch	$ 30	$3	$0	$12	$0	$15	$0
Pepper Spray w/ Holder	$ 35	$4	$0	$14	$0	$18	$0
Pistol & Holster	$ 570	$57	$0	$228	$0	$285	$0
Psych and Poly testing	$ 450	$45	$0	$180	$0	$225	$0
Vehicle Cage	$ 480	$48	$0	$192	$0	$240	$0
VHF Batteries & Charge	$ 638	$64	$0	$255	$0	$319	$0
VHF Radio	$ 1,749	$175	$0	$700	$0	$875	$0
VHF Radio Accessories	$ 80	$8	$0	$32	$0	$40	$0
Windbreaker w/ ID	$ 85	$9	$0	$34	$0	$43	$0
Car mount for laptop (Officers only)	$ 400	$40	$0	$160	$0	$200	$0
Auto Gun Vault	$ 200	$20	$0	$80	$0	$100	$0
Restraint-Belly Chains & Leg Irons	$ 40	$4	$0	$16	$0	$20	$0
Basic Training	$ 1,450	$145	$0	$580	$0	$725	$0
Subtotal Startup Expenses		**$1,587**	**$0**	**$6,342**	**$0**	**$7,929**	**$0**
OTHER OPERATING							
Leased Space (1A)	$ 5,500	$550	$550	$2,200	$2,200	$2,750	$2,750
Inspector General (1C) Drug Testing per FTE	$ 25	$3	$3	$10	$10	$13	$13
Communications (3D) Telephone Base	$ 450	$45	$45	$180	$180	$225	$225
Transportation (3E) Vehicle Lease 1st yr ($325x4mo)	$ 1,300	$130	$0	$520	$0	$650	$0
Transportation (3E) Vehicle Lease 2nd yr ($325x12mo)	$ 3,900	$0	$390	$0	$1,560	$0	$1,950
Training (3F)	$ 20	$2	$2	$8	$8	$10	$10
Information Systems (3G)	$ 200	$20	$20	$80	$80	$100	$100
Subtotal Other Expenses		**$750**	**$1,010**	**$2,998**	**$4,038**	**$3,748**	**$5,048**
CONTRACT SERVICES	**Inmates**	**Unit Cost**	**Total**				
Community ISP Contract Services	$ 13	$3,459.48	$44,973			**$44,973**	**$44,973**
Drug and Alcohol (4D)	$ 39	$118	$4,587			**$4,587**	**$4,587**
GRAND TOTAL ALL COSTS		**$9,011**	**$8,520**	**$27,963**	**$25,230**	**$86,534**	**$83,310**

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs								GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
PERSONAL SERVICES	**Title:**	**Team Leader - Community**		**CPO - Community**		**Administrative Asst - Comi**			
Number of PERSONS / class title		0.10	0.10	1.30	1.30	1.20	1.20		
Number of months working in FY 08-09 and FY 09-10		12	12	12	12	12	12		
Number months paid in FY 08-09 and FY 09-10*		11	12	11	12	11	12		
Calculated FTE per classification		**0.09**	**0.10**	**1.19**	**1.30**	**1.10**	**1.20**	2.38	2.60
Annual base salary		**54,252**	$54,252	**40,464**	$40,464	**30,756**	$30,756		
Salary		$4,973	$5,425	$48,220	$52,603	$33,832	$36,907	$87,025	$94,935
PERA	**10.15%**	$505	$551	$4,894	$5,339	$3,434	$3,746	$8,833	$9,636
Medicare	**1.45%**	$72	$79	$699	$763	$491	$535	$1,262	$1,377
Prior Year SAED	**N/A**	$0	$37	$0	$362	$0	$254	$0	$653
Subtotal Personal Services at Division Level		**$5,550**	**$6,092**	**$53,813**	**$59,067**	**$37,757**	**$41,442**	**$97,120**	**$106,601**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$80**	**$87**	**$772**	**$842**	**$541**	**$591**	**$1,393**	**$1,520**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$37**	**$27**	**$362**	**$263**	**$254**	**$185**	**$653**	**$475**
Department Specific Average Cost for HLD / Employee**		$0	$0	$0	$0	$0	$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OPERATING EXPENSES									
Supplies @ $500/$500***	**$ 500**	$50	$50	$650	$650	$600	$600	$1,300	$1,300
Blackberry Base Operating (Annual)	**$ 960**	$96	$96	$1,248	$1,248	$1,152	$1,152	$2,496	$2,496
Vehicle Mileage (Annual; 1st year 4 mo)	**$ 3,600**	$120	$360	$1,560	$4,680	$0	$0	$1,680	$5,040
Specialized Training (Annual)	**$ 600**	$60	$60	$780	$780	$0	$0	$840	$840
Travel for Specialized Training (Annual)	**$ 600**	$60	$60	$780	$780	$0	$0	$840	$840
Pager Base (Annual)	**$ 83**	$8	$8	$108	$108	$0	$0	$116	$116
Ordnance	**$ 350**	$35	$35	$455	$455	$0	$0	$490	$490
Subtotal Operating Expenses		**$429**	**$669**	**$5,581**	**$8,701**	**$1,752**	**$1,752**	**$7,762**	**$11,122**
STARTUP EXPENSES									
Computer @ $900/$0	**$ 900**	$0	$0	$0	$0	$1,080	$0	$1,080	$0
Laptop Computer w/ docking station $2100/$0	**$ 2,100**	$210	$0	$2,730	$0	$0	$0	$2,940	$0
Computer printer $150/$0	**$ 150**	$15	$0	$195	$0	$180	$0	$390	$0
Office Suite Software @ $330/$0	**$ 330**	$33	$0	$429	$0	$396	$0	$858	$0
Office Equipment @ $2,225 /$0	**$ 2,225**	$223	$0	$2,893	$0	$2,670	$0	$5,786	$0
800 MHz Battery and Charger	**$ 154**	$15	$0	$200	$0	$0	$0	$215	$0
800 MHz Packset	**$ 2,580**	$258	$0	$3,354	$0	$0	$0	$3,612	$0
ASP Baton/Baton Holders	**$ 90**	$9	$0	$117	$0	$0	$0	$126	$0
Badget and Holder	**$ 110**	$11	$0	$143	$0	$0	$0	$154	$0

Blackberry & Accessories	$ 243	$24	$0	$316	$0	$292	$0	$632	$0
Body Armor Bulletproof Vest - Level III	$ 1,000	$100	$0	$1,300	$0	$0	$0	$1,400	$0
Desk Phone	$ 500	$50	$0	$650	$0	$600	$0	$1,300	$0
Ear/Eye Protection/Flashlight/Search Gloves	$ 145	$15	$0	$189	$0	$0	$0	$204	$0
Handcuffs w/ Case	$ 20	$2	$0	$26	$0	$0	$0	$28	$0
Magazine Pouch	$ 30	$3	$0	$39	$0	$0	$0	$42	$0
Pepper Spray w/ Holder	$ 35	$4	$0	$46	$0	$0	$0	$50	$0
Pistol & Holster	$ 570	$57	$0	$741	$0	$0	$0	$798	$0
Psych and Poly testing	$ 450	$45	$0	$585	$0	$0	$0	$630	$0
Vehicle Cage	$ 480	$48	$0	$624	$0	$0	$0	$672	$0
VHF Batteries & Charge	$ 638	$64	$0	$829	$0	$0	$0	$893	$0
VHF Radio	$ 1,749	$175	$0	$2,274	$0	$0	$0	$2,449	$0
VHF Radio Accessories	$ 80	$8	$0	$104	$0	$0	$0	$112	$0
Windbreaker w/ ID	$ 85	$9	$0	$111	$0	$0	$0	$120	$0
Car mount for laptop (Officers only)	$ 400	$40	$0	$520	$0	$0	$0	$560	$0
Auto Gun Vault	$ 200	$20	$0	$260	$0	$0	$0	$280	$0
Restraint-Belly Chains & Leg Irons	$ 40	$4	$0	$52	$0	$0	$0	$56	$0
Basic Training	$ 1,450	$145	$0	$1,885	$0	$1,740	$0	$3,770	$0
Subtotal Startup Expenses		**$1,587**	**$0**	**$20,612**	**$0**	**$6,958**	**$0**	**$29,157**	**$0**
OTHER OPERATING									
Leased Space (1A)	$ 5,500	$550	$550	$7,150	$7,150	$6,600	$6,600	$14,300	$14,300
Inspector General (1C) Drug Testing per FTE	$ 25	$3	$3	$33	$33	$30	$30	$66	$66
Communications (3D) Telephone Base	$ 450	$45	$45	$585	$585	$540	$540	$1,170	$1,170
Transportation (3E) Vehicle Lease 1st yr ($325x4mo)	$ 1,300	$130	$0	$1,690	$0	$0	$0	$1,820	$0
Transportation (3E) Vehicle Lease 2nd yr ($325x12mo)	$ 3,900	$0	$390	$0	$5,070	$0	$0	$0	$5,460
Training (3F)	$ 20	$2	$2	$26	$26	$24	$24	$52	$52
Information Systems (3G)	$ 200	$20	$20	$260	$260	$240	$240	$520	$520
Subtotal Other Expenses		**$750**	**$1,010**	**$9,744**	**$13,124**	**$7,434**	**$7,434**	**$17,928**	**$21,568**
CONTRACT SERVICES	**Inmates**	**Unit Cost**	**Total**						
Community Mental HealthServices	$ 26	$297.00	**$7,722**					$7,722.00	**$7,722**
Community High Risk Offenders Contract Svcs	$ 26	$158.00	**$4,108**					$4,108.00	**$4,108**
GRAND TOTAL ALL COSTS		**$8,433**	**$7,885**	**$90,884**	**$81,997**	**$54,696**	**$51,404**	**$165,843**	**$153,116**

#6 External Capacity Impacts

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

	Decision Item FY 08-09 ☑	Base Reduction Item FY 08-09 ☐	Supplemental FY 07-08 ☐	Budget Request Amendment FY 08-09 ☐
Request Title:	External Capacity Impacts			
Department:	Corrections	**Dept. Approval by:** Aristedes W. Zavaras		**Date:** 11/01/07
Priority Number:	6	**OSPB Approval:**		**Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	14,724,771	21,961,874	0	21,961,874	22,057,182	979,051	23,036,233	0	23,036,233	979,268
	FTE	0.0	28.7	0.0	28.7	0.0	1.0	1.0	0.0	1.0	1.0
	GF	3,408,669	7,901,699	0	7,901,699	7,917,711	252,695	8,170,406	0	8,170,406	252,695
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	11,316,102	14,055,215	0	14,055,215	14,134,512	726,356	14,860,868	0	14,860,868	726,573
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office	**Total**	0	3,625,276	0	3,625,276	3,628,224	695	3,628,919	0	3,628,919	695
S.B. 04-257	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Amortization	**GF**	0	3,509,856	0	3,509,856	3,512,804	0	3,512,804	0	3,512,804	0
Equalization	**GFE**	0	0	0	0	0	0	0	0	0	0
Disbursement	**CF**	0	0	0	0	0	0	0	0	0	0
	CFE	0	115,420	0	115,420	115,420	695	116,115	0	116,115	695
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office	**Total**	0	644,294	0	644,294	644,294	326	644,620	0	644,620	217
S.B. 06-235	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Supplemental	**GF**	0	620,248	0	620,248	620,248	0	620,248	0	620,248	0
Amortization	**GFE**	0	0	0	0	0	0	0	0	0	0
Equalization	**CF**	0	0	0	0	0	0	0	0	0	0
Disbursement	**CFE**	0	24,046	0	24,046	24,046	326	24,372	0	24,372	217
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: External Capacity Impacts
Department: Corrections
Priority Number: 6
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(1) Management											
(C) Inspector General	**Total**	253,065	277,858	0	277,858	279,194	28,625	307,819	0	307,819	28,625
Subprogram	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating Expenses	**GF**	253,065	272,898	0	272,898	274,234	28,625	302,859	0	302,859	28,625
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions											
(F) Laundry	**Total**	1,971,471	2,109,953	0	2,109,953	2,119,844	94,359	2,214,203	0	2,214,203	94,359
Subprogram	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating Expenses	**GF**	1,971,471	2,109,953	0	2,109,953	2,119,844	94,359	2,214,203	0	2,214,203	94,359
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions											
(G) Superintendents	**Total**	690,735	822,358	0	822,358	822,358	126,724	949,082	0	949,082	126,724
Subprogram	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Dress Out	**GF**	690,735	822,358	0	822,358	822,358	126,724	949,082	0	949,082	126,724
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(E) Transportation	**Total**	218,348	289,230	0	289,230	290,849	2,967	293,816	0	293,816	2,967
Subprogram	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operating Expenses	**GF**	218,348	289,230	0	289,230	290,849	2,967	293,816	0	293,816	2,967
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: External Capacity Impacts
Department: Corrections
Priority Number: 6
Dept. Approval by: Aristedes W. Zavaras — **Date:** 11/01/07
OSPB Approval: — **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(3) Support Services											
(F) Training	**Total**	275,050	277,156	0	277,156	277,374	20	277,394	0	277,394	20
Operating	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	275,050	277,156	0	277,156	277,374	20	277,394	0	277,394	20
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(8) Canteen Operation											
Personal Services	**Total**	1,404,965	1,618,683	0	1,618,683	1,697,980	48,479	1,746,459	0	1,746,459	48,805
	FTE	0.0	28.7	0.0	28.7	0.0	1.0	1.0	0.0	1.0	1.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	1,404,965	1,618,683	0	1,618,683	1,697,980	48,479	1,746,459	0	1,746,459	48,805
	FF	0	0	0	0	0	0	0	0	0	0
(8) Canteen Operation											
Operating Expenses	**Total**	9,876,151	12,262,080	0	12,262,080	12,262,080	671,456	12,933,536	0	12,933,536	671,456
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	9,876,151	12,262,080	0	12,262,080	12,262,080	671,456	12,933,536	0	12,933,536	671,456
	FF	0	0	0	0	0	0	0	0	0	0
(8) Canteen Operation											
Inmate Pay	**Total**	34,986	34,986	0	34,986	34,986	5,400	40,386	0	40,386	5,400
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	34,986	34,986	0	34,986	34,986	5,400	40,386	0	40,386	5,400
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☐ Yes ☑ No **If Yes, List Other Departments Here:**

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Corrections
Priority Number:	DI-6
Change Request Title:	External Capacity Impacts

SELECT ONE (click on box):

☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:

☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

This request is for a total appropriation increase of $979,051 and 1.0 FTE in FY 08-09, continuing into FY 09-10 and beyond, for the Department's funding needs due to increased caseloads associated with offender population growth. The General Fund portion is for $252,695; the Cash Funds Exempt amount is for $726,356 and 1.0 FTE. This request addresses offender population growth impacts in: (2)(F) Laundry, (2)(G) Superintendents, (3)(E) Transportation and (8) Canteen, as well as subsequent impacts of a new FTE in central service areas of: (1)(C) Inspector General and (3)(F) Training.

Background and Appropriation History:

The Department of Corrections maintains responsibility for the jurisdictional population whether an offender is placed in a State-run or private prison bed. The offender population continues to grow, far exceeding the capacity of State-run facilities. The utilization of private prisons, out-of-state prisons, pre-release facilities, and local jails has become a necessity to incarcerate these individuals. The Department has responsibilities to accomplish the mission of public safety, which also includes offenders in facilities that are not State of Colorado operated prisons.

Although the Department does not directly manage the offenders in privately owned facilities on a daily basis, the Department maintains the responsibility to process newly sentenced offenders into the corrections system, provide prison orientation, initial clothing issue, transportation to and between facilities, provide Canteen products, and street clothing issue and release allowance when discharged.

Historically, a portion of the Department's jurisdictional growth was met by the construction and staffing of new state facilities. In FY 08-09, the Department has no state operated beds being added, therefore, all growth must be handled through External Capacity.

Growth in jurisdictional population corresponds to an increase in duties and responsibilities of many program areas with the Department. The Department has identified these program areas impacted by population growth for which additional resources are being requested. Absorption of the workload in subprograms affected by population growth results in unmanageable caseload issues in certain areas within the Department.

(2)(F) Laundry Subprogram - The Department is contractually responsible for providing the initial set of state-issue clothing for all DOC inmates in State-run and private prisons. Whenever an inmate transfers from a state facility to a private facility (and vice versa), the full clothing issue moves with that inmate. As the total inmate population increases, an increasing number of initial clothing sets are issued. As the number of inmates housed in private prisons increases, so does the obligation for state issued clothing, with appropriations needed in the Department's Laundry Subprogram.

(2)(G) Superintendents Subprogram - Pursuant to CRS 17-22.5-202, the Department is statutorily mandated to provide all inmates who are paroled or discharged from a correctional facility with suitable clothing and a sum of $100. In instances where an inmate is released to a detainer, or was previously discharged and subsequently returned to custody on the same charge, no payment is required. Finally, when an inmate needs transportation to his or her parole destination, the Department provides for transportation.

(3)(E) Transportation Subprogram - The Central Transportation Unit (CTU) was developed as a result of increased transportation needs and the burden placed on individual facilities and staff. Prior to the program change, each facility provided transportation teams; i.e., personnel and equipment, often resulting lowered efficiency due to empty seats and multiple vehicles traveling to the same location. With the CTU concept, the Department has combined staff, resources and closely coordinated trips. The results are a much smaller, highly trained unit, showing a drastic reduction in personnel and operating costs, while tremendously increasing the safety of the public, staff and inmates.

Central Transportation Unit is responsible for providing movement of inmates to and from court, medical appointments, and between facilities in a safe and cost-effective way. Inmates and his or her property, mail, and sensitive material such as urinalysis specimens and bio-hazardous materials are transported on a daily basis between correctional facilities and medical facilities including clinics, medical providers and hospitals, or courts. Buses and vans are typical inmate transport vehicles. Factors increasing the cost of providing this service include the number of inmates requiring movement, the distance between facilities, higher fuel costs, and increasing costs of maintenance and repairs to the fleet.

The deployment of inmate transport vehicles is complex. A typical transport carries 40-44 inmates with various custody levels. Prior to vehicle deployment, the CTU must receive information on each offender including origination and destination, classification, gender, security threat group, and length of sentence. CTU will then deploy vehicles based on capacity, security, cargo, and fuel capacity.

(8) Canteen - The Department provides Canteen and Inmate Phone Services to the private facilities to enhance the ability to manage the population, as consistency in price and items available for purchase by the population reduces disparities among inmates housed in state facilities and those housed in the private prisons. Both Canteen Operations and the Colorado Inmate Phone System are self-funded and profit oriented.

Profits from sales are deposited into the Canteen, Vending Machine and Library Account for use in providing inmate benefits.

The Canteen provides sales of inmate orders for food, personal hygiene, and recreational goods. An increase in operating spending authority allows for the purchase of additional goods for resale. Additional sales generated in the Canteen create additional profits. Providing an increase in operating expenses allows sales to grow in proportion to the growth of the inmate population. The requested increase in a staff position is in direct correlation to workload that supports population growth and maintains a safe inmate to staff ratio in the Canteen physical plant operations. The additional workload creates more inmate employment opportunities and less inmate idleness.

General Description of Request:

(1)(A) Executive Director's Office Subprogram - An increased amount of $1,021 in Cash Funds Exempt funding for Amortization Equalization Disbursement and Supplemental Amortization Equalization Disbursement is requested. This represents the proportionate increased funding need for the salary associated with the 1.0 FTE requested in the Canteen subprogram that is associated with offender population growth. The amount requested is comprised of $695 of AED and $326 of SAED (see Table 12).

(1)(C) Inspector General Subprogram - An increased request of $28,625 in General Fund appropriations for drug tests to be performed on the 1,144 growth in offender population and 1 drug test for the 1.0 FTE requested in the Canteen subprogram at $25 each (1,145 x $25 = $28,625) (see Tables 3 and 12).

(2)(F) Laundry Subprogram - This request is to provide appropriations sufficient to meet the increasing demand associated with a growing population. An increase in General Fund appropriation of $94,359 is requested for Laundry Subprogram Operating to adequately provide an initial clothing issue to the growth in the inmate population (see Table 6).

(2)(G) Superintendents Subprogram - Dress Out - This request compares available appropriations with projected discharges, and seeks funding to adhere to the intent of the

statutory mandate. An increase in General Fund appropriation of $126,724 is requested for the Superintendents - Dress Out Operating line to provide offenders with discharge clothing issue and release money (see Table 9).

(3)(E) Transportation Subprogram - An increase of $2,967 in General Fund appropriations is requested for additional fuel cost needs associated with transportation of the inmate population growth (see Table 10).

(3)(F) Training Subprogram - An increase of $20 in General Fund appropriation is requested for training operating for the 1.0 Correctional Support Supervisor I FTE that is being requested in the Canteen Subprogram that is associated with the increase in offender population growth (see Table 11).

(8) Canteen - An increase in Cash Funds Exempt appropriation of $725,335 and 1.0 FTE is requested for the Canteen Subprogram to provide goods to the projected growth in inmate population. This includes $48,479 of personal services, $500 of FTE associated operating dollars, $671,456 in operating expenses for costs of good sold and $5,400 of inmate pay (see Table 12).

Consequences if Not Funded:

Increases to the inmate population, whether those increases will be housed in a state or a private prison bed, have a proportional impact on several Department of Corrections Subprograms. Increasing costs and workload changes in these areas have primarily been borne by the Department in the past, but sustained growth and over-tasked resources have exceeded the Department's ability to absorb the additional workload and expenses.

Fully funding these program areas assists the Department in adhering to contractual obligations, and fulfilling statutorily mandated responsibilities. Inmate, staff, and the public safety are key issues surrounding the Department's request for additional resources. Not funding inmate population growth and subsequent impacts within the Department can result in safety concerns, inmate transports not being conducted in coordination with other inmate movement, and a backlog of inmate Canteen orders or a backorder of product requests.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$979,051	$252,695	$0	$726,356	$0	1.0
(1)(A) Executive Director's Office	$1,021	$0	$0	$1,021	$0	0.0
(1)(C) Inspector General Subprogram	$28,625	$28,625	$0	$0	$0	0.0
(2)(F) Laundry Subprogram	$94,359	$94,359	$0	$0	$0	0.0
(2)(G) Superintendents Subprogram	$126,724	$126,724	$0	$0	$0	0.0
(3)(D) Transportation Subprogram	$2,967	$2,967	$0	$0	$0	0.0
(3)(F) Training Subprogram	$20	$20	$0	$0	$0	0.0
(8) Canteen Operation	$725,335	$0	$0	$725,335	$0	1.0

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$979,268	$252,695	$0	$726,573	$0	1.0
(1)(A) Executive Director's Office	$912	$0	$0	$912	$0	0.0
(1)(C) Inspector General Subprogram	$28,625	$28,625	$0	$0	$0	0.0
(2)(F) Laundry Subprogram	$94,359	$94,359	$0	$0	$0	0.0
(2)(G) Superintendents Subprogram	$126,724	$126,724	$0	$0	$0	0.0
(3)(D) Transportation Subprogram	$2,967	$2,967	$0	$0	$0	0.0
(3)(F) Training Subprogram	$20	$20	$0	$0	$0	0.0
(8) Canteen Operation	$725,661	$0	$0	$725,661	$0	1.0

Assumptions for Calculations:

The Department's jurisdictional population has grown from 18,045 in June, 2002 to 22,519 in June 2007. This represents a 25% growth over five years. The Legislative Council Staff (LCS) August, 2007 interim population projections forecast the adult

inmate population to reach 24,619 by June, 2009. The LCS August, 2007 offender population projection is the most current estimates available.

Table 1: Department of Corrections Adjusted Jurisdictional Population Projections

Fiscal Year	Males			Females			Total		
	Beginning Population	% Growth	Ending Population	Beginning Population	% Growth	Ending Population	Beginning Population	% Growth	Ending Population
FY 06-07	19,792	2.0%	20,178 actual	2,220	5.5%	2,341 actual	22,012	2.3%	22,519 actual
FY 07-08	20,178	3.7%	20,924 est.	2,341	9.0%	2,552 est.	22,519	4.2%	23,475 est.
FY 08-09	20,924 est.	4.3%	21,825 est.	2,552 est.	9.5%	2,794 est.	23,475 est.	4.9%	24,619 est.

Source: LCS August, 2007 Interim Population Projections.

Assumptions of the projections applied within the FY 08-09 External Capacity Impacts request are as follows:

Table 2: FY 08-09 Estimated Population Detail

	Males	Females	Total
June 2009 Total Population Projection	21,825	2,794	24,619
June 2008 Total Population Projection	(20,924)	(2,552)	(23,475)
Total Projected Growth	901	242	1,144
Less Growth to Community Corrections at 11.5%	(104)	(28)	(132)
Net Growth	797	214	1,012
Projected Monthly Growth	66	18	84
FY 08-09 Projected ADP	21,374	2,673	24,047

Growth in the inmate population requires drug testing of offenders. Table 3 shows the calculation needed for offender drug testing:

Table 3: (1)(C) Inspector General FY 08-09 and FY 09-10 Operating		
FY 08-09 and FY 09-10 Operating:		
Inmate Drug Tests (1)(C) Operating		
6/30/09 Estimated Population (Table 2)		24,619
6/30/08 Estimated Population (Table 2)		23,475
FY 08-09 Inmate Population Growth		1,144
1,144 x $25 Per Inmate Drug Test (1)(C) Operating		$28,600
1 x $25 Per Staff Drug Test 1.0 FTE Canteen Correctional Trades Supv I		$ 25
TOTAL INSPECTOR GENERAL REQUEST IN FY 08-09 and FY 09-10 (1)(C) Operating		**$28,625**

(2)(F) Laundry Subprogram - The cost of a completely new inmate clothing issue, as of April, 2007 is detailed in Table 7 below:

Table 4 - FY 06-07 Cost of State Standard Clothing Issue						
CLOTHING ITEM	COST		# ISSUED	TOTAL COST		Per Size
	Male	Female		Male	Female	
Shirts	$5.99	$5.82	3	$17.97	$17.46	XL
Trousers	$9.55	$7.30	3	$28.65	$21.90	38/LG
Boxers / Panties	$2.22	$0.72	5	$11.10	$3.60	Average
T-shirts	$2.69	$3.88	5	$13.45	$19.40	3X/XL
Bras	N/A	$6.00	5	N/A	$30.00	Average
Socks (pair)	$0.48	$0.48	5	$2.40	$2.40	All
Pajama	N/A	$9.00	2	N/A	$18.00	All
Work Boots (pair)	$19.65	$19.65	1	$19.65	$19.65	10D
Work Jacket	$15.70	$15.70	1	$15.70	$15.70	48
Web Belt and Buckle	$0.75	N/A	1	$0.75	N/A	40
Knit Cap	$0.51	$0.51	1	$0.51	$0.51	All
Total				$110.18	$148.62*	

*Female initial clothing issue costs is 35% higher than that of a Male initial clothing issue.

Average clothing costs per intake are less than a new complete initial issue of clothing due to the amount of previously worn, good condition clothing that is reissued. The recent history of the average clothing issue costs per intake is displayed in Table 5 below. It is important to note that the average cost of clothing per intake includes both genders, knowing that the cost of female clothing issues are approximately 35% more than a standard issue of male clothing.

Table 5 - Annual Average Clothing Costs (Genders are Combined)	
Fiscal Year	Clothing Cost Average Per Intake
2002-03	$77.52
2003-04	$78.46
2004-05	$81.14
2005-06	$83.75
2006-07	$85.71
2007-08	$89.40*
2008-09	$93.24*
*Estimate- includes 4.3% inflation from previous year average	

Calculations supporting the FY 08-09 request for the Laundry subprogram follows:

Table 6 - FY 08-09 and FY 09-10 (2)(F) Laundry Subprogram Calculation	
Projected Population Growth for FY 08-09 (Table 3)	1,012
FY 08-09 Estimated Clothing Cost Average (Table 8)	$ 93.24
FY 08-09 and FY 09-10 Increased Request in Laundry Subprogram Operating for Initial Clothing Issue	**$ 94,359**

At the present time, the number of female offenders in the custody of the Department is 10% of the total population, and the Department has absorbed clothing cost differences between the two genders. Population projections continue to show the female offender growth to substantially out pace that of the males, but this higher projected percentage is

on a considerably lower base population. In the future, a funding request adjustment for clothing issue costs by gender may be necessary, if the female population growth follows the projections.

(2)(G) Superintendents Subprogram - The funding for the Dress Out line was determined in the FY 07-08 Figure Setting document (Joint Budget Committee FY 07-08 Figure Setting, Department of Corrections, March 13, 2007, page 97), using a 5-year average cost per release at $75.78. The actual cost per release in FY 06-07 was $77.76.

For the FY 07-08 request, the Department estimated the number of institutional releases in FY 07-08 by using the two most recent fiscal years' prison releases as reported in the June 30, 2006 monthly population report, calculating a straight line increase through FY 06-07 and FY 07-08, and applying the cost per release to the projected population. The final release projection calculation for FY 06-07 resulted in an estimate of 9,847 whereas the actual releases were 10,087, at total of 240 more than estimated.

Table 7 – Prison Releases by Fiscal Year

Fiscal Year	**04-05**		**05-06**		**06-07**		**07-08**
# Releases	8,108 act.		8,936 act.		10,087 act.		10,852 est.
# Change		828		1,151		765 est.	
% Change		10.2%		12.9%		7.6% est.	

Prison releases continue in an upward trend. The Department of Corrections has applied a 10% increase in annual growth of releases, despite the extraordinary number of releases in FY 06-07, to achieve a projected amount of releases in FY 08-09 of 12,205. In addition, the Department recommends the FY 06-07 average cost per release of $77.76 to identify the funding need for the Dress Out program in FY 08-09. This information is displayed in the table below:

Table 8 - Prison Releases by Fiscal Year-FY 08-09 Estimates									
Fiscal Year	**04-05**		**05-06**		**06-07**		**07-08**		**08-09**
# Releases	8,108 act.		8,936 act.		10,087 act.		**11,095.7 est.**		**12,205.27 est.**
# Change		828		1,151		**1,008.7 est.**		**1,109.57 est.**	
% Change		10.2%		12.9%		**10.0% est.**		**10.0% est.**	
Funding Need @ $77.76 Per Release						**$862,802**		**$949,082**	

The Superintendents Subprogram (2)(G) Dress Out Operating increased funding request of $126,724 is calculated as follows:

Table 9 - (2)(G) Dress Out Increased Funding Need - Superintendents	
FY 08-09 Release Population Projection	12,205.27
FY 06-07 Average Release Cost	$77.76
FY 08-09 Dress Out Funding Need	$949,082
FY 07-08 Appropriation	$822,358
FY 08-09 Increased Dress Out Request	**$126,724**

(3)(E) Transportation Subprogram - Demand for the services of the Central Transportation unit is directly related to the Average Daily Population projections. More offenders sentenced to the Department associates with more initial placement transports, medical appointments, court appearances and various types of movement between facilities.

The FY 07-08 Figure Setting document reflects an increase of $10,119 for fuel in relation to inmate population growth (Joint Budget Committee FY 07-08 Figure Setting, Department of Corrections, March 13, 2007, page 119; FY 08 ADP projection is on page 65). This amount was determined by $10.23 per Average Daily Population growth. At

the present time, fuel prices have stabilized. The Department requests the funding level of $10.23 per ADP carry forward for the FY 08-09 growth. This calculation is in Table 10:

Table 10: (3)(E) Transportation Growth (Fuel) FY 08-09 and FY 09-10	
FY 08-09 Projections:	
FY 08-09 Average Daily Population Projection (Table 2)	24,047
Less FY 07-08 Funded ADP	(23,757)
FY 08-09 Growth in ADP	290
$10.23 x 290 ADP Growth	$2,967
Total Increase Request for (3)(E) Transportation Operating for Fuel	**$2,967**

(3)(F) Training Subprogram - FTE working in the Department of Corrections undergo extensive training upon hire at the DOC Training Academy. Furthermore, DOC staff are required to attend various new training curriculum and refresher courses annually. Typically, $20 per new FTE is added to the Training Subprogram operating funding as noted in the FY 07-08 JBC Figure Setting Document (Joint Budget Committee FY 07-08 Figure Setting, Department of Corrections, March 13, 2007, page 42).

Table 11: (3)(F) Training Subprogram-Operating FY 08-09 and FY 09-10	
1.0 FTE (Canteen Subprogram FTE) x $20	$20
Total Increase Request for (3)(F) Training Operating	**$20**

(8) Canteen Subprogram - Table 11 displays the assumptions made by the Canteen Subprogram for FY 08-09 prison population growth. Increases in Cash Funds Exempt spending authority are requested for personal services, operating and inmate pay to absorb the Canteen demand from the additional offender population.

Table 12: (8) Canteen Growth FY 08-09 and FY 09-10	
FY 08-09 Projections:	
Total Net Population Growth (Table 2)	1,012
75% of this amount will order an average of $17 per week (*52 weeks)	$670,956
Cash Funds Exempt Spending Authority Needed in FY 08-09 and FY 09-10 for Cost of Goods Sold	**$670,956**
Subprogram Requirements for FY 08-09 Growth:	
Personal Services:	
1.0 FTE-Correctional Support Trades Supervisor I Salary @ $3,620/mo. 12 months (CFE FTE are 12 months)	$43,440
PERA 10.15 % (CFE)	$4,409
Medicare 1.45% (CFE)	$630
Sub-Total Personal Services (8) Canteen CFE	**$48,479**
Operating Expenses:	
Cost of Goods Sold (CFE)	$670,956
FTE Base Operating (CFE)	$500
Sub-Total Operating Expenses (8) Canteen CFE	**$671,456**
Inmate Pay:	
15 inmates @ $1.50 per day x 20 days per month x 12 months	$5,400
Sub-Total Inmate Pay (8) Canteen CFE	**$5,400**
TOTAL OF (8) CANTEEN REQUEST (CFE) for FY 08-09:	**$725,335**
Summary of FTE Related Costs Included In The FY 08-09 Request:	
Amortization Equalization Disbursement (AED) 1.6% = $695 (CFE) **Requested in (1)(A) Executive Director's Office Subprogram**	$695
Supplemental Amortization Equalization Disbursement (SAED) 0.75% = $326 (CFE) **Requested in (1)(A) Executive Director's Office Subprogram**	$326
Drug Test $25 (GF)-**Requested in (1)(C) Inspector General Subprogram Operating (See Table 3)**	
Training $20 (GF)-**Requested in (3)(F) Training Subprogram Operating (See Table 11)**	
TOTAL CFE REQUESTED IN FY 08-09:	**$726,356**

Table 12: (8) Canteen Growth FY 08-09 and FY 09-10	
Subprogram Requirements for FY 09-10 Continuation:	
Personal Services:	
1.0 FTE-Correctional Support Trades Supervisor I Salary @ $3,620/mo. 12 months (CFE FTE are 12 months)	$43,440
PERA 10.15 % (CFE)	$4,409
Medicare 1.45% (CFE)	$630
Prior Year SAED (FY 08-09)	$326
Sub-Total Personal Services (8) Canteen CFE	**$48,805**
Operating Expenses:	
Cost of Goods Sold (CFE)	$670,956
FTE Base Operating (CFE)	$500
Sub-Total Operating Expenses (8) Canteen CFE	**$671,456**
Inmate Pay:	
15 inmates @ $1.50 per day x 20 days per month x 12 months	$5,400
Sub-Total Inmate Pay (8) Canteen CFE	**$5,400**
TOTAL OF (8) CANTEEN REQUEST (CFE) for FY 09-10:	**$725,661**
Summary of FTE Related Costs Included In The FY 08-09 Request:	
Amortization Equalization Disbursement (AED) 1.6% = $695 (CFE) **Requested in (1)(A) Executive Director's Office Subprogram**	$695
Supplemental Amortization Equalization Disbursement (SAED) 0.05% = $217 (CFE) **Requested in (1)(A) Executive Director's Office Subprogram**	$217
Drug Test $25 (GF)-**Requested in (1)(C) Inspector General Subprogram Operating (See Table 3)**	
Training $20 (GF)-**Requested in (3)(F) Training Subprogram Operating (See Table 11)**	
TOTAL CFE REQUESTED IN FY 09-10:	**$726,573**

Impact on Other Government Agencies: None.

Cost Benefit Analysis:

Not Applicable; caseload increase due to prison population growth projections. Benefits of funding this request include:

a) meet required obligations to clothe offenders while incarcerated and when released; d) adequate staffing in offender time computation, court services and records to process offender information in a timely manner; b) Canteen will supply goods to offenders in the private prisons thereby increasing sales and profits which are used to benefit inmates.

Implementation Schedule:

Task	Month/Year
Obtain Funding Approval	05/08
Post Position Announcement and Interview Candidates	05/08
FTE Hired	07/08
Place Orders for Offender Clothing	07/08

Statutory and Federal Authority:

The statutes for the duties and powers of the Executive Director confer the authority to the Executive Director to manage, supervise, and control the correctional facilities within the State of Colorado and bestows authority to enter into agreements, contracts, and issue administrative warrants.

17-22-115 (1993) Persons to perform labor.

All persons convicted of any crime and confined in any state correctional facilities under the laws of this state, except such as are precluded by the terms of the judgment of conviction, shall perform labor under such rules and regulations as may be prescribed by the department.

17-22-117 (1993) Labor of inmates.

Every able-bodied inmate shall be put to and kept at the work most suitable to such inmate's capacity and most advantageous to the people of this state. Inmates who work in the department shall not be entitled to any right, benefit, or privilege applicable to employees of the state of Colorado.

17-22.5-202 (2006) Ticket to leave - discharge-clothes, money, transportation, travel.

1) Ten days prior to the date on which any inmate confined in a correctional facility is entitled to be discharged or to be paroled from said correctional facility, the executive director or the executive director's designee shall give such inmate a ticket of leave therefrom, which shall entitle the inmate to depart from said correctional facility. The executive director or the executive director's designee shall at the same time furnish such inmate with suitable clothing and may furnish transportation, at the expense of the state, from the place at which said correctional facility is located to the place of the inmate's residence in Colorado, or any other place in Colorado. The executive director or the executive director's designee shall also furnish to any inmate being discharged, other than a parolee, one hundred dollars. The executive director or the executive director's designee may furnish any inmate being released on parole a reasonable sum of money not to exceed one hundred dollars; except that, if the executive director or the executive director's designee furnishes less than one hundred dollars, the difference between one hundred dollars and the amount furnished shall be credited to an account for such parolee. Notwithstanding any other provision of this subsection (1), if the inmate has previously been returned to custody in a correctional facility after being paroled and before the completion of his or her period of parole and previously received such sum of money, the executive director or the executive director's designee shall not furnish a sum of money to the inmate. The executive director or the executive director's designee shall certify any amount so credited to the division of adult parole, and any such amount shall be distributed to an inmate in accordance with rules promulgated by the department.

17-24-126 (2002) Canteen, vending machine, and library account created – receipts – disbursements.

(3) Items in the canteen shall be sold to inmates, and items in vending machines shall be sold to visitors, at prices set so that revenues from the sale are sufficient to fund all expenses of the canteen and vending machines, including the cost of services of employees of the canteen and the cost of servicing the vending machines, and to produce a reasonable profit. All revenues derived from the canteen and vending machines and interest derived from the deposit and investment of moneys in the canteen, vending machine, and library account shall be credited to such account. Any profits arising from the operation of the canteen and vending machines shall be expended for the educational, recreational, and social benefit of the inmates and to supplement direct inmate needs.

Performance Measures:

Prison population projected growth and actual prison admissions will be closely monitored throughout the year for appropriate staffing ratios and funding levels. Individual subprograms affected by offender population growth will be evaluated annually for adequate staffing ratios.

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs								GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
PERSONAL SERVICES	**Title:**	**Corr Sup Trades Supv I**							
Number of PERSONS / class title		1	1	0	0	0	0		
Number of months working in FY 08-09 and FY 09-10		12	12	0	0	0	0		
Number months paid in FY 08-09 and FY 09-10*		12	12	0	0	0	0		
Calculated FTE per classification		**1.00**	**1.00**	**0.00**	**0.00**	**0.00**	**0.00**	1.00	1.00
Annual base salary		$43,440	$43,440	$0	$0	$0	$0		
Salary		$43,440	$43,440	$0	$0	$0	$0	$43,440	$43,440
PERA	**10.15%**	$4,409	$4,409	$0	$0	$0	$0	$4,409	$4,409
Medicare	**1.45%**	$630	$630	$0	$0	$0	$0	$630	$630
Prior Year SAED	**N/A**	$0	$326	$0	$0	$0	$0	$0	$326
Subtotal Personal Services at Division Level		**$48,479**	**$48,805**	**$0**	**$0**	**$0**	**$0**	**$48,479**	**$48,805**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$695**	**$695**	**$0**	**$0**	**$0**	**$0**	**$695**	**$695**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$326**	**$217**	**$0**	**$0**	**$0**	**$0**	**$326**	**$217**
Department Specific Average Cost for HLD / Employee**		$0	$0	$0	$0	$0	$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OPERATING EXPENSES									
OPERATING CANTEEN (8)									
Supplies @ $500/$500***	**$500**	$500	$500	$0	$0	$0	$0	$500	$500
OPERATING INSPECTOR GENERAL (1)(C)									
Drug Test @ $25/$25	**$25**	$25	$25	$0	$0	$0	$0	$25	$25
OPERATING TRAINING (3)(F)									
Training @ $20/$20	**$20**	$20	$20	$0	$0	$0	$0	$20	$20
Subtotal Operating Expenses		**$545**	**$545**	**$0**	**$0**	**$0**	**$0**	**$545**	**$545**
GRAND TOTAL ALL COSTS		**$50,045**	**$50,262**	**$0**	**$0**	**$0**	**$0**	**$50,045**	**$50,262**

Canteen FTE

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Academic and Vocational Instructors
Department: Department of Corrections
Priority Number: 7

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	13,609,684	17,919,932	0	17,919,932	18,279,019	644,120	18,923,139	0	18,923,139	511,149
	FTE	144.7	146.4	0.0	146.4	146.4	7.3	153.7	0.0	153.7	8.0
	GF	12,174,639	15,991,765	0	15,991,765	16,354,290	644,120	16,998,410	0	16,998,410	511,149
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	660,663	1,243,945	0	1,243,945	1,243,945	0	1,243,945	0	1,243,945	0
	CFE	774,382	684,222	0	684,222	680,784	0	680,784	0	680,784	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director AED	**Total**	0	3,625,276	0	3,625,276	3,625,276	6,226	3,631,502	0	3,631,502	6,792
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	3,625,276	0	3,625,276	3,625,276	6,226	3,631,502	0	3,631,502	6,792
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0		0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director SAED	**Total**	0	644,294	0	644,294	644,294	2,919	647,213	0	647,213	2,123
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	620,248	0	620,248	620,248	2,919	623,167	0	623,167	2,123
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	24,046	0	24,046	24,046	0	24,046	0	24,046	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (C) Inspector General Operating Expenses	**Total**	253,065	277,858	0	277,858	279,194	200	279,394	0	279,394	200
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	253,065	272,898	0	272,898	274,234	200	274,434	0	274,434	200
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Academic and Vocational Instructors
Department: Department of Corrections
Priority Number: 7
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(3) Support Services											
(D) Communications	**Total**	1,362,265	1,459,640	0	1,459,640	1,459,640	3,600	1,463,240	0	1,463,240	3,600
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,362,265	1,459,640	0	1,459,640	1,459,640	3,600	1,463,240	0	1,463,240	3,600
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(F) Training	**Total**	275,050	277,156	0	277,156	277,374	160	277,534	0	277,534	160
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	275,050	277,156	0	277,156	277,374	160	277,534	0	277,534	160
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(G) Information Systems	**Total**	914,381	1,358,665	0	1,358,665	1,358,665	1,600	1,360,265	0	1,360,265	1,600
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	914,381	1,358,665	0	1,358,665	1,358,665	1,600	1,360,265	0	1,360,265	1,600
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(4) Inmate Programs											
(B) Education	**Total**	9,369,878	8,377,882	0	8,377,882	8,738,853	434,275	9,173,128	0	9,173,128	476,674
Personal Services	**FTE**	144.7	146.4	0.0	146.4	146.4	7.3	153.7	0.0	153.7	8.0
	GF	9,369,878	8,377,882	0	8,377,882	8,738,853	434,275	9,173,128	0	9,173,128	476,674
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Academic and Vocational Instructors
Department: Department of Corrections
Priority Number: 7

Dept. Approval by: Aristedes W. Zavaras Date: 11/01/07
OSPB Approval: Date: 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(4) Inmate Programs											
(B) Education	**Total**	1,435,045	1,895,723	0	1,895,723	1,895,723	20,000	1,915,723	0	1,915,723	20,000
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	20,000	20,000	0	20,000	20,000
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	660,663	1,238,985	0	1,238,985	1,238,985	0	1,238,985	0	1,238,985	0
	CFE	774,382	656,738	0	656,738	656,738	0	656,738	0	656,738	0
	FF	0	0	0	0	0	0	0	0	0	0
(4) Inmate Programs											
(B) Education	**Total**	0	3,438	0	3,438	0	175,140	175,140	0	175,140	0
Start Up Costs	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	175,140	175,140	0	175,140	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	3,438	0	3,438	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name: Oper.-Education-Inmate Prg. # 02800; Resident Benefits # 03460
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☐ Yes ☑ No **If Yes, List Other Departments Here:**

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Corrections
Priority Number:	7
Change Request Title:	Academic and Vocational Instructors

SELECT ONE (click on box):

☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:
☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

The Department requests an additional 7.3 FTE (annualized to 8.0 FTE in FY09-10) be added to the Education Subprogram for GED and Vocational instruction. This decision item requests a total of $644,120; $443,420 in personal services, $25,560 in operating, and $175,140 in startup funds in FY 08-09 and annualizing the FTE to 8.0 with $485,589 in personal services and operating $25,560 for a total of $511,149 in FY 09-10. The additional FTE will provide additional GED instruction and create three new vocational programs.

Background and Appropriation History:

The Education Subprogram was established to meet the diverse educational needs of offenders through the provision of quality academic, vocational, cognitive, release preparation, and library services, whereby offenders can successfully integrate into society by gaining and maintaining employment, and thereby become responsible, productive individuals. The Education Subprogram's broad scope of educational services to offenders provides skills that can enable inmate success and reduce the recidivism rate.

The Education Subprogram designs the curriculum for and coordinates the delivery of academic, Career and Technical Education (vocational), and cognitive programs, release preparation programs, and library programs throughout the Department of Corrections (DOC). Education programs vary according to correctional facility/center, population, demographics, physical plant size, and custody level.

The Education Subprogram contract funding was significantly decreased in FY 01-02 and FY 02-03 for a total reduction of ($4,619,815). The FY 07-08 personal services funding is $8,377,882 with 145.4 FTE, operating funding is $1,895,723, and the total contract appropriation is $5,991,743.

General Description of Request:

Over 5,000 offenders in prison are in need of General Education Diploma (GED). The Department of Corrections proposes adding eight new instructors. Five of the instructors would teach GED classes and three would teach vocational programs. The additional instructors would teach an estimated 530 offenders per year. These initiatives would reduce the waiting list for offenders wishing to complete his or her GED and provide opportunities to receive provisional licensing for the following vocations: cosmetology, auto collision repair, and heating, ventilation, and air conditioning (HVAC).

1. ***GED Instructors.*** Correctional Education is the third largest producer of GED certificates in the state, with a large number of completers from minority populations. The GED data for FY 07 indicates 998 completed the GED, while 6,414 completed one or more of the batteries. With an increase of 5.0 FTE, approximately 400 students annually will reap the benefit of potential reductions in recidivism rates and a reduction in the backlog of students needing a GED in DOC. Increasing GED programs in DOC would significantly contribute to GED completions. Currently, there are 5,085 offenders in need of a GED (*GED priority list, DOCNET Aug 15, 2007*); this represents approximately 20% of the offender population.

2. ***Vocational Instructors.*** Providing three additional vocational instructors afford significantly more post-employment opportunities to the offender. The three additional instructors would be able to teach an extra 130 students per year.

Vocational education programs are approved and credentialed by the Colorado Community College System (CCCS). A final articulation document between DOC and CCCS is expected within the fiscal year. This represents a major breakthrough for the DOC Education Division in providing the offender an opportunity to continue pursuing post-secondary education. The Department is recommending the following additional vocational programs be added to the current portfolio:

A. Auto Collision Repair in Canon City

B. Cosmetology

C. HVAC program

Provisional licensing after program completion provides the offender immediate employment opportunities upon release and significantly increases the opportunities for successful re-entry into society.

3. ***Objectives.*** The objectives of the program include:

A. Offenders would obtain appropriate academic services, basic and functional literacy skills, and adult basic education instruction, reading, and writing the English language, and perform routine mathematical functions.

B. Offenders will obtain the equivalent of a high school education.

C. Entry-level marketable vocational skills in one or more occupational fields for which there is a demonstrable demand in the economy of this state.

4. ***Fiscal Impact.*** The fiscal impact of the initiative is as follows:

A. FY 08-09 – Salaries $443,420 for 7.33 FTE (annualized to 8.0 in FY 09-10), startup (with equipment) $175,140, and operating $25,560 for a total of $644,120.

B. FY09-10 – Salaries $485,589 and operating $25,560 for a total of $511,149.

The Department anticipates the following internal benefits if the request is approved:

- Additional classroom hours for teachers and inmates
- More inmates in classrooms on a regular basis
- Reduced inmate idleness in living units
- Stability and consistency in the education process
- Increased numbers of ABE/GED and vocational certificate completions
- A more cohesive correctional education program

External benefits include an anticipated increase in the number of inmates released with a basic education and vocational certificate that improve the inmate's chances for employment and decreases the likelihood of continued criminal behavior.

Potential Recidivism Impact. A Washington State Institute for Public Policy study cites academic education and vocational education as potentially reducing the recidivism rate by 7% to 9%. These reductions would be long term as the academic and vocational programs take months or years for the offenders to complete. The break even point to implement the additional services for the first year would be 33 offenders (33 x $19,232 = $644,120k) not returning to prison for one year. The breakeven point drops to 26 offenders in the second and third year of the projection. The Washington State study reference is: Steve Aos, Marna Miller, and Elizabeth Drake. (2006). *Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates.* Olympia: Washington State Institute for Public Policy.

Consequences if Not Funded:

Fewer offenders would be able to attend GED classes or participate in vocational programs that could facilitate successful re-entry into the community.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	**$644,120**	$644,120				**7.3**
(1A) Executive Director's Office – Amortization Equalization Disbursement	**$6,226**	$6,226				
(1A) Executive Director's Office – Supplemental Amortization Equalization Disbursement	**$2,919**	$2,919				
(1C) Inspector General Subprogram	**$200**	$200				
(3D) Communications Subprogram	**$3,600**	$3,600				
(3F) Training Subprogram	**$160**	$160				
(3G) Information Systems	**$1,600**	$1,600				
(4B) Education – Personal Services	**$434,275**	$434,275				7.3
(4B) Education – Operating	**$20,000**	$20,000				
(4B) Education – Startup	**$175,140**	$175,140				

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	**$511,149**	$511,149				**8.0**
(1A) Executive Director's Office – Amortization Equalization Disbursement	**$6,792**	$6,792				
(1A) Executive Director's Office – Supplemental Amortization Equalization Disbursement	**$2,123**	$2,123				
(1C) Inspector General Subprogram	**$200**	$200				
(3D) Communications Subprogram	**$3,600**	$3,600				
(3F) Training Subprogram	**$160**	$160				

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
(3G) Information Systems	**$1,600**	$1,600				
(4B) Education – Personal Services	**$476,674**	$476,674				8.0
(4B) Education – Operating	**$20,000**	$20,000				

Table 2: STARTUP COSTS							
HVAC	**Amount**		**Auto Collision Repair**	**Amount**		**Cosmetology**	**Amount**
Sheet metal bender	$5,000		Hyd Lift	$10,000		Sinks	$10,000
Metal shear	$2,500		Air Compressor	$5,000		Chairs	$4,000
Spot welders	$5,000		Oil Capture	$1,500		Plumbing	$6,000
Mig. welders	$9,000		Anti-Freeze Capture	$2,500		Mirrors	$2,000
Hand shears	$1,000		Air Wrenches	$3,200		Misc. equipment (trimmers, shears)	$5,000
Metal work tables	$5,000		Diagnostic Test Units	$12,000		Books, Manikin Heads	$6,000
Work Stools	$1,000		Computers	$10,000			
Design computers	$8,000		Misc. Equipment & Tools	$9,000			
Printers	$1,000						
Misc. equipment	$7,000						
Total	**$44,500**		**Total**	**$53,200**		**Total**	**$33,000**

Assumptions for Calculations: The Department assumes that Education FTE will start at the entry level pay range. Calculations for the request contain amounts for 11 months of salary for 7.33 FTE in FY 08-09 annualizing to 8.0 FTE in FY 09-10. The 8.0 FTE will be funded from General Fund. Assumptions include appropriate operating expenses, routine startup costs for the instructors, and specialized startup costs for the proposed vocational programs.

Impact on Other Government Agencies: N/A

Cost Benefit Analysis:

The table shown below reflects the breakeven point for a five year period for the additional FTE and program costs. The proposal would achieve a cost avoidance of $19,232 per each offender achieving an additional year of successful re-entry into the community. The breakeven point for this proposal requires only 4.9% of the students to avoid returning to prison during the first year of release.

Cost	**Benefit**
General Fund Impact: $644,120 and 7.3 FTE	The Department would be able to provide GED instruction to an additional 400 students per year and 130 vocational students per year. The Department would be able to provide a continuity of educational services, additional classroom hours, and a more stable learning environment. The breakeven point for the additional FTE and program costs is listed in the table below.

BREAK EVEN POINT					
Fiscal Year	**2008-09**	**2009-10**	**2010-2011**	**2011-2012**	**2012-2013**
Costs	$644,120	$511,149	$510,974	$525,703	$540,874
Additional GED Students	200	400	400	400	400
Additional Vocational Students	30	130	130	130	130
Private Prison Cost Per Year Per Offender - ($52.96 x 365 days)	$19,232	$19,411	$19,592	$19,774	$19,958
Breakeven Point - Number of Offenders Who Would Not Return to Prison for One Additional Year	33	26	26	27	27

1. The cost benefit analysis assumes a 3% increase for personal services per year.
    a. Historical Salary Survey increases average approximately 3% for the Teacher classification and the General Professional classification (new class for Teachers in FY 08-09).

2. The Private Prison rate assumes a .093% provider rate increase per year.
    a. Historical provider rate increases have been 2 to 3% per year. Using the .093% rate increase per year was the most conservative rate of increase. Using a higher provider rate increase would drive down the breakeven point.
3. The classroom size for GED students is projected at 20 students per session, with two sessions per day.
    a. The first year class size is estimated at ½ of the capacity due to hiring, training staff, and scheduling classes.
    b. The estimated size per class remains static for the rest of the 5-year cost analysis.
4. The classroom size for the vocational classes is projected for 65 total students with two sessions per day.
    a. The first year class size is estimated at ½ of the capacity due to hiring, training staff, and scheduling classes.
    b. The estimated size per class remains static for the rest of the 5-year cost analysis.

Implementation Schedule:

Task	Month/Year
Write Position Description Questionnaires and Personnel Action Request	May, 2008
Open the Application Window to the Public	May, 2008
Close Application Window	May, 2008
Review, Interview, and Hire New Positions	June, 2008
New Employees Begin	July, 2008 – December, 2008

Statutory and Federal Authority:

The statutes establishes the Correctional Education Program, mandates the responsibilities of the program, in addition to providing the expectations, goals, and objects of the program. The goals and objectives of the program include:

1. Offenders will receive appropriate academic services, basic and functional literacy skills receive adult basic education instruction, specifically the ability to read and write the English language and the ability to perform routine mathematical functions,

2. The opportunity to obtain the equivalent of a high school education,

3. Entry-level marketable vocational skills in one or more occupational fields for which there is a demonstrable demand in the economy of this state,

4. Offenders will possess life management skills,

5. Provide the opportunity for Offenders to participate in college-level academic programs which may be offered within the correctional facility.

17-32-101 (2006) "Correctional Education Program Act of 1990".

17-32-102 (2006) Legislative Directive

The general assembly hereby finds and declares that illiteracy is a problem in today's society and a particular problem among persons in correctional facilities. The general assembly further finds and declares that illiteracy among persons in the custody of the department contributes to their frustration and the likelihood of their return to criminal activity. It is therefore the intent of the general assembly in enacting this article to develop and implement a comprehensive competency-based education program to combat illiteracy among persons in correctional facilities so that they can become more productive members of society when reintegrated into the community.

Source: L. 90: *Entire article added, p. 971, § 1, effective July 1.* ***L. 2000:*** *Entire section amended, p. 850, § 52, effective May 24.*

17-32-103 (2006) Definitions

As used in this article, unless the context otherwise requires:

(1) "Correctional education program" means the comprehensive competency-based education program for persons in the custody of the department developed and implemented pursuant to the provisions of this article in order to ensure that each such person reaches maximum proficiency.

(2) and (3) Repealed.

***Source: L. 90:** Entire article added, p. 971, § 1, effective July 1. **L. 2000:** (2) and (3) repealed, p. 850, § 53, effective May 24.*

17-32-104 Division of correctional education – advisory board to the division. (Repealed).

***Source: L. 90:** Entire article added, p. 972, § 1, effective July 1. **L. 94:** (2)(e) repealed, p. 630, § 3, effective April 14. **L. 2000:** Entire section repealed, p. 850, § 54, effective May 24.*

17-32-105 (2006)

Development of correctional education program – goals and objectives.

(1) On and after July 1, 1990, the program shall have responsibility for the provision of educational services to persons in correctional facilities under the control of the department and for the development and implementation of a comprehensive competency-based education program, which program shall conform to the goals and objectives outlined in this subsection (1). The correctional education program may be implemented in phases with the goals and objectives implemented in all facilities in the order specified in this subsection (1); except that the goal and objective stated in paragraph (a) of this subsection (1) shall be implemented in all correctional facilities no later than July 1, 1991, and the entire program shall be completely implemented in all correctional facilities no later than July 1, 1992. The program shall continue to operate instructional services currently offered in correctional facilities until such services are incorporated in

or replaced by instructional services offered under the correctional education program. The correctional education program shall encompass the following goals and objectives:

(a) First, to ensure that every inmate in a correctional facility shall receive appropriate academic services mandated by federal or state statutes, regulations, or orders;

(b) Second, to ensure that every person in a correctional facility who has two years or more remaining to serve on his sentence at the time that he is received at the facility and who lacks basic and functional literacy skills receive adult basic education instruction in accordance with the provisions of subsection (3) of this section;

(c) Third, to provide every person in a correctional facility who has an expectation of release from custody within five years with the opportunity to achieve functional literacy, specifically the ability to read and write the English language and the ability to perform routine mathematical functions prior to his release;

(d) Fourth, to provide every person in a correctional facility who has an expectation of release from custody within five years and who has demonstrated the intellectual capacity with the opportunity to obtain the equivalent of a high school education. A person who wishes to receive a standard high school diploma shall be required to meet the graduation requirements established by the school district where such person was last enrolled or to pass an equivalency examination. To be eligible to receive credit for completion of a course required for the receipt of a high school diploma, a person shall be required to have satisfied the requirements for such course established by the school district where such person was last enrolled.

(e) Fifth, to ensure that every person in a correctional facility who has an expectation of release from custody within five years be released possessing at least entry-level marketable vocational skills in one or more occupational fields for which there is a demonstrable demand in the economy of this state;

(f) Sixth, to ensure that every person in a correctional facility be released possessing life management skills which will allow him to function successfully in a free society;

(g) Seventh, to provide every person in a correctional facility who demonstrates college-level aptitudes with the opportunity to participate in college-level academic programs which may be offered within the correctional facility. Costs associated with the college-level academic programs shall be borne entirely by the person participating in the program.

(2) The correctional education program developed pursuant to subsection (1) of this section shall provide that training in the fundamentals of personal health be an integral part of all instructional services offered in such program. Such training shall include instruction in personal hygiene, general health, and substance abuse education. The program shall also provide courses of instruction in the evening in order to accommodate those persons in work programs.

(3) (a) Except as otherwise provided in paragraph (b) of this subsection (3), any person in a correctional facility who lacks basic and functional literacy skills, as determined through the use of a literacy test approved by the state board of education, shall be required to complete sequential course work sufficient to allow the inmate to pass a competency test or the test of general education development or both. If a composite test score of functional literacy is not attained, the program may require the inmate to continue to receive adult basic education instruction.

(b) A person in a correctional facility who lacks basic and functional literacy skills shall be required to attend adult basic education instruction unless such person:

(I) Is serving a life sentence or is under sentence of death;

(II) Is specifically exempted by the program from participation for security or health reasons;

(III) Is housed at a community correctional facility;

(IV) Is determined, through testing, to have attained a functional literacy level;

(V) Is, because of a disability, at a maximum level of proficiency;

(VI) Refuses, in writing, to participate in adult basic education instruction; or

(VII) Fails to make "positive progress" after a minimum of twenty hours.

(4) This section shall not affect the eligibility of any person for educational training or programs expressly created under federal or state statutes, regulations, or orders.

***Source: L. 90:** Entire article added, p. 973, § 1, effective July 1. **L. 93:** (3)(b)(V) amended, p. 1634, § 17, effective July 1. **L. 2000:** IP(1), (1)(a), (3)(a), and (3)(b)(II) amended, pp. 850, 859, §§ 55, 72, effective May 24.*

17-32-106 (2006) Powers and duties of the program.

(1) In connection with the development and implementation of the correctional education program, the program shall have the following powers and duties:

(a) To promulgate rules and regulations necessary to implement the correctional education program;

(b) To enter into agreements and contracts with public school districts, nonpublic schools, community colleges, junior colleges, state colleges and universities, and private agencies as may be deemed appropriate for the purpose of providing instructional services necessary to implement the correctional education program. Agreements and contracts for the provision of instructional services shall expressly state the educational goals and objectives of the program and the specific requirements for instructional services.

(c) To submit a budget request for the correctional education program for inclusion in the budget request for the department as a separate line item. Such line item shall be the department's total budget request for correctional education funding from the general fund and shall replace or include any such previous request for instructional or educational funding. Such budget request shall itemize the amount of the budget to be funded from the general fund of the state and the amount to be funded from moneys in the correctional education program fund created in section 17-32-107. No other funds from the general assembly shall be allocated to the department for any education program.

(d) To accept moneys from the federal government as well as contributions, grants, gifts, bequests, and donations from individuals, private organizations, and foundations and do all things necessary, not inconsistent with this article or any other laws of this state, in order to avail itself of such federal moneys under any federal legislation. All moneys accepted by the program shall be transmitted to the state treasurer for credit to the correctional education program fund.

(e) To enter into agreements with state agencies, as appropriate, in order to receive any funding or moneys available for correctional education;

(f) To expend moneys appropriated to the program by the general assembly, including moneys in the correctional education program fund, for the purpose of implementing the correctional education program;

(g) Repealed.

(h) To enter into negotiations with the department of human services for the purpose of coordinating and offering education services to juveniles in the custody of that department. The executive directors of the departments of corrections and human services shall each submit a proposed plan to the governor and general assembly, no later than January 1, 1992, for integrating such juveniles into the correctional education program.

(i) To exercise any other powers or perform any other duties that are consistent with the purposes for which the program was created and that are reasonably necessary for the fulfillment of the program's responsibilities under this article.

Source: L. 90: *Entire article added, p. 975, § 1, effective July 1.* ***L. 94:*** *(1)(h) amended, p. 2654, § 135, effective July 1.* ***L. 96:*** *(1)(g) repealed, p. 1266, § 183, effective August 7.* ***L. 2000:*** *IP(1), (1)(d), (1)(f), and (1)(i) amended, p. 851, § 56, effective May 24.*

Performance Measures:

1: Recidivism – Improve successful re-integration into the community with pro-social stabilization by offenders released from Colorado prisons by a reduction in the rate of recidivism by 1% per calendar year to 47.7% over 4 years.

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs								GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
PERSONAL SERVICES	**Title:**	**Teacher I**							
Number of PERSONS / class title		8	8	0	0	0	0		
Number of months working in FY 08-09 and FY 09-10		12	12	0	0	0	0		
Number months paid in FY 08-09 and FY 09-10*		11	12	0	0	0	0		
Calculated FTE per classification		**7.33**	**8.00**	**0.00**	**0.00**	**0.00**	**0.00**	7.33	8.00
Annual base salary		$53,064	$53,064	$0	$0	$0	$0		
Salary		$389,136	$424,512	$0	$0	$0	$0	$389,136	$424,512
PERA	**10.15%**	$39,497	$43,088	$0	$0	$0	$0	$39,497	$43,088
Medicare	**1.45%**	$5,642	$6,155	$0	$0	$0	$0	$5,642	$6,155
Prior Year SAED	**N/A**	$0	$2,919	$0	$0	$0	$0	$0	$2,919
Subtotal Personal Services at Division Level		**$434,275**	**$476,674**	**$0**	**$0**	**$0**	**$0**	**$434,275**	**$476,674**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$6,226**	**$6,792**	**$0**	**$0**	**$0**	**$0**	**$6,226**	**$6,792**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$2,919**	**$2,123**	**$0**	**$0**	**$0**	**$0**	**$2,919**	**$2,123**
Department Specific Average Cost for HLD / Employee**		$0	$0	$0	$0	$0	$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
STARTUP EXPENSES									
Computer @ $900/$0	**$900**	$7,200	$0	$0	$0	$0	$0	$7,200	$0
Office Suite Software @ $330/$0	**$330**	$2,640	$0	$0	$0	$0	$0	$2,640	$0
Computer Printer @ $150/$0	**$ 150**	$1,200	$0	$0	$0	$0	$0	$1,200	$0
Office Equipment @ $2,225 /$0	**$2,225**	$17,800	$0	$0	$0	$0	$0	$17,800	$0
Desk Phone @ 500	**$500**	$4,000	$0	$0	$0	$0	$0	$4,000	$0
Auto Collison	**$53,200**	$53,200	$0	$0	$0	$0	$0	$53,200	$0
Cosmotology	**$33,000**	$33,000	$0	$0	$0	$0	$0	$33,000	$0
HVAC	**$44,500**	$44,500	$0	$0	$0	$0	$0	$44,500	$0
Basic Training	**$1,450**	$11,600	$0	$0	$0	$0	$0	$11,600	$0
OPERATING EXPENSES									
Supplies @ $500/$500***	**$500**	$4,000	$4,000	$0	$0	$0	$0	$4,000	$4,000
Telephone Base @ $450/$450***	**$450**	$3,600	$3,600	$0	$0	$0	$0	$3,600	$3,600
Program Supplies and Materials	**$2,000**	$16,000	$16,000	$0	$0	$0	$0	$16,000	$16,000
Inspector General (1C) Drug Testing per FTE	**$25**	$200	$200	$0	$0	$0	$0	$200	$200
Training (3F)	**$20**	$160	$160	$0	$0	$0	$0	$160	$160
Information Systems (3G)	**$200**	$1,600	$1,600	$0	$0	$0	$0	$1,600	$1,600
Subtotal Operating Expenses		**$200,700**	**$25,560**	**$0**	**$0**	**$0**	**$0**	**$200,700**	**$25,560**
GRAND TOTAL ALL COSTS		**$644,120**	**$511,149**	**$0**	**$0**	**$0**	**$0**	**$644,120**	**$511,149**

#8 Therapeutic Community

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Request Title: Therapeutic Community
Department: Corrections
Priority Number: 8

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	3,692,662	4,301,737	0	4,301,737	4,335,747	374,990	4,710,737	0	4,710,737	386,240
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	3,692,662	4,301,737	0	4,301,737	4,335,747	374,990	4,710,737	0	4,710,737	386,240
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(4) Inmate Programs (D) Drug and Alcohol Treatment Subprogram Contract Services	Total	3,692,662	4,301,737	0	4,301,737	4,335,747	374,990	4,710,737	0	4,710,737	386,240
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	3,692,662	4,301,737	0	4,301,737	4,335,747	374,990	4,710,737	0	4,710,737	386,240
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☐ Yes ☑ No **If Yes, List Other Departments Here:**

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Department of Corrections
Priority Number:	8
Change Request Title:	Therapeutic Community

SELECT ONE (click on box):

☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:
☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request: This decision item requests $374,990 in General Fund in the Drug and Alcohol Treatment Subprogram, Contract Services line.

Background and Appropriation History: It is the policy of the Department to provide standardized substance abuse treatment for offenders at each stage of their management within the system. Colorado's Standardized Offender Assessment protocols show the need for additional treatment resources. A series of recent research studies have found Department treatment programs significantly reduced the rate of recidivism among participants. In general, treatment has been found to be most effective when it is both high in intensity and lengthy in duration. The Department views this budget request to be an essential part of a comprehensive recidivism reduction plan.

The number of offenders in the Department with substance abuse problems continues to grow and represents approximately 78% of the prison population. More and more

offenders are approaching parole eligibility. Though research has shown significant benefits of these programs in reducing recidivism for offenders moving to the community, large numbers of offenders with high treatment needs are not provided these services. The rate of service delivery was 40% lower in 2004 than the previous year. Currently more than 1,500 offenders are not receiving the benefit of substance abuse treatment, particularly those in the high risk/high needs levels.

Last year, the Governor's Recidivism Reduction package specifically targeted programs which are innovative, collaborative and which use existing community-based providers and models. The Department has developed Therapeutic Community (TC) beds in collaboration with community based providers for follow-up services in community corrections. This has greatly reduced the average length of stay in prison TC and contributed to a greater reduction in recidivism than is provided by prison TC alone. The current budget request seeks to expand the number of prison TC beds by 90.

The Therapeutic Community is based on a cognitive behavioral model that focuses on promoting personal growth and pro-social behavior through a highly structured treatment milieu apart from "general population" offenders and/or other anti-social influences. This milieu incorporates the principles of social learning, group and individual counseling, monthly urinalysis testing through the facility UA Coordinator, leadership training, work activities and job skills development, 12 Step programming, family programming and community based aftercare services.

Currently there are four TC programs in DOC: Arrowhead Correctional Center (started in 1996), Denver Women's Correctional Facility (1999), San Carlos Correctional Facility (1995) and Sterling Correctional Facility (1999). Approximately 300 offenders reside in the TC residential living units at these facilities (96 at Sterling, 96 at Arrowhead, 60 at Denver and 32 at San Carlos). In 2007, there were 520 admissions into the program.

General Description of Request:

Approval of this funding request of $374,990 will add seven contract counselors to provide services to an expanded Therapeutic Community (TC) program at Arrowhead

Correctional Center for 90 offenders. The average length of stay for program participants is 9 months.

Offender Population Growth - The growth trends seen in the incarcerated population and offenders under parole supervision in Colorado have continued through FY06-07. The growth experienced by the Department in recent years (7.2% in 2006) has exceeded national trends where prison populations have shown little or no growth for many states *(DOC Statistical Report FY 2006, January 2007, Rosten, Kristi, Foreward and pg. 2, www.doc.state.co.us/Statistics/2GSRE.htm).*

Relationship Between Drug Use and Criminal Conduct - Over 80% of court commitments entering Department's Denver Reception and Diagnostic Center (DRDC) have are in need of alcohol and/or drug treatment.

Offenders - The highest number of Department commitments continues to be for drug offenses. In FY05-06, 23% of court commitments were admitted for the most serious offense of drugs. Drug offenses represent 27% of the female population and 22% of the male population. Community Corrections and Intensive Supervision Program (ISP) inmate populations also contain a high proportion of drug offenders at 36.9% and 37.1% respectively *(DOC Statistical Report 2006, January 2007, Rosten, Kristi, pg. 35-36, www.doc.state.co.us/Statistics/2GSRE.htm).*

Parolees - The most serious offense for the parole population is of drug offenses at 32% of the population. Drug offenders represented 43% of the out of state parole population.

Treatment Needs - The results of approximately 17,500 Standardized Offender Assessments in the Department revealed that a much higher number of Therapeutic Community (TC) treatment resources are needed for the Department population. Approximately 30% of offenders could be targeted for TC treatment programs. Presently there is a lengthy waiting list for each of the Department TC programs. Substance abuse

treatment programs of lower intensity have an even longer list of potential participants, with more than 1,000 in minimum security classification.

TC residents have high substance abuse needs and high criminal risk, representing the type of offender that benefits the most from rehabilitative programs. These offenders require continuation services in the community following prison treatment, such as those provided by the Addiction Research and Treatment Services (ARTS) Peer I program. The primary goals of this collaborative relationship with ARTS are threefold:

1) To increase the capacity of both prison and community TC beds to respond to a demonstrated gap in services for inmates with high criminal risk and substance abuse needs.
2) To maintain a continuum of care beds at the Alcohol Research and Treatment Services (ARTS) Peer I Community Corrections program. These continuation/aftercare services are designated for inmates who complete the initial phase of TC treatment in the Department.
3) Provide enhanced reentry services for clients in community living after progressing from the community corrections program.

Consequences if Not Funded:

If not funded, there will continue to be a huge disparity between the offenders entering the system who have significant substance abuse needs (80%) and those who are currently able to receive services (23%). Substance abuse is a significant, immediate precipitating cause for return-to-prison among those in community supervision.

Calculations for Request:

Summary of Decision Item Request by Department						
Department of Corrections	**FTE**	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**
Drug and Alcohol Subprogram	0	$374,990	$374,990	**$0**	**$0**	**$0**
Total	**0**	**$374,990**	**$374,990**	**$0**	**$0**	**$0**

Summary of Request FY08-09	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Total Request	$374,990	$374,990	$0	$0	$0	0.00
(4D) Drug and Alcohol Contract Services	$374,990	$374,990	$0	$0	$0	0.00

Summary of Request FY09-10	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Total Request	$386,240	$386,240	$0	$0	$0	0.00
(4D) Drug and Alcohol Contract Services	$386,240	$386,240	$0	$0	$0	0.00

Assumptions for Calculations: The request would fund seven contract counselors at approximately $53,570 per year each. The average cost of each counselor includes: Salaries, Fringe Benefits, Operating Expenses, Travel Expenses, Training, Supervision, and Indirect Charges by the Contractor.

Impact on Other Government Agencies: None

Cost Benefit Analysis:

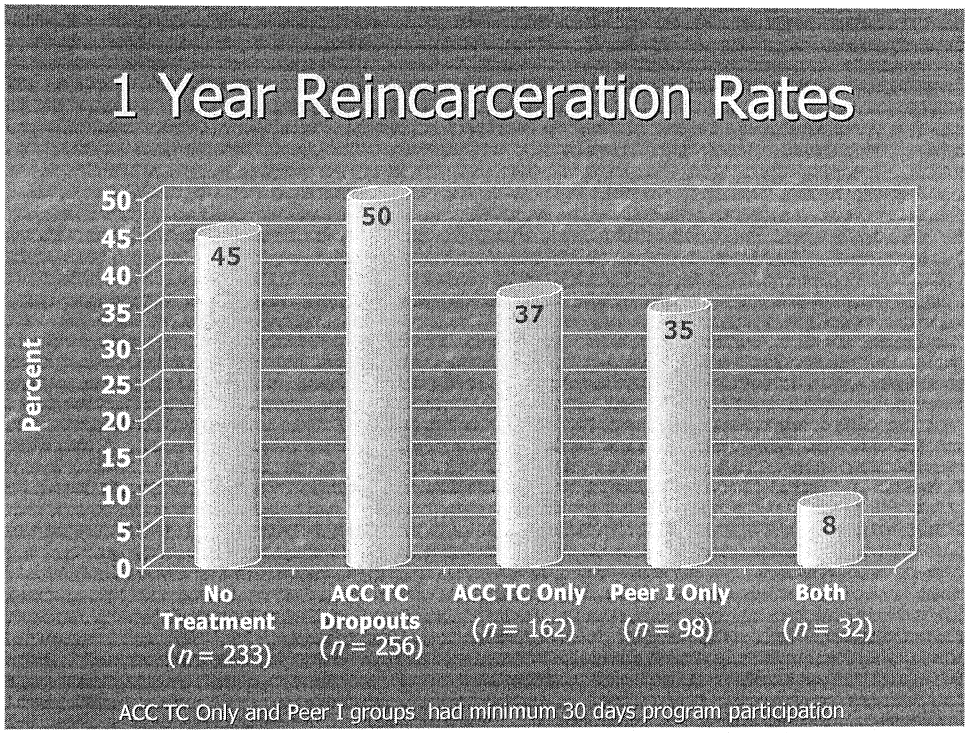
FIVE YEAR COST BENEFIT ANALYSIS				
	GENERAL FUND COST	COST BENEFIT		
		ESTIMATE 20 OFFENDERS NOT RETURNING AND 90 OFFENDERS RELEASING ON PAROLE OR COMMUNITY 90 DAYS EARLY	ESTIMATE 30 OFFENDERS NOT RETURNING AND 90 OFFENDERS RELEASING ON PAROLE OR COMMUNITY 90 DAYS EARLY	ESTIMATED COST BENEFIT WITH AN AVERAGE OF 20 TO 30 OFFENDERS YEARLY*
FY 08-09	$374,990	$0	$0	-$374,990
FY 09-10	$386,240	$811,426	$1,003,745	$521,346
FY 10-11	$397,827	$818,972	$1,013,079	$518,199
FY 11-12	$409,762	$826,589	$1,022,501	$514,783
FY 12-13	$422,055	$834,276	$1,032,010	$511,089
Total 5 year Cost Benefit	**$1,990,873**	**$3,291,263**	**$4,071,335**	**$1,690,426**

* The estimated average yearly cost benefit was based on a .03% inflation factor in the out years, with no cost benefit the first year as the offenders should participate in the program 6 to 12 months prior to release. The cost benefit is based on the private prison rate of $52.69 per day plus a .0093% inflation increase in the out years. The assumption is that the offender population will continue to rise but the TC program would reduce the projected increase for additional prison beds and private prison beds 20 to 30 beds per year creating the cost avoidance.

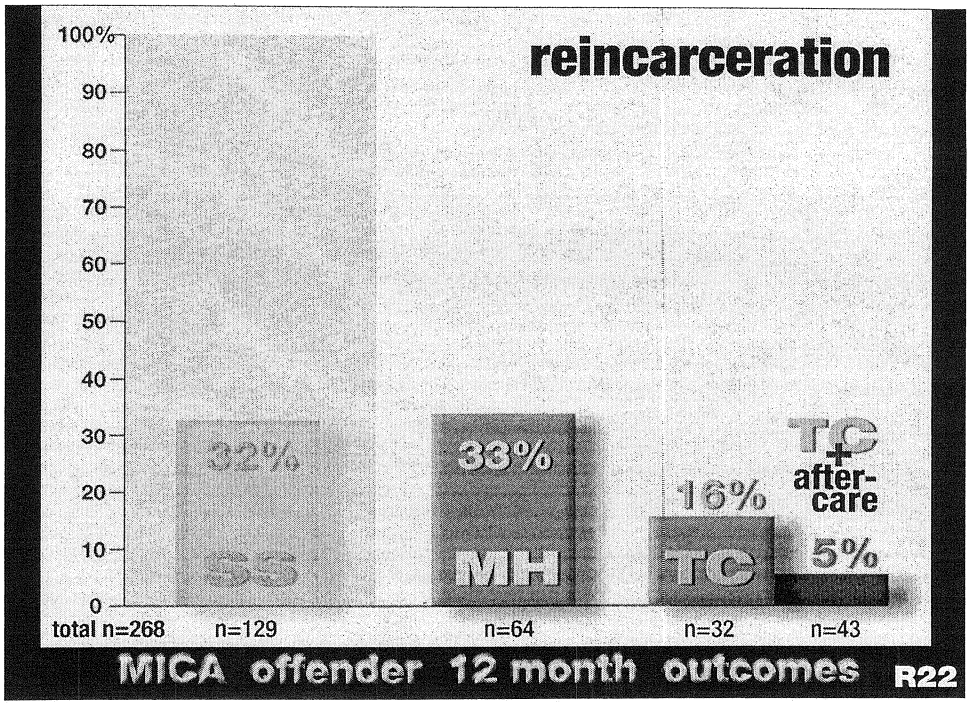
Nationally, the TC model has demonstrated consistent positive outcomes for reducing criminal behavior and substance use and is now recognized as the most effective model of treatment for offenders with serious substance abuse issues. Locally, several studies of Colorado TC programs have found similar outcomes, demonstrating that this model is working effectively in true practice.

In 1998, a Department outcome study began demonstrating the effectiveness of the Department TC programs in reducing recidivism. An evaluation of re-incarceration rates for a 1-year period found that TC participants who stayed in treatment at least 6 months had a 43% reduction in recidivism rates when compared to control groups.

A continuation of this study was completed in 2004 as a collaborative research project between Department and the University of Colorado, funded by the National Institute of Justice (NIJ). This study has now shown more conclusively that the TC programs in Colorado significantly reduce recidivism. The outcome effect is dramatically improved when prison treatment is combined with the Peer I TC. The results are depicted below for a 1-year post release analysis, but a recent study following these same study participants shows that the positive results have been sustained over a 5-year post release period. (*Effectiveness of Arrowhead and Peer I Therapeutic Communities, Maureen O'Keefe, Kelli Klebe, Kasey Roebken, and Evie Fisher, 2004, website:* https://exdoc.state.co.us/userfiles/Treatment/pdf/acc_&_peer_i_outcome.pdf.)



Most recently, a 6-year National Institute of Drug Abuse (NIDA) funded study was conducted by the National Development and Research Institute. This project evaluated a Modified TC plus aftercare services for the mentally ill substance abusing offenders in Colorado. It was found that a significant reduction in recidivism and crime occurred with these programs as compared to offenders who received standard services within the general population (SS) or enhanced mental health services from San Carlos Correctional Facility (MH). See graph below for a summary of findings *(source: Sacks, Sacks, McKendrick, Banks, and Stommel, 2004).*



Cost Benefit Details – It is somewhat difficult and complicated to directly quantify the cost benefit or 'cost avoidance' for participants in prison TC who follow up with community corrections placement in the community. The various costs associated with earlier release from prison confinement and the reduction of return-to-prison can be estimated.

Using the Department's FY07-08 private prison daily rate of $52.69 there is significant avoidance of prison days for the TC clients over a five year period. For 90 clients referred to community placement from TC, the research predicts that a fewer number will return to prison in the first three years. This conservatively would be 20 to 30 fewer clients returning for an average length of stay of 365 days. This computes to an avoidance of

between $384,637 and $576,955 for every 90 clients served in a typical year of funding treatment.

Because these offenders often release sooner than others not in treatment due to a better approval rate by the Parole Board and by community corrections boards, there will be an additional savings estimated at 90 days x 100 offenders x $52.69 per day = $474,210.

The total avoided costs cited here would total between $858,847 and $1,051,166 for the clients served by the requested appropriation. It should be noted that this type of cost avoidance computation is somewhat speculative and approximated. It would be possible to research this very carefully to make subsequent requests more accurate in terms of the proposed cost avoidance. This would require research resources not currently allocated, but within the expertise of the Department's Alcohol and Drug Services Research Unit.

Implementation Schedule:

Upon approval of the FY08-09 Long Bill, the Department would issue an RFP and have the contract and program ready to be implemented July 1, 2008.

Statutory and Federal Authority:

16-11.5-101. (1994) Legislative declaration.

The general assembly hereby declares that substance abuse, specifically the abuse of alcohol and controlled substances, is a major problem in the criminal justice system of the state of Colorado and in the entire nation. Substance abuse is a significant factor in the commission of crimes and it is a significant factor in impeding the rehabilitation of persons convicted of crimes which results in an increased rate of recidivism. Therefore, the general assembly hereby resolves to curtail the disastrous effects of substance abuse in the criminal justice system by providing for consistency in the response to substance abuse throughout the criminal justice system and to improve and standardize substance abuse treatment for offenders at each stage of the criminal justice system and to provide punitive measures for offenders who refuse to cooperate with and respond to substance abuse treatment while such offenders are involved with the criminal justice system.

Performance Measures:

1. **RECIDIVISM** – Improve successful re-integration into the community with pro-social stabilization by offenders released from Colorado prisons by a reduction in the rate of recidivism by 1% per calendar year to 47.7% over the 4-year period to 2010.

	PERFORMANCE MEASURE	Outcome	2006	2007	2008	2009
	Recidivism Rate - Offenders returned to a Colorado prison within 3 years of release	Benchmark [1]	51.7%	50.7%	49.7%	48.7%
		Actual	51.7%	N/A	N/A	N/A

[1] Benchmark established at 1% reduction annually using calendar year 2006 actual three-year rates (DOC Statistical Report 2006)

#9 Maintenance/Food Service
Operating Adjustments

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Maintenance and Food Service Operating Adjustments

Department: Department of Corrections

Dept. Approval by: Aristedes Zavaras **Date:** 11/01/07

Priority Number: 9

OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	19,499,818	20,813,160	0	20,813,160	20,912,530	550,000	21,462,530	0	21,462,530	550,000
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	19,499,818	20,813,160	0	20,813,160	20,912,530	550,000	21,462,530	0	21,462,530	550,000
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions (B) Maintenance Operating	Total	4,315,502	4,891,212	0	4,891,212	4,913,028	350,000	5,263,028	0	5,263,028	350,000
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	4,315,502	4,891,212	0	4,891,212	4,913,028	350,000	5,263,028	0	5,263,028	350,000
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions (D) Food Service Operating	Total	15,184,316	15,921,948	0	15,921,948	15,999,502	200,000	16,199,502	0	16,199,502	200,000
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	15,184,316	15,921,948	0	15,921,948	15,999,502	200,000	16,199,502	0	16,199,502	200,000
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:

Cash Fund name/number, Federal Fund Grant name:

IT Request: ☐ Yes ☑ No

Request Affects Other Departments: ☐ Yes ☑ No **If Yes, List Other Departments Here:**

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Corrections
Priority Number:	9
Change Request Title:	Maintenance & Food Service Operating Adjustments

SELECT ONE (click on box):
- ☒ Decision Item FY 08-09
- ☐ Base Reduction Item FY 08-09
- ☐ Supplemental Request FY 07-08
- ☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):
Supplemental or Budget Request Amendment Criterion:
- ☒ Not a Supplemental or Budget Request Amendment
- ☐ An emergency
- ☐ A technical error which has a substantial effect on the operation of the program
- ☐ New data resulting in substantial changes in funding needs
- ☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

This decision item requests to restore $550,000 in general funds (GF) for operating funds for the Maintenance and Food Service Subprograms. This request is to restore performance capability in areas of safety, security, and operations of prisons across the Colorado Department of Corrections for FY 2008-09.

The funding of this request will help provide the services required to protect the public and the State's assets and offset inflationary increases in fuel costs. These services include areas of prison operations that involve direct contact on a regular basis with offender populations, and areas that provide services fundamental to the conditions of confinement.

Background and Appropriation History:

The Maintenance Subprogram was established to maintain and operate the physical assets of the Department of Corrections, buildings, grounds, equipment, and other systems; and provide a secure, safe living, and working environment.

Services Provided

The Maintenance subprogram provides uninterrupted operation of basic building services, (heat, power, and lighting) and of basic systems, (security hardware and fire alarms), which is absolutely essential to the operation of a prison facility and to the achievement of the overall Departmental mission. These maintenance services are provided in the areas of general maintenance, life safety, special facilities (boiler plants, chiller plants, water treatment plants, and wastewater treatment plants), janitorial services, vehicle maintenance, and grounds maintenance. Routine and preventive maintenance activities are designed to preserve the operation of the various building systems and extend the effective life of the buildings, systems, and equipment. Response to maintenance needs is required on an immediate, emergency basis to ensure the continuing operation of the facilities in a safe, secure condition.

Principal services provided by the Maintenance subprogram are as follows:

- Maintain and operate the overall physical facilities within the Department including general building systems, electrical, plumbing, heating, ventilating, air conditioning systems and controls, energy management, support services equipment, security and safety electronics including door operators, perimeter detection, cameras, intercoms, fire and smoke alarms;

- Utility distribution systems including water, wastewater, electricity, gas, communications, central heating/chiller plants, water treatment, and wastewater treatment plants, vehicles and heavy equipment, grounds maintenance;

- Preservation of public safety;

- Maintain a safe, healthy physical environment for the staff and inmates;

- Provide meaningful work assignments for the offenders;

- Assist in offender training through apprenticeship and certification programs;

- Assist in needed minor construction efforts not within other construction programs.

The Food Service Subprogram was established to support facility operations by providing offenders with nutritious, palatable meals prepared in a safe, secure and controlled environment within budgetary parameters. In addition to regular diets, modified diets are provided for medical and religious reasons and additional calories are provided to offenders in the Boot Camp (CCAP – Colorado Correctional Alternative Program) and Youthful Offender System (YOS) programs. Nutritious meals are essential to maintain health and help control medical costs. Food Service is one of the largest single operating budget subprograms within the facility. Food Service is a significant employer of offender workers and provides meaningful training and work experience to the offenders.

Services Provided

Food Service is critical to the physical well-being, morale, and effective management of prison populations. Food Service is one of the largest employers of offenders in the Department. The Food Service subprogram affects every offender in every facility three times a day occupying about four hours of his or her time.

Offender Management & Security: Food Service staff is responsible for maintaining security in kitchen facilities to include tool and knife control, chemical safety, and prevention of theft or sabotage of food, supplies and expensive equipment. The Department's Food Service staff supervises and trains offenders in all aspects of food service operations to include acquisition, preparation, production, inventory control, service, medical diets, religious diets, and sanitation.

Basic Operations: Systems exist to ensure meals meet minimum nutritional requirements, and are properly prepared and served in safe, secure and sanitary kitchens. Policy and procedures are developed to ensure the security of the institution and to minimize risk of any harm to offenders and staff employed in correctional facilities.

Medical & Religious Diets: In addition to the general diet, Food Service subprogram provides medical and religious diets and special meals for offenders with varying caloric or nutritional needs such as work crews, the CCAP offenders and youthful offenders.

Equipment maintenance & Repair:
Responsibilities for kitchen maintenance, repair, and scheduled replacement of food service equipment are critical. Facilities in disrepair are unsanitary and unsafe. Many Department facilities are old and have equipment that breaks down and requires costly repairs. Activities associated with this function include:

- Preventive Maintenance
- Daily, Weekly Sanitation Inspections
- Safety Inspections/Improvements
- Writing Work Orders
- Planning for Renovations, Expansions, New Facilities
- Repairs per Department of Public Health and Environment
- Housekeeping Planning, Implementation and Evaluation

The Department did not receive an inflationary increase for food in FY01, FY03, FY04, and FY05. In addition, the Department took significant budget cuts in FY02 and FY03. These events reduced the amount of funds available within the Food Service subprogram for equipment replacement. In addition the state built or renovated numerous facilities in the 1990's and these facilities have the greatest need for asset replacement. Given an overall average life expectancy for institutional food service equipment of 10 years, a substantial amount of food service equipment will need to be replaced over the course of the next several years.

General Description of Request:

The Department requests to restore $550,000 in general funds (GF) for operating funds for the Maintenance and Food Service Subprograms. This request identifies and documents cost increases which the Department has absorbed in lieu of proportional funding increases. This request articulates the importance and benefits of adequately

funding the Maintenance and Food Service Subprograms, and explains the consequences of not providing adequate and timely funding.

Maintenance

The restoration of $350,000 of operating funds in the Maintenance Subprogram will increase the Department's ability to offset the inflationary increase in fuel costs and maintain and operate the physical assets of the Food Service Subprogram to provide a secure, safe living and working environment.

The Maintenance Subprogram has been severely affected by substantial increases in vehicle variable mileage costs (See Tables 2 and 3). Variable mileage rates have nearly doubled in the last four years. These expenses pose a significant burden on the Department and to the Maintenance Subprogram. As fuel prices continue to rise, other maintenance services would be suspended or discontinued, if this request is not funded.

The maintenance allocations include line items for expenses such as trash removal, facility vehicles, elevator maintenance contracts, chiller maintenance contracts, boiler chemicals, janitorial services/supplies and unique expenses at the facility level. Each year these costs have increased and less is available for routine repair and replacement projects. The last Maintenance inflationary increase was over fifteen years ago. Much of the facility level allocation is dedicated to the repair of systems as parts fail. Although the maintenance staff attempts to perform preventive maintenance and replace components that are at the end of their useful life before the systems completely fail, the lack of funding requires the DOC to patch, rebuild and repair components (pumps, valves, motors, etc.) when the systems should be replaced.

Sidewalks and paving maintenance has been postponed due to a lack of available funding. Carpet and interior finishes have not been replaced or updated. Restrooms, showers and kitchen floors have been a constant source of noted violations by the Health Department inspectors. The infrequent replacement of water treatment filters and resin beads has significantly increased water usage and system damage due to minerals in the water. The ultimate consequence of deferred routine maintenance is a significant increase in the

number of controlled maintenance projects that will surface in the future. Facility Maintenance staff will have improved ability to implement existing preventive maintenance programs and pro-actively stay ahead of system problems prior to failure of aging components. Facility staff will begin to rebuild a limited stock of parts to allow for immediate repairs with a minimal amount of down time. Over time, the number of repairs is expected to go down, and the reliability and life span of the systems will increase significantly.

In an effort to conserve fuel and efficiently safely transport offenders, the Department created the Southern Transportation Unit (STU) in June 2003. The unit was located at the Youthful Offender System (YOS) in Pueblo and housed transitional inmates traveling north to south and east to west. Today, the STU is located at the La Vista Correctional Facility, as a result of the YOS/PMC (Pueblo Minimum Centers) facility exchange in 2006. The STU also houses transitional medical needs inmates scheduled for procedures in Pueblo/Canon City area. The implementation of the STU eliminated additional inmate movement and mileage to existing vehicles, which required additional trips and staff. This hub serves Bent County, Crowley County, Arkansas Valley Correctional Facility (AVCF), Fort Lyon Correction Facility (FLCF), and Trinidad Correctional Facility (TCF) transportation needs.

The Department developed a plan to centralize medical transportation by using a medical scheduling system that works in conjunction with Offender Services to pre-schedule inmates on regular, mass transportation from outlying facilities to the Canon City area for appointments at Colorado Mental Health Institute Pueblo, or Denver Metro area for appointments at Denver Health.

The Department is actively using hybrid vehicles for employees that do not transport offenders in an effort to conserve fuel. The Department also uses a video conference bridge. Using video conferencing eliminates unnecessary travel within the state and the conferencing system enables multiple users to participate from up to forty different locations at the same time. Video conferencing is also used for Parole Board Hearings.

Food Service

The request for $200,000 for the Food Service Subprogram will help the Department replace critical assets that would pose health and safety issues. Industry standards for institutional food service equipment replacement suggest that equipment should be replaced at an average rate of 10 percent per year. The Department's food service equipment expenditures have averaged less than five percent of the value of the inventory of food service equipment, or less than half the industry standard. This replacement rate will not meet the replacement needs due to the number of pieces of equipment that have exceeded, or are close to exceeding, the anticipated life cycle.

This request will ensure the most vital pieces of equipment are replaced and that critical food service operations are not interrupted or negatively effected. Food service is an essential Departmental function. Food Service is critical to the physical well-being, morale, and effective management of prison populations. Food service equipment is used throughout the operation to include storage, preparation, cooking, meal service, meal delivery, and sanitation. Adequate, reliable food service equipment is not only essential for cost effective food preparation; equipment is needed to support meal service, food storage, and sanitation functions.

Facilities built where hard water conditions exist are especially problematic, conditions resulting in more frequent equipment problems, particularly for steam equipment and dish machines. A dramatically increased need for cleaning and sanitation chemicals exists in these facilities.

The Department considers the age of the equipment as well as present reliability, repair history, and anticipated future downtime/repair needs before replacement. The Department replaces equipment deemed to be mission essential and critical to the Food Service operation at the individual facility. The Department strives to phase equipment replacement based on the useful life of the equipment, although most replacement is long after the recommended useful life of the item. This practice allows the most use from the asset.

The replacement of the oldest ovens and dish machines would be placed at the top of the priority list. Many pieces of equipment similar in nature have different replacement prices for the same type of equipment and are most often due to the size, dimensions, and specific type of the equipment. In some instances, such as with mixers, there may be differences in where they are used. A dough mixer used in a bakery, for example, uses different types of bowls and attachments. In some cases, physical plant limitations (e.g. exhaust hood height and depth) may limit the type of equipment we can purchase for a specific facility. There also may be differences due to the type of power available (i.e. electric, gas).

Consequences if Not Funded:

The Maintenance Subprogram would have to suspend or discontinue preventive maintenance and replacement of equipment causing the facilities to fall into disrepair. This would cause a serious public safety risk to staff and offenders.

If critical food services equipment is not replaced, the facilities would eventually have to purchase ready made convenience foods and serve meals using disposable supplies. The cost for this option is estimated to double raw food costs which presently cost over 11.7 million dollars per year. The purchase of disposable service wear is very costly and adds approximately 25 percent to the average cost per meal. This option would result in a dramatic increase in paper and plastic waste generated from food service which could double trash removal costs. Not replacing food service equipment in a timely manner results in increased maintenance costs and increased food costs due to menu changes.

Calculations for Request:

Summary of Decision Item Request by Department						
Agency	**FTE**	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**
Department of Corrections	0.0	$550,000	$550,000	$0	$0	$0
	0.0			$0	$0	$0

Total	**0.0**	**$550,000**	**$550,000**	**$0**	**$0**	**$0**

Table 1: Summary of Decision Item Request by Subprogram – Summary for Schedule 13						
Summary of Request FY 08-09	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Total Request	**$550,000**	**$550,000**	**$0**	**$0**	**$0**	**0.0**
(2B) Institutions – Maintenance Operating	$350,000	$350,000	$0	$0	$0	
(2D) Institutions – Food Service Operating	$200,000	$200,000	$0	$0	$0	

Summary of Request FY 09-10	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Total Request	**$550,000**	**$550,000**				**0.0**
(2B) Institutions – Maintenance Operating	$350,000	$350,000				
(2D) Institutions – Food Service Operating	$200,000	$200,000				

TABLE 2: TOTAL VEHICLE VARIABLE MILEAGE		
Actual and Projected - Maintenance Subprogram		
Fiscal Year	Amount Spent	Percent Increase
Actual FY 01/02	$496,238.61	
Actual FY 02/03	$522,230.67	5.24%
Actual FY 03/04	$584,158.75	11.86%
Actual FY 04/05	$601,370.54	2.95%

TABLE 2: TOTAL VEHICLE VARIABLE MILEAGE		
Actual and Projected - Maintenance Subprogram		
Fiscal Year	Amount Spent	Percent Increase
Actual FY 05/06	$643,781.60	7.05%
Actual FY 06/07	$772,256.47	19.96%
Projected FY 07/08	$926,707.76	20.00%
Projected FY 08/09	$1,112,049.32	20.00%
Projected Increase from FY 01/02		124.10%

TABLE 3: VARIABLE MILEAGE RATES			
Variable Mileage Rates			
Fiscal Year	Groups	Rate	Percent Increase
FY03/04	1 – Sedans	$ 0.123	
FY06/07		$ 0.192	56.10%
FY03/04	2 – Vans	$ 0.233	
FY06/07		$ 0.338	45.06%
FY03/04	3 - Trucks, utility bed	$ 0.233	
FY06/07		$ 0.427	83.26%
FY03/04	4 - SUV's	$ 0.160	
FY06/07		$ 0.244	52.50%
FY03/04	5 -Trucks, Medium Duty	$ 0.313	
FY06/07		$ 0.781	149.52%
FY03/04	6 - Buses, shuttle/spec	$ 0.362	
FY06/07		$ 0.608	67.96%

TABLE 3: VARIABLE MILEAGE RATES			
FY03/04	7 - Mini Vans	$ 0.144	
FY06/07		$ 0.192	33.33%
Average increase			**69.68%**

Table 4 - Food Service Equipment Replacement Request				
Facility	Equipment	Purchase Date	Purchase Cost	Replacement Cost
ACC	Cooler, Walk-in	Sep-90	$26,001	$39,000
ACC	Freezer, Walk-in	Sep-90	$19,524	$27,000
AVCF	Cooler, Walk-in	Jan-87	$15,451	$26,000
AVCF	Cooler, Walk-in	Jan-87	$16,542	$26,000
AVCF	Cooler, Walk-in	Jan-87	$25,483	$42,000
AVCF	Mixer	Jun-90	$15,376	$21,000
AVCF	Oven	Jan-87	$29,121	$34,000
BVCF	Mixer, 140 qt	Jul-90	$15,800	$21,000
BVCF	Oven	Aug-92	$15,640	$20,000
BVCF	Oven	Aug-92	$15,640	$20,000
BVCF	Oven / Steamer Combo	Oct-95	$24,256	$35,000
BVMC	Freezer, Walk-in	Jul-90	$20,000	$27,000
CSP	Dish Wash Machine	Jan-93	$50,000	$64,000
CSP	Oven	Jan-93	$21,901	$28,000
CSP	Blast Chiller	Jun-99	$21,238	$29,000
CTCF	Cooler, Walk-in	Jun-90	$15,806	$26,000
CTCF	Cooler, Walk-in	Jun-90	$15,057	$26,000
CTCF	Cooler, Walk-in	Jun-90	$15,806	$26,000
CTCF	Cooler, Walk-in	Apr-84	$15,000	$26,000
CTCF	Cooler, Walk-in	Apr-84	$15,000	$26,000
CTCF	Cooler, Walk-in	Apr-84	$15,000	$26,000

Table 4 - Food Service Equipment Replacement Request				
Facility	Equipment	Purchase Date	Purchase Cost	Replacement Cost
CTCF	Freezer, Walk-in	Jun-90	$19,122	$27,000
CTCF	Mixer, w/dough arm, 140 qt	May-97	$17,354	$21,000
CTCF	Oven, Rotating	Feb-90	$31,082	$38,000
CTCF	Blast Chiller	Feb-99	$21,738	$29,000
DCC	Cooler, Walk-in	Oct-90	$29,911	$39,000
DCC	Freezer, Walk-in	Oct-90	$19,381	$27,000
DCC	Mixer, w/attachments	Mar-95	$16,095	$21,000
DRDC	Mixer, 140 qt	Jul-90	$16,095	$21,000
DRDC	Oven, Rack	Dec-90	$28,554	$34,000
DRDC	Dish Wash Machine	Dec-90	$14,662	$22,000
DWCF	Dish Wash Machine	Jan-98	$46,000	$64,000
FMCC	Blast Chiller	Jun-99	$21,738	$29,000
LCF	Cooler, Walk-in	Feb-91	$20,000	$31,000
LCF	Cooler, Walk-in	Feb-91	$20,000	$31,000
LCF	Cooler, Walk-in	Feb-91	$20,000	$31,000
LCF	Cooler, Walk-in	Feb-91	$20,000	$31,000
LCF	Cooler, Walk-in	Feb-91	$20,000	$31,000
LCF	Cooler, Walk-in	Feb-91	$20,000	$31,000
LCF	Mixer	May-96	$19,493	$24,000
LCF	Oven, Rotary	Feb-91	$16,514	$24,000
LCF	Oven, Rotary	Feb-91	$17,797	$24,000
LCF	Dish Wash Machine	Jun-99	$64,737	$73,000
RCC	Dish Wash Machine	Sep-97	$20,000	$28,000
SCCF	Dish Wash Machine	Jan-95	$15,000	$22,000
SCF	Dish Wash Machine	Jan-99	$46,000	$64,000
SCF	Dish Wash Machine	Jan-99	$46,000	$64,000
Total			$1,070,915	$1,475,000

Table 5 - Food Service Equipment Replacement Priority List for FY 08-09, FY 09-10, FY 10-11

Facility	Equipment	Purchase Date	Replacement Cost
AVCF	Oven	Jan-87	$34,000
BVCF	Oven	Aug-92	$20,000
BVCF	Oven	Aug-92	$20,000
CSP	Dish Wash Machine	Jan-93	$64,000
CSP	Oven	Jan-93	$28,000
CTCF	Oven, Rotating	Feb-90	$38,000
DRDC	Oven, Rack	Dec-90	$34,000
DRDC	Dish Wash Machine	Dec-90	$22,000
DWCF	Dish Wash Machine	Jan-98	$64,000
LCF	Oven, Rotary	Feb-91	$24,000
LCF	Oven, Rotary	Feb-91	$24,000
LCF	Dish Wash Machine	Jun-99	$73,000
RCC	Dish Wash Machine	Sep-97	$28,000
SCCF	Dish Wash Machine	Jan-95	$22,000
SCF	Dish Wash Machine	Jan-99	$64,000
SCF	Dish Wash Machine	Jan-99	$64,000
Total			$623,000

Assumptions for Calculations:

The Department has compiled the changes in vehicle mileage rates and costs to the Department in the Maintenance Subprogram. The Department assumes the price of fuel will continue to increase and those increases will be passed on by Fleet Management. The facilities within the Department's Food Service Subprogram have an asset replacement plan which have been delayed or suspended due to escalating food costs and budget constraints. Equipment life cycles are well documented and established. Repair and maintenance of equipment will be the first option for the Department.

Summary Table
The summary table provides an overall summary of the request for the Department.

Table 1
Table 1 summarizes the request by subprogram and fiscal year.

Table 2
Table 2 illustrates the percent increase projected from the base FY01-02 to the Maintenance Subprogram. Variable mileage charges to the Department have doubled from FY01-02 through FY06-07

Table 3
Table 3 reflects the changes in variable mileage rates charged by State Fleet. The cost of fuel has increased by more than 69% from the base year. State Fleet adjusts the variable mileage rates for the different classes of vehicles each year. Due to accelerated fuel costs, the Department can no longer absorb the increases in fuel costs. This shortfall has resulted in deferring needed preventive maintenance, repairs to facilities, elimination of shelf stock, increased emergency repairs, decreased maintenance to parking lots, and decreased training. Calculations are based on the amount spent on variable mileage as recorded in COFRS in the Maintenance and Superintendent's Subprogram lines only.

Table 4
Table 4 reflects the equipment replacement for the Food Service Subprogram by facility, type of equipment, year purchased, and replacement costs.

Table 5
Table 5 reflects the priority list of equipment to be replaced during the next three fiscal years.

Impact on Other Government Agencies: N/A

Cost Benefit Analysis:

Cost	Benefit
General Fund Impact: $550,000	The Department would be able to maintain preventative maintenance programs and replace needed equipment in a timely manner.

Table 6: Cost Benefit of Food Service Equipment Replacement

Description	FY 06-07	Total Cost Savings Per Meal
Number of Meals Served	14,574,591	
DOC Cost Per Meal	$1.0377	
Cost Plus Meals Served in Paper	$1.2971	$ .2594
Pre-Prepared Meals Cost	$7.00	$ 5.9623

Table 6

Table 6 reflects the potential costs savings to the State by replacing the Food Service Equipment. If the dish machines are not replaced, the Department would have to serve meals in paper containers. Paper containers would add 25% to the current meal cost and would cost the Department an additional $ .2594 per meal for every dish machine not replaced. If the ovens are not replaced, the Department would have to purchase and serve pre-prepared meals. The pre-prepared meals would cost an additional $5.9623 per meal for every oven not replaced. Deferring equipment replacement would result in significant cost increases to the State.

Implementation Schedule:

Task	Month/Year
Prepare Request For Proposal for Food Service Equipment	July 2008
Select Vendor from equipment bids	August 2008
Issue Purchase Orders for Equipment	August 2008
Receive Equipment	September 2008 – April 2009
Install Equipment	June 2009

Statutory and Federal Authority:

The statutes for the duties and powers of the Executive Director confer the authority to the Executive Director to manage, supervise, and control the correctional facilities within the State of Colorado and bestows authority to enter into agreements, contracts, and issue administrative warrants.

Article 1 Department of Corrections

Part 1 Corrections Administration

17-1-103 (2006) Duties of the executive director.

1) The duties of the executive director shall be:

(a) To manage, supervise, and control the correctional institutions operated and supported by the state; to monitor and supervise the activities of private contract prisons; to manage and supervise the divisions, agencies, boards, and commissions that are or may be transferred to or established within the department by law or by the executive director pursuant to section 17-1-101 (2); to provide work and self-improvement opportunities; and to establish an environment that promotes habilitation for successful reentry into society;

(a.5) To develop policies and procedures governing the operation of the department;

(b) To supervise the business, fiscal, budget, personnel, and financial operations of the department and the institutions and activities under his or her control;

(c) In consultation with the division directors and the wardens, to develop a systematic building program providing for the projected, long-range needs of the institutions under his or her control;

(d) To efficiently manage the lands associated with or owned by the department;

(e) To the extent practical, to utilize the staff and services of other state agencies and departments, within their respective statutory functions, to carry out the purposes of this title;

(f) To the extent practical, to develop within the correctional institutions industries that develop work skills for inmates and that also will serve the purpose of supplying necessary products for state institutions and other public purposes as provided by law;

(g) Repealed.

(h) (Deleted by amendment, L. 2000, p. 830, § 3, effective May 24, 2000.)

(i) Repealed.

(j) (Deleted by amendment, L. 2000, p. 830, § 3, effective May 24, 2000.)

(k) To carry out the duties prescribed in article 11.5 of title 16, C.R.S.;

(l) To carry out the duties prescribed in article 11.7 of title 16, C.R.S.;

(m) To provide information to the director of research of the legislative council concerning population projections, research data, and the projected long-range needs of the institutions under the control of the executive director and any other related data requested by the director;

(n) To contract with the department of human services to house in a facility operated by the department of human services any juvenile under the age of fourteen years who is sentenced as an adult to the department of corrections and to provide services for the juvenile, as provided in section 19-2-518 (1) (e), C.R.S.;

(o) To appoint an inspector general and investigators as provided in section 17-1-103.8;

(p) Notwithstanding the provisions of parts 2 and 3 of article 72 of title 24, C.R.S., commonly referred to as the "Open Records Act", to adopt such policies and guidelines as may be necessary concerning the release of records to inmates.

(2) The executive director shall have such other duties and functions as are prescribed for heads of principal departments in the "Administrative Organization Act of 1968", article 1 of title 24, C.R.S.

(3) (a) (I) The executive director shall, upon the recommendation of the department's chief medical officer, appoint a panel of medical consultants.

(II) The executive director shall, upon the recommendation of the department's chief medical officer, determine the membership of the panel based on the medical and surgical needs of the department.

(III) The executive director shall determine the qualifications for appointment to the panel of medical consultants; except that all members of the panel shall be licensed by the state board of medical examiners pursuant to the provisions of article 36 of title 12, C.R.S., or the state board of dental examiners pursuant to the provisions of article 35 of title 12, C.R.S.

(b) Members of the panel of medical consultants shall be compensated at a rate which shall be approved by the executive director. Compensation shall be paid from available funds of the department.

(c) The panel members shall act as medical consultants to the department with respect to persons receiving services from any correctional facility as defined in section 17-1-102 (1.7).

(d) A member of the panel of medical consultants, for all activities performed within the course and scope of said member's responsibilities to the department, shall be entitled to all of the protections of the "Colorado Governmental Immunity Act", article 10 of title 24, C.R.S., as if the panel member were a "public employee" as defined in section 24-10-103 (4), C.R.S. This provision shall not be construed to afford independent contractors hired as panel members any of the protections of the state personnel system, article 50 of title 24, C.R.S.

(e) For purposes of this subsection (3), "panel of medical consultants" means a panel of medical physicians, dentists, or oral surgeons whose duty is to deliver medical services or services related to oral surgery.

(4) For an inmate who was convicted as an adult of a class 1 felony following direct filing of an information or indictment in the district court pursuant to section 19-2-517, C.R.S., or transfer of proceedings to the district court pursuant to section 19-2-518, C.R.S., the executive director shall ensure that the inmate has the opportunity to participate in treatment, programs, and services that is equal to the opportunities granted to other inmates who will be eligible for parole or discharge.

17-1-105 (2006) Powers of the executive director.

1) The executive director shall have and exercise:

(a) All the right and power to transfer an inmate between correctional facilities.

(b) Repealed.

(c) The authority to enter into contracts and agreements with other jurisdictions, including other states, the federal government, and political subdivisions of this state, for the confinement and maintenance in state correctional facilities of inmates sentenced to imprisonment by the courts of such other jurisdictions. The executive director shall notify the appropriate authorities of other jurisdictions, as the executive director deems appropriate, of the availability of space in state correctional facilities for the confinement and maintenance of inmates from other jurisdictions.

(e) The authority to enter into contracts with any county for the placement of inmates pursuant to section 16-11-308.5, C.R.S.;

(f) The authority to enter into contracts and agreements with other jurisdictions, including other states, the federal government, and political subdivisions of this state, for the confinement and maintenance of offenders sentenced to imprisonment by the courts of this state and the authority to reimburse such jurisdictions for the expenses incurred by such jurisdictions in the confinement and maintenance of said offenders;

(g) The authority to issue administrative warrants, solely for the purpose of returning to a correctional facility, jail, or community corrections center, offenders who have escaped from the custody and care of the department, community corrections, the parole board, or the division of adult parole, containing notice to appropriate law enforcement agencies that there is probable cause to believe that an offender has escaped from custody;

(h) The authority to enter into written agreements with any local, state, regional, or federal law enforcement agency operating within the state to allow such agencies and the department to provide personnel or operational support to one another, if deemed available by the executive director, in support of emergency law enforcement operations in Colorado;

(i) The authority to enter into written agreements with any local, state, regional, or federal law enforcement agency operating within the state to permit department personnel to assist in apprehending offenders who have escaped from the custody of the department.

(1.5) The executive director shall have such other powers and functions as are prescribed for heads of principal departments in the "Administrative Organization Act of 1968", article 1 of title 24, C.R.S.

Performance Measures:

1: Recidivism – Improve successful re-integration into the community with pro-social stabilization by offenders released from Colorado prisons by a reduction in the rate of recidivism by 1% per calendar year to 47.7% over 4 years.

#10 Utilities,SAFE,Personnel
Facilitv Services - FTE

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Utilities, SAFE, Personnel & Facility Services FTE

Department: Department of Corrections

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07

Priority Number: 10

OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	182,988,479	177,848,470	0	177,848,470	182,912,165	230,498	183,142,663	0	183,142,663	229,374
	FTE	2,811.6	3,028.0	0.0	3,028.0	3,028.0	6.3	3,034.3	0.0	3,034.3	7.0
	GF	182,291,598	176,734,163	0	176,734,163	181,797,858	230,498	182,028,356	0	182,028,356	229,374
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	696,881	1,109,347	0	1,109,347	1,109,347	0	1,109,347	0	1,109,347	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director AED	**Total**	0	3,625,276	0	3,625,276	3,628,224	4,978	3,633,202	0	3,633,202	5,428
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	3,509,856	0	3,509,856	3,512,804	4,978	3,517,782	0	3,517,782	5,428
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	115,420	0	115,420	115,420	0	115,420	0	115,420	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director SAED	**Total**	0	644,294	0	644,294	644,294	2,332	646,626	0	646,626	1,697
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	620,248	0	620,248	620,248	2,332	622,580	0	622,580	1,697
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	24,046	0	24,046	24,046	0	24,046	0	24,046	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (C) Inspector General Operating Expenses	**Total**	253,065	272,898	0	272,898	279,194	175	279,369	0	279,369	175
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	253,065	267,938	0	267,938	274,234	175	274,409	0	274,409	175
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Utilities, SAFE, Personnel & Facility Services FTE

Department: Department of Corrections **Dept. Approval by: Aristedes W. Zavaras** **Date:** 11/01/07

Priority Number: 10 **OSPB Approval:** **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(2) Institutions											
(A) Utilities											
Energy Management	**Total**	156,884	149,469	0	149,469	149,469	166,841	316,310	0	316,310	172,175
Program	**FTE**	1.0	1.0	0.0	1.0	1.0	1.8	2.8	0.0	2.8	2.0
	GF	156,884	149,469	0	149,469	149,469	166,841	316,310	0	316,310	172,175
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions											
(A) Utilities											
Utilities	**Total**	19,386,500	19,770,403	0	19,770,403	19,783,761	(171,334)	19,612,427	0	19,612,427	(176,589)
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	18,689,619	18,800,522	0	18,800,522	18,813,880	(171,334)	18,642,546	0	18,642,546	(176,589)
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	696,881	969,881	0	969,881	969,881	0	969,881	0	969,881	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions											
(C)Housing & Security											
Personal Services	**Total**	156,996,448	146,508,277	0	146,508,277	151,407,811	31,464	151,439,275	0	151,439,275	34,535
	FTE	2,793.9	3,000.3	0.0	3,000.3	3,000.3	0.9	3,001.2	0.0	3,001.2	1.0
	GF	156,996,448	146,508,277	0	146,508,277	151,407,811	31,464	151,439,275	0	151,439,275	34,535
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions											
(C)Housing & Security											
Operating Expenses	**Total**	1,656,758	1,817,864	0	1,817,864	1,837,988	500	1,838,488	0	1,838,488	500
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,656,758	1,817,864	0	1,817,864	1,837,988	500	1,838,488	0	1,838,488	500
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Utilities, SAFE, Personnel & Facility Services FTE

Department: Department of Corrections **Dept. Approval by: Aristedes W. Zavaras** **Date:** 11/01/07

Priority Number: 10 **OSPB Approval:** **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(2) Institutions											
(C)Housing & Security											
Start Up Costs	**Total**	0	0	0	0	0	4,105	4,105	0	4,105	0
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	4,105	4,105	0	4,105	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(B) Personnel											
Personal Services	**Total**	990,938	965,491	0	965,491	1,059,289	78,922	1,138,211	0	1,138,211	86,628
	FTE	16.7	16.7	0.0	16.7	16.7	1.8	18.5	0.0	18.5	2.0
	GF	990,938	965,491	0	965,491	1,059,289	78,922	1,138,211	0	1,138,211	86,628
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(B) Personnel											
Operating Expenses	**Total**	92,431	92,431	0	92,431	92,431	1,000	93,431	0	93,431	1,000
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	92,431	92,431	0	92,431	92,431	1,000	93,431	0	93,431	1,000
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(B) Personnel											
Start Up Costs	**Total**	0	0	0	0	0	8,210	8,210	0	8,210	0
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	8,210	8,210	0	8,210	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Utilities, SAFE, Personnel & Facility Services FTE

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(3) Support Services											
(D) Communications	**Total**	1,362,265	1,459,640	0	1,459,640	1,459,640	3,150	1,462,790	0	1,462,790	3,150
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,362,265	1,459,640	0	1,459,640	1,459,640	3,150	1,462,790	0	1,462,790	3,150
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(F) Training	**Total**	275,050	277,156	0	277,156	277,374	140	277,514	0	277,514	140
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	275,050	277,156	0	277,156	277,374	140	277,514	0	277,514	140
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(G) Information Systems	**Total**	914,381	1,358,665	0	1,358,665	1,358,665	1,400	1,360,065	0	1,360,065	1,400
Operating Expenses	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	914,381	1,358,665	0	1,358,665	1,358,665	1,400	1,360,065	0	1,360,065	1,400
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(H) Facility Services											
Personal Services	**Total**	806,222	824,510	0	824,510	851,929	89,405	941,334	0	941,334	98,135
	FTE	0.0	10.0	0.0	10.0	10.0	1.8	11.8	0.0	11.8	2.0
	GF	806,222	824,510	0	824,510	851,929	89,405	941,334	0	941,334	98,135
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Utilities, SAFE, Personnel & Facility Services FTE

Department: Department of Corrections **Dept. Approval by: Aristedes W. Zavaras** **Date:** 11/01/07

Priority Number: 10 **OSPB Approval:** **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(3) Support Services											
(H) Facility Services											
Operating Expenses	**Total**	79,692	82,096	0	82,096	82,096	1,000	83,096	0	83,096	1,000
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	79,692	82,096	0	82,096	82,096	1,000	83,096	0	83,096	1,000
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(H) Facility Services											
Start Up Costs	**Total**	17,845	0	0	0	0	8,210	8,210	0	8,210	0
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	17,845	0	0	0	0	8,210	8,210	0	8,210	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:

Cash Fund name/number, Federal Fund Grant name:

IT Request: ☐ **Yes** ☑ **No**

Request Affects Other Departments: ☐ **Yes** ☑ **No** **If Yes, List Other Departments Here:**

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Corrections
Priority Number:	10
Change Request Title:	Utilities, SAFE, Personnel, Facility Services FTE

SELECT ONE (click on box):

☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:

☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

This Decision Item requests an additional 6.3 FTE for 11 months in FY 08-09 and $230,498 for personal services, operating expenses and start-up costs. In FY 09-10, the request is for 7.0 FTE and $229,374 for personal services, operating expenses, and start-up costs for the following subprograms.

1.	**(2)(A) Utilities Subprogram**	FY 08-09:	1.8 FTE	$-0-
		FY 09-10:	2.0 FTE	$-0-
2.	**(2)(C) Housing and Security**	FY 08-09:	0.9 FTE	$37,426 (GF)
		FY 09-10:	1.0 FTE	$36,376 (GF)
3.	**(3)(B) Personnel Subprogram**	FY 08-09:	1.8 FTE	$91,184 (GF)
		FY 09-10:	2.0 FTE	$90,638 (GF)
4.	**(3)(H) Facility Services Subprogram**	FY 08-09:	1.8 FTE	$101,888 (GF)
		FY 09-10:	2.0 FTE	$102,360 (GF)

1. (2)(A) Utilities Subprogram

Short Summary of Request:

The Utilities Subprogram requests additional FTE authority and transfer of spending authority from the Utilities line to fund 1.0 Professional Engineer III and 1.0 General Professional III in the Energy Management Program line. The amount requested for transfer is $171,334 in FY 08-09; and $176,589 in FY 09-10. This would be a zero dollar cost to the State.

FY 08-09:	1.8 FTE (2.0 @ 11 months)	$-0-
FY 09-10:	2.0 FTE	$-0-

Background and Appropriation History:

The Utilities Subprogram provides reliable, cost-effective utility services to all Department of Corrections (DOC) buildings, equipment, and other systems in order to provide a secure and safe living and work environment. The mission of the Energy Management Program (EMP) is to improve plant and program operational energy and/or utility efficiencies through life cost analysis, cost-effective energy and/or utility procurement, improved maintenance, system optimization and user education and incentive systems.

The EMP was created in HB 95-214. Footnote #14 requested the Department of Corrections "to continue the energy management program designed to reduce overall energy consumption in the department's facilities. Up to $100,000 of the department's utility appropriation may be for this program and a portion of these funds may be used to hire the equivalent of 1.0 FTE as an energy management program manager."

A footnote to the same effect was continued every year thereafter until FY 06-07 whereby JBC staff recommended an appropriation of $150,000 General Fund and 1.0 FTE to a new line item entitled Energy Management Program. The Energy Management Program Line Item was added through HB 06-1385 and included $150,000 in personal services and operating to fund a Utilities Manager. In FY 07-08, SB 07-239 reduced the line by 0.5 percent to $149,469 in accordance with JBC common policy. The EMP currently funds 1.0 FTE Utilities Manager. This position manages over $20 million annually in utility usage and charges for the DOC.

HB 01-1381 Concerning Cost-Savings Measures that May be Financed by Governmental Agencies enabled the contracting for a Energy Analyst. Over the last seven years cost avoidance funds have paid for a contract employee to perform the essential functions of scanning, storing and analyzing utilities billing and use documentation. These records are made available to DOC facilities. The EMP utilizes the information to trend use, audit billings, project use and to develop budgets. Due to various Human Resources policies, it is being recommended by the Department of Personnel that this position convert to that of an FTE, and no longer be performed by a contract employee.

The EMP has proven for over ten years that substantial cost avoidance is being achieved annually. It has been reiterated in every annual report that the program cannot be managed by 1.0 FTE alone, and the program has utilized contract staff to ensure successful program management.

Over the last three years, the EMP has created, avoided and/or reduced costs by an average of $1,965,667. Additionally, utility invoice auditing and contract monitoring has netted rebates and prevented overpayments.

05/06	$1,560,055
04/05	$2,421,154
03/04	$1,915,788
Average	$1,965,667

The following Governor's Executive Orders were issued: D008-07 Greening of State Government; D0010-07 The Governor's Energy Office; D0011 07 Greening of State Government: Goals and Objectives; D0012-07 Greening of State Government: Detailed Implementation; and D0014-03 Energy Performance Contracting to Improve State Facilities. The Governor's Executive Orders require state agencies to comply with his energy efficiency and renewable energy initiatives. State agencies are to reduce energy consumption in state facilities and vehicles, and use efficient materials and resources. The directive is to reduce overall energy use by 20% or more by end the of FY 11-12.

The above-mentioned Governor's Executive Orders are clear in the directive to develop and administer Energy Performance Contracting in State Facilities.

The Request for Proposals (RFP) process for Performance Contracting services has been completed, but requires an FTE to perform the monitoring and measuring of the ESCO (Energy Service Contractors). The energy service contractors will perform efficiency audits on all DOC buildings and equipment regarding utility consumptions, and assist in tracking and reporting on the Greening Government Initiatives to the Governor's Energy Office (GEO).

General Description of Request:

This request is for 2.0 FTE authority and to transfer funds from the Utilities line to the Energy Management Program line to fund 1.0 Professional Engineer III to implement and comply with the Governor's Executive Orders for the Greening of State Government and Energy Performance Contracting to Improve State Facilities; and 1.0 General Professional IIII as an Energy Analyst to enter, analyze, and make recommendations regarding all utilities data received for each facility.

The Professional Engineer III will provide the mechanical expertise to advise the Utility Manager on the most logical and efficient cost avoidance projects. This person will monitor the ESCO's (Energy Service Contractors) on all the performance contracts as mandated by the Governor's Executive Orders regarding Greening Government. He/she will develop reports for each facility which will generate information and build patterns on various systems to assist in equipment replacement and to reduce consumption (another Governor's Executive Order).

The General Professional III will function as an Energy Analyst encompassing both daily and monthly routine functions which build the cumulative database of consumption, billing, vendor, and expense. All utility bills are analyzed by meter for detection of any errors on the part of the vendors. The position maintains the integrity of all archived utilities records and builds comparison reports which help forecast the usage for futures market purchases (gas usages). Comparable climate prediction functions, in conjunction with cost avoidance project management, are performed for better forecasting.

Consequences if Not Funded: If FTE authority and funding transfer from the Utilities line is not granted to the Energy Management Program for the Professional Engineer III, the DOC will be unable to comply with the Governor's Executive Orders named above. The EMP currently does not have the man-power or expertise required to implement the orders of the Governor. If the GP III is not approved, the EMP will continue to contract services. Since the human resources contracting policy requires a new contractor every two years, the program would lose significant historical documentation and experience.

Impact on Other Government Agencies: NOT APPLICABLE

Cost Benefit Analysis:

Cost	**Benefit**
General Fund Impact: FY 08-09 $-0- FY 09-10 $-0-	Funding for a Professional Engineer will allow the Department to implement the requirements to comply with the Governor's Executive Orders for Greening of State Government and Performance Contracting for Energy Management. The PE could negotiate and manage the contract with energy service contractors (ESCO) for the Performance Contracting. The PE would provide monitoring and measuring of the ESCO. The ESCO would perform the efficiency audits and assist in tracking for the Governor's Energy Office (GEO). The General Professional position would continue the critical function of scanning and analyzing utilities consumption and cost data for the realization of increased efficiencies and cost avoidances and maintain the utilities data base systems used throughout the department.

Funding in the affected subprograms would be as follows:

SUBPROGRAMS AFFECTED BY UTILITIES - ENERGY MANAGEMENT PROGRAM (EMP) FTE REQUEST

FY 08-09 UTILITIES

Utilities		($171,334)
EMP-Personal Services	$147,348	
EMP- Operating	$10,440	
EMP-Start-Up	$9,053	
Total EMP line		$166,841
EDO-AED	$2,113	
EDO-SAED	$990	
Inspector General- Operating	$50	
Communications-Operating	$900	
Training - Operating	$40	
Information Systems - Operating	$400	
Total Other Subprograms		$4,493
TOTAL UTILITIES REQUEST		**-0-**
FTE		**1.8**

FY 09-10 UTILITIES

Utilities		($176,589)
EMP-Personal Services	$161,735	
EMP- Operating	$10,440	
EMP-Start-Up	$0	
Total EMP line		$172,175
EDO-AED	$2,304	
EDO-SAED	$720	
Inspector General- Operating	$50	
Communications-Operating	$900	
Training - Operating	$40	
Information Systems - Operating	$400	
Total Other Subprograms		$4,414
TOTAL UTILITIES REQUEST		**-0-**
FTE		**2.0**

2. (2)(C) Housing and Security

Short Summary of Request:

This portion of the request is for 1.0 Administrative Assistant to provide administrative support to 8.0 SAFE Program staff.

FY 08-09:	0.9 FTE (1.0 @ 11 months)	$37,426 (GF)
FY 09-10:	1.0 FTE	$36,376 (GF)

Background and Appropriation History:

The mission of the DOC SAFE Program is to operate safely within this unique, unpredictable environment, to heighten sensitivity and focus even further on safety and security, and to provide all staff with the knowledge, skills, and support resources deemed essential to promote personal safety and wellness in the face of an ever evolving, challenging correctional environment.

The Housing and Security Subprogram is responsible for the safety and security of the public, staff, and offenders while maintaining a safe, humane, and an appropriately secure living environment. This subprogram handles the day-to-day management of offenders, as well as long-term living conditions for the offender population.

The DOC SAFE Program, within the Housing and Security Subprogram, was created in 2005 to address safety issues in the facilities, and to enhance safety and security of the public, staff, and offenders. Consequently, Vulnerability Assessments; Security Audits; and Safety, Security and Emergency Management Training were designed and implemented to evaluate and recommend improvements of facility policies, operations, procedures and critical incident responses.

SAFE Program Staff

SAFE Program staff is the DOC subject matter experts in use of force (UOF), emergency management, special operations response teams (SORT), security auditing, vulnerability assessments, weapons, range management, and reportable critical incidents. Incident Management – Emergency Operation Plans, Incident Alert Drills (IAD), Security Monitoring Exercises (SME), first responder and facility mobilization, weapon systems, firearms qualifications, Emergency Response Team training, less lethal systems, range management. The SAFE Program is comprised of eight staff with duties and responsibilities as follows:

Incident Review Officer (GP V): Use of force (UOF) review and notification to wardens of significant issues, and forward to Inspector General's Office for review if necessary; Critical Incident review; Maintain Security Threat Group incident database; Facility incident reporting; Dissemination of Security Alerts and best practices to facility Wardens; Fact findings throughout the state; Direct supervision of the Security Specialist and SORT Commander.

Security Specialist (GP IV): Administer and direct Incident Management System (IMS) to ensure National Incident Management Systems/Incident Commands System (NIMS ICS) compliance by policy and practice; Oversee the Security Auditing process by scheduling auditors, assigning chairperson, entering non-compliant issues, reviewing and approving facility responses; Oversee the Vulnerability Assessment process by scheduling and follow-up; Conduct fact findings; Monitor the budget for private hospital security contractor while overseeing their processes.

SORT Commander (CO IV) - Supervise the Assistant SORT Commander (CO III), Armorer (CO III), Range Specialist (CO III), 2 SORT/Central Armorers (CO III, CO II); Ensures the SORT Team is prepared to respond to and resolve various emergencies with lethal weapon systems; SORT members assist with training Emergency Response Teams (ERT) teams and conduct ERT Academies; Provide technical expertise to state and private facilities; Improve and enhance emergency preparedness throughout the department

Armorer is responsible for receiving and processing all requests for weapons, ammunition and chemical agents for the Department. Inspects all received items before they are deployed to facilities; Repairs weapons for the DOC; Maintains a master system-wide perpetual inventory of all firearms, ammunition, chemical agents, and related equipment; Personal inspection of every weapon on inventory every two years; and Audits DOC armories.

Range Specialist: Oversee the scheduling for the use of the East Canon Complex Range; Maintain the ECC Range and buildings; Inspect every CDOC range annually and submit range inspection report to the Director of Prisons; Serves as the facility armorer for the Canon Minimum Centers and as the Facility Emergency Management Coordinator; Assist with firearms qualifications

Central Armorers are primary instructors for weapons qualifications for the East Canon Complex staff; Assist with weapons training/qualifications for the Basic Training Academies; Assist with auditing CDOC armories; Serve as facility armorers at their respective facilities; Assist with training weapon systems; Conduct remedial training for staff

SAFE Program staff enhances and makes recommendations for changes to security related Administrative Regulations based upon best practices throughout the department, Security Audits, and Vulnerability Assessments.

Vulnerability Assessments

A Vulnerability Assessment is a systematic evaluation in which quantitative and/or qualitative techniques are applied to determine the physical protection system's effectiveness level against specific undesired events and/or a range of potential threats. The highest priorities are preventing offender escapes and the introduction of contraband.

There are 6 Vulnerability Assessments performed each year. The Incident Review Officer and Security Specialist are the lead administrators for Vulnerability Assessments. They

rotate as the Administrator at each facility. The Vulnerability Assessments typically require one week, approximately 60 hours in the facility are invested by each team member during a four and two third day assessment. It takes an average of 14-16 hours to complete the Vulnerability Assessment document.

During the Vulnerability Assessment process, a team of seven or eight DOC staff characterizes a facility; assesses the threats; identifies the undesired events; describes and analyzes the existing Physical Protection System (PPS); runs limited scope performance tests using Path Sequence Diagrams (PSD); and identifies potential vulnerabilities and associated risks.

Security Audits

SAFE Program staff participate as auditors and chairs for Security Audits throughout the state. Approximately 20-40 hours are invested by each team member during a two to four day audit. The Security Audit Instrument and Executive Summary are completed by the chairperson, and entails approximately 14-16 hours to finalize.

Every facility is audited annually by teams of 7-8 staff. The Security Specialist is present at the majority of the audits to act as a resource and to review ACA files. The Security Specialist reviews the Executive Summary and completed Security Audit Instrument. This individual enters the non-compliant issues into a database for response by the facility and follow-up. During the year, SAFE Program staff act as the Security Chair for some of these audits or assist with conducting audits. The chair person has to complete the Executive Summary and Security Audit Instrument, which at this time is a 125-page document. The Armorer, Range Specialist, or one of the SORT Central Armorers audits the armory at each of the facilities.

The primary purpose of conducting Security Audits is to identify weaknesses or deficiencies in a particular security operation so that self-corrective actions can be taken. Security auditing is viewed as a proactive approach to enhancing prison security. The goal is to identify and respond to weaknesses before the offender population detects and acts upon them. The secondary reason for conducting Security Audits includes determining if a

facility's procedures and actual practices comply with DOC policy and to make an assessment as to whether security resources are being used in an efficient and effective manner and that Emergency Management training, coordination, and assessment is supported throughout the state.

There are a total of 17 Security Audits conducted each year for state facilities which includes 23 separate physical plants; and two audits of Correctional Industries' areas. Canon Minimum Center and the Denver Complex consist of three separate facilities each, and the Buena Vista Correctional Complex consists of the main facility and the Colorado Corrections Alternative Program. Each physically separated facility is audited during the process. Vulnerability Assessments are conducted on approximately six (state and private) facilities each year. Additional assessments occur at the direction of the Director of Prisons.

Unscheduled Audits/Assessments
Based upon incidents throughout the department, the Director of Prisons may call for an audit/assessment. Each audit has the potential for a follow-up audit/assessment. Facility requests for additional audits also occur. SAFE staff cannot always respond to these requests until they have completed their administrative requirements of the program.

SAFE Program Administration
The Incident Review Officer and Security Specialist currently spend an estimated 25-30% of their time consumed with administrative requirements of the assessments and audits. The remaining six SAFE staff spends approximately 10-15% of their time on administrative responsibilities.

General Description of Request:

This request is for 1.0 Administrative Assistant II to provide administrative support to the eight SAFE staff and to improve efficiency and organization in the SAFE Program. The requested FTE would assist with completion of the requisite reporting documents for the Security Audits and Vulnerability Assessments conducted throughout the state and includes data entry of non-compliant and critical issues into a follow-up/response database; completion of Security Audit Instrument narratives and Security Audit Executive

Summaries. Additional duties would include entering and tracking use of force incidents, monthly and quarterly reports, drafting memorandums, taking meeting minutes, and filing.

Funding this position would allow SAFE Program staff additional time to inspect facilities and ranges thoroughly; conduct requested and unscheduled audits; and mentor and train staff. SAFE Program staff currently spends 10-30% of their time completing the administrative functions of the assessments and audits. A support position would allow the SAFE staff to perform their level of duties utilizing their expertise in safety and security practices throughout the department. The assessments, audits, inspections, follow-up assessments, critical incident reviews, use of force reviews, fact findings, mentoring, and training of staff would all be accomplished more efficiently.

Consequences if Not Funded:

If the Administrative Assistant II is not funded for the SAFE Program, higher level staff will continue to complete administrative duties which will take time from their level of expertise. Requests for unscheduled audits and/or safety security training would continue to be delayed. Safety, Security and Emergency Training and unscheduled audits will be placed on hold until SAFE staff completes the administrative requirements of the program.

Impact on Other Government Agencies:

NOT APPLICABLE

Cost Benefit Analysis:

Cost	Benefit
General Fund Impact: FY 08-09: $37,426 FY 09-10: $36,376	Hourly rate for requested position compared to position currently performing the duties. FTE Requested: — FTE Currently performing duties: Administrative Assistant II $14.79 — General Professional V (entry level) $31.71 The Administrative Assistant II would assume approximately 85% of the administrative functions currently being performed by the 8.0 SAFE FTE at a lower cost to the state. SAFE staff could focus more on the mission of the SAFE Program. An additional 12 to 24 unscheduled security audits; facility assessments; on-site testing of facility first responders; and mobilization could be conducted each year. The number would depend upon the scope of the audit request. Approximately 12 additional on-site evaluations of facility Incident Alert Drills by observing processes could be provided. Critical training for continual improvement and enhancement in safety and security could be delivered to staff in the facilities and at the Training Academy.

SUBPROGRAMS AFFECTED BY HOUSING AND SECURITY - SAFE PROGRAM FTE REQUEST

FY 08-09 SAFE

Housing Security Personal Services	$31,464	
Housing Security Operating	$500	
Housing Security Start-Up	$4,105	
Total Housing Security		$36,069
EDO-AED	$451	
EDO-SAED	$211	
Inspector General- Operating	$25	
Communications-Operating	$450	
Training - Operating	$20	
Information Systems - Operating	$200	
Total Other Subprograms		$1,357
TOTAL SAFE REQUEST		**$37,426**
FTE		**0.9**

FY 09-10 SAFE

Housing Security Personal Services	$34,535	
Housing Security Operating	$500	
Housing Security Start-Up	$0	
Total Housing Security		$35,035
EDO-AED	$492	
EDO-SAED	$154	
Inspector General- Operating	$25	
Communications-Operating	$450	
Training – Operating	$20	
Information Systems – Operating	$200	
Total Other Subprograms		$1,341
TOTAL SAFE REQUEST		**$36,376**
FTE		**1.0**

3. (3)(B) Personnel Subprogram

Short Summary of the Request

This portion of the request is to provide an Administrative Assistant III in the Selections Unit and a Technician IV in the Records unit of the Personnel Subprogram's, Office of Human Resources.

FY 08-09:	1.8 FTE (2.0 @ 11 months)	$91,184 (GF)
FY 09-10:	2.0 FTE	$90,638 (GF)

Background and Appropriation History:

The Personnel Subprogram, through the Office of Human Resources (OHR), provides a comprehensive support system to the DOC in all personnel functions, including recruitment, testing, interviewing, selecting, hiring, orientation of employees, interpretation of personnel rules, maintenance of records (manually and by computer data capture), performance management, special actions (separations, career development, appeals, settlements), Equal Employment Opportunity (EEO), and the Americans with Disabilities Act (ADA).

In FY 02-03 the Personnel Subprogram lost 7.2 FTE, and in FY 03-04 sustained a cut of 7.6 the result over the two years was a 47% reduction in OHR staff.

The following appropriations history table depicts the comparison of OHR FTE to the total number of DOC FTE funded per fiscal year.

OHR FTE History			
FY	Legislation	OHR FTE	Total DOC FTE
02/03	HB 02-1420	31.5	6,122.6
03/04	SB 03-258	24.3	5,824.6
04/05	HB 04-1422	16.7	5,880.5
05/06	SB 05-209	16.7	5,910.4
06/07	HB 06-1385	16.7	6,097.4
07/08	SB 07-239	16.7	6,339.9

The Personnel Subprogram has remained at 16.7 FTE since FY 04-05 while total DOC FTE has increased annually. In FY 02-03 the HR Staff to Employee ratio was 1:194 and in FY 07-08 the ratio is 1:380.

Because of the enormity of the workload, the professional OHR staff is relegated to completing the most urgent work under intense time pressure, frequently at the expense of other less pressing, yet necessary activities. Other impacts of workload ratio include diminished quality, ineffective delineation of assignments, and burnout. The overload results in delays in filling many of the professional, technical, and support positions outside of the priority which are the "safety and security positions." This places undue hardships on areas that operate below optimum staffing levels, compromising safety, and affecting department morale which creates a vicious cycle of more vacancies. Additionally, the quality and accuracy of personnel actions, records and documentation suffers leaving the department vulnerable to grievances, appeals, negative audit findings and litigation.

The lack of administrative support necessitates the use of valuable professional staff time for clerical functions such as data entry, reception, file maintenance, scheduling, mailings, copying, faxing, etc. This drastically reduces time available for professional and technical human resources functions including examination development, training, job analysis, complex record and rule analysis, job evaluation, employee relations, and development of policies and electronic systems. It also results in delayed turnaround time in exam processes and hiring of quality staff. The support functions performed by professional staff are paid at a higher salary than they would be if properly delineated and performed by lower paid administrative assistant staff.

OHR staff cannot catch up with the day-to-day, mission-critical workload. This leaves customers (primarily DOC managers, employees, and the public) less than satisfied. OHR staff has become very frustrated because they feel like they cannot adequately get the work done with the quality and performance level they expect, much less make necessary improvements.

Staff is experiencing symptoms of burnout and issues with work/life balance due to the demands of the job, extra hours, complexity, and labor-intensive clerical activities performed in addition to their regular, full-time assignments. Most staff is stretched to the limit as they continue to conduct all exam and record processing activities for 120 to 150 positions each 6-week training period while providing customer service to the public, management, and DOC employees.

A backlog of employment actions cannot exist in the Records Section, because pay-related changes must be processed prior to the payroll run-date that coincides with the effective date of the action. Regarding pay functions, the consequences of any ongoing backlog are too high so it is avoided at all costs. Each employee in the Records Unit regularly works an average of 10 hours of overtime during the week of payroll deadline to ensure timely processing.

There is a backlog in the basic operation of filling positions, but it is difficult to quantify because there are not adequate data-reporting systems to provide a detailed breakdown of activities which could then be compared to expected/reasonable timeframes for those activities (note: there is also not sufficient staff time available to create such a system). Another difficulty in estimating backlog is that Employment Services has developed streamlined methods such as open-continuous announcements, yearly promotional lists, and written objective exams to address the most urgent needs in a manner that circumvents the backlog. Because of needs to fill recent critical shortages in Clinical Services, Parole and Community, and security and safety-related positions (e.g., double bunking), the Unit has become reactive rather than proactive.

Many necessary projects don't get done or lag considerably aside from the basic function of filling positions. In order to allow proper focus on maintaining staffing levels for 6,300+ positions and processing in excess of 25,000 applications per year, other large projects such as studies, audits, electronic systems, and enhanced data reporting do not occur or are subject to extraordinary delays. Quality improvement efforts also suffer greatly. Work accuracy/quality and the ability to properly document activities diminishes and increases OHR exposure to legal challenges and negative audit findings.

The following table shows the DOC has the highest ratio of HR staff to total employees of any state agency. (Information from 05-06 Work Force Data Report)

Aug-07 **Agency**	**Agency Code**	**Total Human Resources Staff**	**Total Employees Served**	**Ratio**
Governor's Office	EAA	1	2	1:2
Dept of Treasury	WAA	1	23	1:23
Dept of Health Care Policy & Finance	UHA	6	216	1:36
Dept of Law	LAA	3	142	1:47
Dept of State	VAA	2	96	1:48
State Auditor's Office	MDA	1	48	1:46
Dept of Local Affairs	NAA	3	168	1:56
Dept of Labor & Employment	KAA	17	1011	1:60
Dept of Personnel & Administration	AAA	6	508	1:84
Dept of Transportation	HAA	34	3027	1:89
Dept of Regulatory Agencies	SAA	5	492	1:98
Dept of Natural Resources	PAA	14.0	1403	1:100
Dept of Military & Veteran's Affairs	OAA	1	101	1:101
Dept of Education	DAA	2	213	1:107
Dept of Public Health & Environment	FAA	10	1128	1:113
Dept of Revenue	TAA	11	1365	1:124
Dept of Agriculture	BAA	2	259	1:130
Dept of Public Safety	RAA	9	1237	1:137
Dept of Human Services	IAA	32	5132	1:160
Dept of Corrections	CAA	19	5520	1:290

General Description of Request: The Personnel Subprogram, Office of Human Resources (OHR) requests 1.0 FTE Administrative Assistant III to provide support to the Selections Unit; and 1.0 FTE Technician IV for the Records Unit to restore staff lost in prior year budget cuts, and to provide increased staffing and employment administration services critical to the fulfillment of the DOC mission. The additional FTE would also allow OHR to develop and implement efficiencies suggested in the Governor's Efficiency Management (GEM) report, while continuing to provide regular necessary services for an increasing number of DOC staff.

An FTE was recommended for the Records Unit pursuant to an internal audit conducted in the spring of 2007 to reduce the current monthly workload average. The internal audit analysis showed an 89% increase in average monthly caseload from 123 per Records Unit employee in 2002 to 232 per employee in 2007. A Technician IV in the Records Unit would provide additional workload coverage for system entry and documentation of all employment actions (new hires, transfers, promotions/demotions, and separations). This position would also assess and implement process improvements and serve as lead worker to two other Records Unit employees. The additional Technician would improve quality and workload measures in compliance with audit findings.

An Administrative Assistant III would support the Selections Unit which is responsible for recruiting, announcing positions, developing and administering exams, and referring eligible candidates for DOC vacancies. In accordance with the constitution and state statute, all positions are to be filled through tests of competitive merit and fitness. An average of 100-150 new employees are hired for each 6-week Basic Training Academy. The additional Administrative Assistant would enter applicant information, produce test material, assist with exam administration, and perform data system operations to score exams, notify applicants, and finalize hiring and exam paperwork. This work is currently performed by human resource specialists in support of their own work as higher-salaried professionals.

Consequences if Not Funded:

If FTE are not restored to the Office of Human Resources (OHR), ultimately the Department will not be able to adequately meet many objectives. Accomplishment of mission-critical goals translates to having the staff necessary to carry out these objectives.

Lack of good recruitment efforts and failure to develop exams that select the best and brightest would be detrimental to maximizing the potential of the workforce. Employment information must be accurately entered, maintained and reported, not only when someone is first hired but anytime any aspect of their information changes throughout their career. Failure to perform this properly can result in significant problems including employees not getting paid or experiencing pay errors, or in the production of inaccurate data for legal documentation and reporting purposes.

Although an FTE was not specifically requested for the Dispute Resolution/Employee Relations section, that section has supplied assistance elsewhere in OHR since their workload is not directly driven by volumes and time-frames, with the exception of litigation-related matters they have been able to provide assistance. The natural consequence of insufficient staff in the Dispute Resolution/Employee Relations section is that more employment issues and concerns have to be resolved at a higher level, involving increased litigation costs and negative impact on workplace morale, productivity and effectiveness. Long-term shortages in any human resources function will have large-scale and lasting impact on the Department's ability to accomplish the mission and objectives.

Impact on Other Government Agencies:

NOT APPLICABLE

Cost Benefit Analysis:

Cost	Benefit
General Fund Impact: FY 08-09: $91,184 FY 09-10: $90,638	Hourly rate for requested position compared to position currently performing the duties. FTE Requested: Administrative Assistant III: $16.64 Technician IV: $20.45 FTE Currently performing duties: General Professional III: $22.54 General Professional IV: $27.39 Two additional FTE in OHR would assume many of the administrative and technical support duties currently being performed by higher-salaried professionals. Increasing support staff in OHR could reduce time to fill a position that requires a full exam development from twelve weeks to eight weeks. Professional/technical staff would have increased availability to improve turnaround times; enhance the quality of recruitment, exams, records analysis and processing; and improve employee relations and retention. DOC would experience improved quality in key services provided by OHR: such as hiring, optimizing and retaining DOC employees who perform the agency's central mission. Additional accomplishments would include development of a fully integrated, comprehensive human resource information system (already in progress but regularly deferred due to lack of staff to accomplish the regular workload); a focus on automation to significantly streamline processes; and overall, a more proactive, responsive and optimized human resource service for DOC. The Technician IV in the Records Unit would provide additional workload coverage for system entry and documentation of all employment actions (new hires, transfers, promotions/ demotions, and separations). This position would also assess and implement process improvements and lead the work of two other Records Unit employees by providing training. An additional Technician would improve quality and workload measures in compliance with audit findings. Little or no overtime would be incurred in OHR Records Section for required monthly payroll processing; and improved customer service would be experienced as a more responsive and helpful staff could address all types of inquiries and needs.

SUBPROGRAMS AFFECTED BY PERSONNEL – OFFICE OF HUMAN RESOURCES (OHR) FTE REQUEST

FY 08-09 OHR

Personnel Personal Services	$78,922	
Personnel Operating	$1,000	
Personnel Start-Up	$8,210	
Total Personnel		$88,132
EDO-AED	$1,132	
EDO-SAED	$530	
Inspector General- Operating	$50	
Communications-Operating	$900	
Training - Operating	$40	
Information Systems - Operating	$400	
Total Other Subprograms		$3,052
TOTAL OHR REQUEST		**$91,184**
FTE		**1.8**

FY 09-10 OHR

Personnel Personal Services	$86,628	
Personnel Operating	$1,000	
Personnel Start-Up	$0	
Total Personnel		$87,628
EDO-AED	$1,234	
EDO-SAED	$386	
Inspector General- Operating	$50	
Communications-Operating	$900	
Training - Operating	$40	
Information Systems - Operating	$400	
Total Other Subprograms		$3,010
TOTAL OHR REQUEST		**$90,638**
FTE		**2.0**

4. (3)(H) Facility Services Subprogram

Short Summary of Request:

The Facility Services Subprogram requests 1.0 General Professional III and 1.0 General Professional II for project records management, project contracts processing, and project budget tracking.

FY 08-09:	1.8 FTE (2.0 @ 11 months)	$101,888 (GF)
FY 09-10:	2.0 FTE	$102,360 (GF)

Background and Appropriation History:

The Office of Facility Management Services (FMS) serves as a professional resource and provides centralized support to the DOC by: overseeing standards and maintenance for the existing correctional facilities; supervising programming, design, and construction of new facilities and renovations to existing facilities; maintaining the facility audit inventory of all DOC buildings – currently totaling 765 separate structures and 7,001,971 square feet of lease and state-owned buildings; serving as the central coordinator of various federal/state issues involving Americans with Disabilities Act (ADA), Colorado State Historical Society (CHS), Environmental Protection Agency (EPA), American Correctional Association (ACA), Colorado Department of Public Health and Environment (CDPHE); local jurisdictions related to emergency response, fire departments, hazardous material response, water districts, wastewater districts, and other utility providers; maintaining responsibility for timeliness and cost-effectiveness in maintenance, construction and operational efforts; coordinating and authoring the DOC Strategic Plan, the Capital Construction (CC) and Controlled Maintenance (CM) budget requests, Risk Management Building and Contents report; managing and administering CC, CM and Emergency Maintenance (EM) projects through State Buildings and Real Estate Programs(SBREP); and allocate the Maintenance Subprogram budget including approval of Maintenance Contingency requests. As a delegated agency, FMS adheres to SBREP processes; and is the leasing agent for the DOC.

Prior to the 2003 staff reductions, FMS was appropriated 19.3 FTE. When the 2003 budget reductions were implemented, FMS was slashed to 8.3 FTE, while the workload increased. Through the dedication and historical longevity of the remaining staff, FMS was able to accommodate the Department's needs for the next year. In 2004 CC

appropriations were cut, which leveled off the work load for that year. In FY 06-07, HB 06-1385 funded an additional 1.4 FTE in FMS to increase FTE to 10.0. As DOC receives additional CC and CM funds, additional staff is needed to manage and complete the projects on schedule and in budget. Restoration of staff would allow FMS to recover its former efficiencies and operational status.

The following chart compares FMS FTE with project dollars being administered by FMS.

Facility Services Appropriation History			
FY	FMS PS FUNDING	FMS FTE	CC/CM Fund Balance
02/03	$1,050,117	19.3	$18,927,059
03/04	$594,235	8.6	$10,929,174
04/05	$593,047	8.6	$8,012,868
05/06	$611,576	8.6	$141,177,930
06/07	$766,001	10.0	$154,192,253
07/08	$824,510	10.0	$227,144,390

General Description of Request:

The 2.0 FTE requested include 1.0 General Professional III to serve as the FMS project records manager; and a 1.0 General Professional II to provide project contracts processing and budget tracking. FMS is currently managing 32 Capital Construction, Controlled Maintenance, and Emergency Maintenance projects with a total appropriation of $227,144,390. Each project generates similar documentation regardless of the dollar value. Documentation includes contracts, construction documents, funding, correspondence, etc. FMS had systems in place prior to staffing cuts in 2003/04 but was forced to abandon the records management function. Project managers have attempted to keep up with the massive records of their assigned projects.

FMS file archiving remains in dire need of organization. This function is mandated by Colorado State Archives, and has been abandoned for the last 4 years. Requisite project records have been retained, however, due to the absence of an archivist, there is no logical

path to the records. This lack of methodology is 100% based on the staff reductions of 2003 and the loss of the FMS Records Manager. It costs the Department in staff time required to locate much needed documents. The disorganization also affects the electronic records, where without standards issues for storage and retrieval, everyone has created their own system, causing gross duplication of records and time wasted trying to locate the right file. The Records Manager will resume records retention and destruction schedules. CC and CM projects have specific retention requirements whereby certain documents are required to be kept permanently. This position will be required to implement and maintain all FMS CC/CM project records in accordance with State Archives standards.

The General Professional II would provide project budget and contracts processing services. Currently FMS does not have a position assigned to this function. Until the staff cuts of 2003, the Department had 2.0 FTE supporting these individual functions. As noted above, FMS projects require multitudes of paper processing and tracking as required by the Office of the State Architect (OSA) through the State Buildings and Real Estate Program (SBREP). This position would be responsible for keeping track of legal documents being routed through the system and creating and maintaining the project budget and tracking systems. With the CSP II project being bid and managed in-house, there will be an estimated 19 contracts and all documentation that goes along with them to maintain. The remaining projects will require two or three contracts each which equates to processing for over 100 contracts and does not include any change orders, amendments, or supplements that usually occur throughout a project.

Consequences if Not Funded:

If this request is not funded, FMS will continue to monitor funded CC/CM projects. However, FMS will be forced to request additional funding and latitude in creative financing to allow contracting for these services. Contracting is not the most ideal means of providing the staff, but if FTE are not funded, this would be the only solution. If not funded, efficiencies and construction schedules could be delayed resulting in additional costs to the state. Schedule slippage could result in a 3.1% increase per year based on the national construction inflation rate. Without the staff to maintain the integrity of the records, FMS will continue to struggle, and be out of compliance with the State Buildings

Records and Archive mandates. Records management will remain five years behind, and budget tracking documents required to enhance project efficiencies and generate cost savings will remain at least two years behind. Without staff, contracts and payments will continue to be processed at a slower rate. Staff will continue to work overtime to ensure that payments are processed.

Impact on Other Government Agencies: NOT APPLICABLE

Cost Benefit Analysis:

Cost	**Benefit**
General Fund Impact: FY 08-09 $101,888 FY 09-10 $102,360	Hourly rate for requested position compared to position currently performing the duties. FTE Requested: General Professional III: $22.54 General Professional II: $19.48 FTE Currently performing duties: General Professional V (entry level): $31.71 The benefit of reinstating the requested positions would be organization of records, improved efficiency records retrieval time, established retention and archiving system in compliance with the State Archivist; improved contract documents processing, timely execution of contracts and payments, as well as provision of current project contract and budget processes. Funding for the 2.0 FTE would be instrumental in ensuring the crucial on schedule and in budget completion of the controversial CSP II project. The positions would allow the higher level classes to perform their assigned duties in a more timely manner and to focus on completion of projects on schedule and within budget.

SUBPROGRAMS AFFECTED BY FACILITY MANAGEMENT SERVICES (FMS) FTE REQUEST

FY 08-09 FMS

Facility Services Personal Services	$89,405	
Facility Services Operating	$1,000	
Facility Services Start-Up	$8,210	
Total Facility Services		$98,615
EDO-AED	$1,282	
EDO-SAED	$601	
Inspector General- Operating	$50	
Communications-Operating	$900	
Training - Operating	$40	
Information Systems - Operating	$400	
Total Other Subprograms		$3,273
TOTAL FMS REQUEST		**$101,888**
FTE		**1.8**

FY 09-10 FMS

Facility Services Personal Services	$98,135	
Facility Services Operating	$1,000	
Facility Services Start-Up	$0	
Total Facility Services		$99,135
EDO-AED	$1,398	
EDO-SAED	$437	
Inspector General- Operating	$50	
Communications-Operating	$900	
Training - Operating	$40	
Information Systems - Operating	$400	
Total Other Subprograms		$3,225
TOTAL FMS REQUEST		**$102,360**
FTE		**2.0**

Calculations for Request:

Summary of Request FY 08-09	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Total Request	**$230,498**	**$230,498**				**6.3**
(1)(A) EDO Subprogram						
AED	$4,978	$4,978				
1.Utilities $2,113						
2. SAFE $451						
3. Personnel $1,132						
4. FMS $1,282						
(1)(A) EDO Subprogram						
SAED	$2,332	$2,332				
1.Utilities $990						
2. SAFE $211						
3. Personnel $530						
4. FMS $601						
(1)(C) Inspector General Subprogram						
Operating Expenses	$175	$175				
1.Utilities $50						
2. SAFE $25						
3. Personnel $50						
4. FMS $50						
(2)(A) 1. Utilities Subprogram						
Energy Management	$166,841	$166,841				1.8
Personal Services $147,348						
Operating $10,440						
Start-Up $9,053						
Utilities	($171,334)	($171,334)				
(2)(C) 2. Housing & Security Subprogram						
Personal Services	$31,578	$31,578				0.9

Summary of Request FY 08-09	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Operating Expenses	$500	$500				
Start-Up Costs	$4,105	$4,105				
(3)(B) 3. Personnel Subprogram						
Personal Services	$79,209	$79,209				1.8
Operating Expenses	$1,000	$1,000				
Start-Up Costs	$8,210	$8,210				
(3)(D) Communications Subprogram						
Operating Expenses 1.Utilities $900 2. SAFE $450 3. Personnel $900 4. FMS $900	$3,150	$3,150				
(3)(F) Training						
Operating Expenses 1.Utilities $40 2. SAFE $20 3. Personnel $40 4. FMS $40	$140	$140				
(3)(G) Information Systems Subprogram						
Operating Expenses 1.Utilities $400 2. SAFE $200 3. Personnel $400 4. FMS $400	$1,400	$1,400				
(3)(H) 4. Facility Services						
Personal Services	$89,405	$98,135				1.8
Operating Expenses	$1,000	$1,000				
Start-Up Costs	$8,210	$8,210				

Summary of Request FY 09-10	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Total Request	**$229,374**	**$229,374**				**7.0**
(1)(A) EDO Subprogram						
AED 1.Utilities $2,304 2. SAFE $492 3. Personnel $1,234 4. FMS $1,398	$5,428	$5,428				
(1)(A) EDO Subprogram						
SAED 1.Utilities $720 2. SAFE $154 3. Personnel $386 4. FMS $437	$1,697	$1,697				
(1)(C) Inspector General Subprogram						
Operating Expenses 1.Utilities $50 2. SAFE $25 3. Personnel $50 4. FMS $50	$175	$175				
(2)(A) 1. Utilities Subprogram						
Energy Management Personal Services $147,348 Operating $10,440 Start-Up $9,053	$166,841	$166,841				2.0
Utilities	($171,334)	($171,334)				
(2)(C) 2. Housing & Security Subprogram						
Personal Services	$31,578	$31,578				1.0

Summary of Request FY 09-10	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Operating Expenses	$500	$500				
Start-Up Costs	$4,105	$4,105				
(3)(B) 3. Personnel Subprogram						
Personal Services	$79,209	$79,209				2.0
Operating Expenses	$1,000	$1,000				
Start-Up Costs	$8,210	$8,210				
(3)(D) Communications Subprogram						
Operating Expenses 1.Utilities $900 2. SAFE $450 3. Personnel $900 4. FMS $900	$3,150	$3,150				
(3)(F) Training						
Operating Expenses 1.Utilities $40 2. SAFE $20 3. Personnel $40 4. FMS $40	$140	$140				
(3)(G) Information Systems Subprogram						
Operating Expenses 1.Utilities $400 2. SAFE $200 3. Personnel $400 4. FMS $400	$1,400	$1,400				
(3)(H) 4. Facility Services						
Personal Services	$89,405	$98,135				2.0
Operating Expenses	$1,000	$1,000				
Start-Up Costs	$8,210	$8,210				

Assumptions for Calculations:

Personal Services FTE calculated at entry level minimum pay range from DPA Compensation Plan FY 07-08 at 11 months for FY 08-09, and 12 months for FY 09-10. Benefits were not included because there are less than 20 FTE requested.

Operating Expenses and Start-up Costs were calculated from OSPB Common Policy and historical data from prior Departmental requests.

	FTE	FY 08-09	FY 09-10
Personal Services Calculations Attached			
1. Energy Management Program	2.0	$147,348	$161,735
2. Housing & Security	1.0	$31,464	$34,535
3. Personnel	2.0	$78,922	$86,628
4. Facility Services	2.0	$89,405	$98,135
Operating			
Base Operating Supplies @ $500 x 7 FTE 1. Utilities $1,000 2. SAFE $500 3. Personnel $1,000 4. FMS $1,000		$3,500	$3,500
Additional Operating for Professional Egr. 1. Utilities – Blackberry (Annual) @ $960		$960	$960
Overnight Travel & Per Diem 1 night/mo @$150 x 12 months		$1,800	$1,800
Specialized Training (annual) Energy Project Management @ $1,500		$1,500	$1,500
Travel for Specialized Training (annual) @ $500		$500	$500
Vehicle Variable Mileage 1,000 miles per month @ .39 mile x 12 months		$4,680	$4,680

	FTE	FY 08-09	FY 09-10
Start-Up Costs FY 08-09 only			
Computer @ $900 x 6.0 FTE 1. Utilities $900* (1 laptop for PE) 2. SAFE $900 3. Personnel $1,800 4. FMS $1,800		$5,400	
Office Suite Software @ $330 x 7.0 FTE 1. Utilities $660 2. SAFE $330 3. Personnel $660 4. FMS $660		$2,310	
Office Furniture @ $2,225 x 7.0 FTE 1. Utilities $4,450 2. SAFE $2,225 3. Personnel $4,450 4. FMS $4,400		$15,575	
Printer @ $150 x 7.0 FTE 1. Utilities $300 2. SAFE $150 3. Personnel $300 4. FMS $300		$1,050	
Desk Phone @ $500 x 7.0 FTE 1. Utilities $1,000 2. SAFE $500 3. Personnel $1,000 4. FMS $1,000		$3,500	
Additional Start-Up Costs for PE 1. Utilities - *Laptop @ $1,500 Blackberry @ $243		$1,500 $243	

	FTE	FY 08-09	FY 09-10
Inspector General			
Operating @ $25 x 7.0 FTE Drug Test			
1. Utilities $50			
2. SAFE $25			
3. Personnel $50			
4. FMS $50		$175	$175
Communications			
Operating @ $450 x 7.0 FTE			
1. Utilities $900			
2. SAFE $450			
3. Personnel $900			
4. FMS $900		$3,150	$3,150
Training			
Operating @ $20 x 7.0 FTE			
1. Utilities $40			
2. SAFE $20			
3. Personnel $40			
4. FMS $40		$140	$140
Information Systems			
Operating @ $200 x 7.0 FTE			
1. Utilities $400			
2. SAFE $200			
3. Personnel $400			
4. FMS $400		$1,400	$1,400
Utilities			
Utilities		($171,334)	($176,589)
TOTAL		**$230,498**	**$229,374**

Implementation Schedule:

Task	Month/Year
Develop PDQ/Receive Signed Approvals	04/08
Job Announcement	05/08
Job Testing	05/08
Establish Potential List	06/08
Conduct Interviews	06/08
FTE Hired	07/08
Establish/Implement/Improve Process	12/08 – 12/09

Statutory and Federal Authority:

17-1-103 (2006) Duties of the executive director.

1) The duties of the executive director shall be: (a) To manage, supervise, and control the correctional institutions operated and supported by the state; to monitor and supervise the activities of private contract prisons; to manage and supervise the divisions, agencies, boards, and commissions that are or may be transferred to or established within the department by law or by the executive director pursuant to section 17-1-101 (2); to provide work and self-improvement opportunities; and to establish an environment that promotes habilitation for successful reentry into society; (a.5) To develop policies and procedures governing the operation of the department; (b) To supervise the business, fiscal, budget, personnel, and financial operations of the department and the institutions and activities under his or her control; (c) In consultation with the division directors and the wardens, to develop a systematic building program providing for the projected, long-range needs of the institutions under his or her control; (m) To provide information to the director of research of the legislative council concerning population projections, research data, and the projected long-range needs of the institutions under the control of the executive director and any other related data requested by the director.

24-30-PART 20 (2007) UTILITY COST-SAVINGS MEASURES

24-30-2001. (2007) Definitions.

As used in this part 20, unless the context otherwise requires:

(1) "Energy performance contract" means a contract for evaluations, recommendations, or implementation of one or more utility cost-savings measures designed to produce utility cost savings or operation and maintenance cost savings, which contract: (a) Sets forth savings attributable to the calculated utility cost savings or operation and maintenance cost savings for each year during the contract period; (b) Provides that the amount of actual savings for each year during the contract period shall exceed annual contract payments, including maintenance costs, to be made during such year by the state agency contracting for the utility cost-savings measures; (c) Requires the party entering into the energy performance contract with the state agency to provide a written guarantee that the sum of utility cost savings and operation and maintenance cost savings for each year during the first three years of the contract period shall not be less than the calculated savings for that year described in paragraph (a) of this subsection (1); and (d) Requires payments by a state agency to be made within twelve years after the date of the execution of the contract; except that the maximum term of the payments shall be less than the cost-weighted average useful life of utility cost-savings equipment for which the contract is made, not to exceed twenty-five years.

(2) "Operation and maintenance cost savings" means a measurable decrease in operation and maintenance costs that is a direct result of the implementation of one or more utility cost-savings measures. Such savings shall be calculated in comparison with an established baseline of operation and maintenance costs.

(3) "Shared-savings contract" means a contract for one or more utility cost-savings measures that do not involve capital equipment projects, which contract: (a) Provides that all payments to be made by the state agency contracting for the utility cost-savings measures shall be a stated percentage of calculated savings of energy costs attributable to such measures over a defined period of time and that such payments shall be made only to the extent that such savings occur; except that this paragraph (a) shall not apply to payments for maintenance and repairs and obligations on termination of the contract prior to its expiration; (b) Provides for an initial contract period of no longer than ten years; and (c) Requires no additional capital investment or contribution of funds.

(5) "Utility cost savings" means: (a) A cost savings caused by a reduction in metered or measured physical quantities of a bulk fuel or utility resulting from the implementation of one or more energy conservation measures when compared with an established baseline of usage; or (b) A decrease in utility costs as a result of changes in applicable utility rates or utility service suppliers. The savings shall be calculated in comparison with an established baseline of utility costs.

(6) "Utility cost-savings contract" means an energy performance contract or a shared-savings contract or any other agreement in which utility cost savings are used to pay for services or equipment.

(7) "Utility cost-savings measure" means any installation, modification, or service that is designed to reduce energy consumption and related operating costs in buildings and other facilities and includes, but is not limited to, the following: (a) Insulation in walls, roofs, floors, and foundations and in heating and cooling distribution systems; (b) Heating, ventilating, or air conditioning and distribution system modifications or replacements in buildings or central plants; (c) Automatic energy control systems; (d) Replacement or modification of lighting fixtures; (e) Energy recovery systems; (f) Renewable energy and alternate energy systems; (g) Cogeneration systems that produce steam or forms of energy, such as heat or electricity, for use primarily within a building or complex of buildings; (h) Devices that reduce water consumption or sewer charges; (i) Changes in operation and maintenance practices; (j) Procurement of low-cost energy supplies of all types, including electricity, natural gas, and other fuel sources, and water; (k) Indoor air quality improvements that conform to applicable building code requirements; (l) Daylighting systems; (m) Building operation programs that reduce utility and operating costs including, but not limited to, computerized energy management and consumption tracking programs, staff and occupant training, and other similar activities; (n) Services to reduce utility costs by identifying utility errors and optimizing existing rate schedules under which service is provided; and (o) Any other installation, modification of installation, or remodeling of building infrastructure improvements that produce utility or operational cost savings for their appointed functions in compliance with applicable state and local building codes.

24-30-2002. (2007) Contracts for energy analysis and recommendations.

(1) Subject to subsection (2) of this section, a state agency may contract with any entity or person experienced in the design and implementation of energy conservation for an energy analysis and recommendations pertaining to measures that would significantly increase utility cost savings and operation and maintenance cost savings in buildings or other facilities owned or rented by the state agency.

(3) Such energy analysis and recommendations shall include estimates of the amounts by which utility cost savings and operation and maintenance cost savings would increase and estimates of all costs of such utility cost-savings measures or energy-savings measures, including, but not limited to, itemized costs of design, engineering, equipment, materials, installation, maintenance, repairs, and debt service.

(4) Payment by a state agency for an energy analysis and recommendations contract may be made from moneys appropriated to the state agency for operating expenses or utilities, or payments may be deferred and incorporated into a subsequent utility cost-savings contract.

24-30-2003. (2007)Utility cost-savings contracts.

(1) A state agency may enter into a utility cost-savings contract with any person or entity experienced in the design and implementation of utility cost-savings measures for buildings or other facilities or with the entity or person who performed the energy analysis and recommendations pursuant to section 24-30-2002 if: (a) The energy analysis and recommendations made pursuant to section 24-30-2002 indicate that the expected annual payments required under the contract and any additional maintenance costs for one or more utility cost-savings measures are expected to be equal to or less than the sum of the utility cost savings and operation and maintenance cost savings achieved by the implementation of such measures on an annual basis; and (b) The state personnel director or the director's designee, pursuant to criteria contained in procedures established by such director, approves the energy analysis and recommendations made pursuant to section 24-30-2002.

24-82-602. (1995) Required energy performance goal.

(1) All state buildings, and improvements thereto, with design commencing on or after July 1, 1981, shall be designed: (a) To achieve a fifty-five thousand Btu/square foot/year energy performance goal for heating, cooling, lighting, and ventilation energy; (b) To make maximum use of passive solar concepts such as energy conservation, natural lighting, and orientation and incorporation of thermal-mass; (c) To make maximum use of economically feasible renewable energy systems; (d) To achieve the ease of retrofit with renewable energy systems.

(3) State buildings which are not office buildings shall be designed for maximum use of passive solar concepts, economically feasible renewable energy systems, and ease of renewable energy system retrofit but may exceed the fifty-five thousand Btu/square foot/year energy performance goal if approved by the department of personnel for each building on a case-by-case basis. Said goal may also be adjusted by the department of personnel to accommodate different climate zones in the state.

17-1-109. Duties and functions of the warden.

(1) The warden of each correctional facility shall exercise the powers and perform the duties and functions assigned to the warden by this article under the supervision and control of the executive director or the executive director's designee.

(2) (a) The warden of each correctional facility should, wherever possible, take such measures as are reasonably necessary to restrict the confinement of any person with known past or current affiliations or associations with any security threat group, as defined in paragraph (b) of this subsection (2), so as to prevent contact with other inmates at such facility. The warden should, wherever possible, also take such measures as are reasonably necessary to prevent recruitment of new security threat group members from among the general inmate population.

(b) For the purposes of this subsection (2), unless the context otherwise requires, "security threat group" means a group of three or more individuals with a common interest, bond, or activity characterized by criminal or delinquent conduct engaged in either collectively or individually.

Performance Measures:

(2)(A) Utilities – Annual energy consumption. Performance Contracting established.
(2)(C) Housing and Security SAFE Program – Number of Escapes; Number of incidents.
(3)(B) Personnel – Average cases per year per Records Unit employee.
(3)(H) Facility Services – Average number of days to process and execute contracts and payments. Action Item: Establish and implement project records procedures.

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs								GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
(2)(A) UTILITIES-Energy Management Program - PERSONAL SERVICES	**Title:**	**Professional Engineer III**		**General Professional III**					
		1	1	1	1	0	0		
Number of months working in FY 08-09 and FY 09-10		12	12	12	12	0	0		
Number months paid in FY 08-09 and FY 09-10*		11	12	11	12	0	0		
Calculated FTE per classification		**0.92**	**1.00**	**0.92**	**1.00**	**0.00**	**0.00**	1.84	2.00
Annual base salary		$97,152	$97,152	$46,884	$46,884	$0	$0		
Salary		$89,056	$97,152	$42,977	$46,884	$0	$0	$132,033	$144,036
PERA	**10.15%**	$9,039	$9,861	$4,362	$4,759	$0	$0	$13,401	$14,620
Medicare	**1.45%**	$1,291	$1,409	$623	$680	$0	$0	$1,914	$2,089
Prior Year SAED	**N/A**	$0	$668	$0	$322	$0	$0	$0	$990
Subtotal Personal Services at Division Level		**$99,386**	**$109,090**	**$47,962**	**$52,645**	**$0**	**$0**	**$147,348**	**$161,735**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$1,425**	**$1,554**	**$688**	**$750**	**$0**	**$0**	**$2,113**	**$2,304**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$668**	**$486**	**$322**	**$234**	**$0**	**$0**	**$990**	**$720**
Department Specific Average Cost for HLD / Employee**		$0	$0	$0	$0	$0	$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
(2)(A) UTILITIES-Energy Management Program - STARTUP COSTS									
Computer @ $900/$0	**$900**	$0	$0	$900	$0	$0	$0	$900	$0
Office Suite Software @ $330/$0	**$330**	$330	$0	$330	$0	$0	$0	$660	$0
Computer Printer @ $150/$0	**$150**	$150	$0	$150	$0			$300	$0
Office Equipment @ $2,225 /$0	**$2,225**	$2,225	$0	$2,225	$0	$0	$0	$4,450	$0
Desk Phone @ 500	**$500**	$500	$0	$500	$0			$1,000	$0
Laptop Computer @$1,500 ****	**$1,500**	$1,500	$0	$0	$0			$1,500	$0
Blackberry Telephone @ $243 ****	**$243**	$243	$0	$0	$0			$243	$0
(2)(A) UTILITIES-Energy Management Program - OPERATING EXPENSES									
Supplies @ $500/$500***	**$500**	$500	$500	$500	$500	$0	$0	$1,000	$1,000
Blackberry Base Operating (Annual) ****	**$960**	$960	$960	$0	$0	$0	$0	$960	$960
Vehicle Variable Mileage 1,000 mi/mo ****	**$4,680**	$4,680	$4,680	$0	$0	$0	$0	$4,680	$4,680
Overnight Travel & Per Diem $150 x 12 ****	**$1,800**	$1,800	$1,800	$0	$0	$0	$0	$1,800	$1,800
Specialized Training-Energy Project Management ****	**$1,500**	$1,500	$1,500	$0	$0	$0	$0	$1,500	$1,500
Travel for Specialized Training ****	**$500**	$500	$500	$0	$0	$0	$0	$500	$500

(1)(C) INSPECTOR GENERAL - OPERATING EXPENSES									
Drug Test @ $25/$25	$ 25	$25	$25	$25	$25	$0	$0	$50	$50
(3)(D)COMMUNICATIONS - OPERATING EXPENSES									
Telephone Base @ $450/$450	$ 450	$450	$450	$450	$450	$0	$0	$900	$900
(3)(F) TRAINING - OPERATING EXPENSES									
Training @ $20/$20	$ 20	$20	$20	$20	$20	$0	$0	$40	$40
(3)(G) INFORMATION SYSTEMS - OPERATING EXPENSES									
Software Licenses and Maintenance $200/$200	$ 200	$200	$200	$200	$200	$0	$0	$400	$400
Subtotal Operating Expenses		**$15,583**	**$10,635**	**$5,300**	**$1,195**	**$0**	**$0**	**$20,883**	**$11,830**
GRAND TOTAL ALL COSTS		**$117,062**	**$121,765**	**$54,272**	**$54,824**	**$0**	**$0**	**$171,334**	**$176,589**

*Initial year full salary is 11 months to account for Pay Date Shift.

**Estimated Health Life and Dental and Short Term Disability costs cannot be claimed for under 20 Requested FTE. If claiming more than 20 FTE for Health Life and Dental please use the agency average in your calculation as a placeholder. For Short Term D

***The $450 for Telephone Base and $500 for Supplies will carry over each year as an acceptable expense.

**** Other non-routine expenses such as Fleet, Leased space, or a laptop must be separately defended and calculated. Please provide documentation to justify these requested costs.

Laptop computer and Blackberry Telephone needed for Professional Engineer (PE) as he/she will be travelling to all facilities collecting data for Governor's directives on Greening of Government.
Vehicle Mileage, Travel, Per Diem needed for PE to travel to each facility
Specialized Energy Management Training and Travel for Specialized Energy Mangement Training required for PE

Please note, if a requested employee does not begin until FY 09-10, then this employee should be requested in its own set of FY 08-09 / FY 09-10 columns. This is essential for the SAED calculation to work properly.

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs								GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
(2)(C)HOUSING & SECURITY - Personal Services	**Title:**	**Admin.Assistant II**							
		1	1			0	0		
Number of months working in FY 08-09 and FY 09-10		12	12			0	0		
Number months paid in FY 08-09 and FY 09-10*		11	12		12	0	0		
Calculated FTE per classification		**0.92**	**1.00**	**0.00**	**0.00**	**0.00**	**0.00**	0.92	1.00
Annual base salary		$30,756	$30,756			$0	$0		
Salary		$28,193	$30,756	$0	$0	$0	$0	$28,193	$30,756
PERA	**10.15%**	$2,862	$3,122	$0	$0	$0	$0	$2,862	$3,122
Medicare	**1.45%**	$409	$446	$0	$0	$0	$0	$409	$446
Prior Year SAED	**N/A**	$0	$211	$0	$0	$0	$0	$0	$211
Subtotal Personal Services at Division Level		**$31,464**	**$34,535**	**$0**	**$0**	**$0**	**$0**	**$31,464**	**$34,535**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$451**	**$492**	**$0**	**$0**	**$0**	**$0**	**$451**	**$492**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$211**	**$154**	**$0**	**$0**	**$0**	**$0**	**$211**	**$154**
Department Specific Average Cost for HLD / Employee**		$0	$0	$0	$0	$0	$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
(2)(C) HOUSING & UTILITIES - Start-up									
Computer @ $900/$0	**$900**	$900	$0	$0	$0	$0	$0	$900	$0
Office Suite Software @ $330/$0	**$330**	$330	$0	$0	$0	$0	$0	$330	$0
Computer Printer @ $150/$0	**$150**	$150	$0	$0	$0			$150	$0
Office Equipment @ $2,225 /$0	**$2,225**	$2,225	$0	$0	$0	$0	$0	$2,225	$0
Desk Phone @ 500	**$500**	$500	$0	$0	$0			$500	$0
(2)(C) HOUSING & SECURITY - Operating									
Supplies @ $500/$500***	**$500**	$500	$500	$0	$0	$0	$0	$500	$500
(1)(C) INSPECTOR GENERAL - OPERATING EXPENSES									
Drug Test @ $25/$25	**$ 25**	$25	$25	$0	$0	$0	$0	$25	$25
(3)(D)COMMUNICATIONS - OPERATING EXPENSES									
Telephone Base @ $450/$450	**$ 450**	$450	$450	$0	$0	$0	$0	$450	$450
(3)(F) TRAINING - OPERATING EXPENSES									
Training @ $20/$20	**$ 20**	$20	$20	$0	$0	$0	$0	$20	$20
(3)(G) INFORMATION SYSTEMS - OPERATING EXPENSES									
Software Licenses and Maintenance $200/$200	**$ 200**	$200	$200	$0	$0	$0	$0	$200	$200
Subtotal Operating Expenses		**$5,300**	**$1,195**	**$0**	**$0**	**$0**	**$0**	**$5,300**	**$1,195**
GRAND TOTAL ALL COSTS		**$37,426**	**$36,376**	**$0**	**$0**	**$0**	**$0**	**$37,426**	**$36,376**

SAFE FTE

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs								GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
(3)(B)PERSONNEL - Personal Services	**Title:**	**Technican IV**		**Administrative Assistant III**					
		1	1	1	1	0	0		
Number of months working in FY 08-09 and FY 09-10		12	12	12	12	0	0		
Number months paid in FY 08-09 and FY 09-10*		11	12	11	12	0	0		
Calculated FTE per classification		**0.92**	**1.00**	**0.92**	**1.00**	**0.00**	**0.00**	1.84	2.00
Annual base salary		$42,528	$42,528	$34,620	$34,620	$0	$0		
Salary		$38,984	$42,528	$31,735	$34,620	$0	$0	$70,719	$77,148
PERA	**10.15%**	$3,957	$4,317	$3,221	$3,514	$0	$0	$7,178	$7,831
Medicare	**1.45%**	$565	$617	$460	$502	$0	$0	$1,025	$1,119
Prior Year SAED	**N/A**	$0	$292	$0	$238	$0	$0	$0	$530
Subtotal Personal Services at Division Level		**$43,506**	**$47,754**	**$35,416**	**$38,874**	**$0**	**$0**	**$78,922**	**$86,628**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$624**	**$680**	**$508**	**$554**	**$0**	**$0**	**$1,132**	**$1,234**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$292**	**$213**	**$238**	**$173**	**$0**	**$0**	**$530**	**$386**
Department Specific Average Cost for HLD / Employee**		$0	$0	$0	$0	$0	$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
(3)(B)PERSONNEL - Start-up									
Computer @ $900/$0	**$900**	$900	$0	$900	$0	$0	$0	$1,800	$0
Office Suite Software @ $330/$0	**$330**	$330	$0	$330	$0	$0	$0	$660	$0
Computer Printer @ $150/$0	**$150**	$150	$0	$150	$0			$300	$0
Office Equipment @ $2,225 /$0	**$2,225**	$2,225	$0	$2,225	$0	$0	$0	$4,450	$0
Desk Phone @ 500	**$500**	$500	$0	$500	$0			$1,000	$0
(3)(B) PERSONNEL - Operating									
Supplies @ $500/$500***	**$500**	$500	$500	$500	$500	$0	$0	$1,000	$1,000
(1)(C) INSPECTOR GENERAL - OPERATING EXPENSES									
Drug Test @ $25/$25	**$ 25**	$25	$25	$25	$25	$0	$0	$50	$50
(3)(D)COMMUNICATIONS - OPERATING EXPENSES									
Telephone Base @ $450/$450	**$ 450**	$450	$450	$450	$450	$0	$0	$900	$900
(3)(F) TRAINING - OPERATING EXPENSES									
Training @ $20/$20	**$ 20**	$20	$20	$20	$20	$0	$0	$40	$40
(3)(G) INFORMATION SYSTEMS - OPERATING EXPENSES									
Software Licenses and Maintenance $200/$200	**$ 200**	$200	$200	$200	$200	$0	$0	$400	$400
Subtotal Operating Expenses		**$5,300**	**$1,195**	**$5,300**	**$1,195**	**$0**	**$0**	**$10,600**	**$2,390**
GRAND TOTAL ALL COSTS		**$49,722**	**$49,842**	**$41,462**	**$40,796**	**$0**	**$0**	**$91,184**	**$90,638**

PERSONNEL FTE

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs								*GRAND TOTAL*	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
(3)(H) FACILITY SERVICES - Personal Services	**Title:**	**General Professional III**		**General Professional II**					
		1	1	1	1	0	0		
Number of months working in FY 08-09 and FY 09-10		12	12	12	12	0	0		
Number months paid in FY 08-09 and FY 09-10*		11	12	11	12	0	0		
Calculated FTE per classification		**0.92**	**1.00**	**0.92**	**1.00**	**0.00**	**0.00**	1.84	2.00
Annual base salary		$46,884	$46,884	$40,512	$40,512	$0	$0		
Salary		$42,977	$46,884	$37,136	$40,512	$0	$0	$80,113	$87,396
PERA	**10.15%**	$4,362	$4,759	$3,769	$4,112	$0	$0	$8,131	$8,871
Medicare	**1.45%**	$623	$680	$538	$587	$0	$0	$1,161	$1,267
Prior Year SAED	**N/A**	$0	$322	$0	$279	$0	$0	$0	$601
Subtotal Personal Services at Division Level		**$47,962**	**$52,645**	**$41,443**	**$45,490**	**$0**	**$0**	**$89,405**	**$98,135**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$688**	**$750**	**$594**	**$648**	**$0**	**$0**	**$1,282**	**$1,398**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$322**	**$234**	**$279**	**$203**	**$0**	**$0**	**$601**	**$437**
Department Specific Average Cost for HLD / Employee**		$0	$0	$0	$0	$0	$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
(3)(H) FACILITY SERVICES - Start-up									
Computer @ $900/$0	**$900**	$900	$0	$900	$0	$0	$0	$1,800	$0
Office Suite Software @ $330/$0	**$330**	$330	$0	$330	$0	$0	$0	$660	$0
Computer Printer @ $150/$0	**$150**	$150	$0	$150	$0			$300	$0
Office Equipment @ $2,225 /$0	**$2,225**	$2,225	$0	$2,225	$0	$0	$0	$4,450	$0
Desk Phone @ 500	**$500**	$500	$0	$500	$0			$1,000	$0
(3)(H) FACILITY SERVICES - Operating									
Supplies @ $500/$500***	**$500**	$500	$500	$500	$500	$0	$0	$1,000	$1,000
(1)(C) INSPECTOR GENERAL - OPERATING EXPENSES									
Drug Test @ $25/$25	**$ 25**	$25	$25	$25	$25	$0	$0	$50	$50
(3)(D)COMMUNICATIONS - OPERATING EXPENSES									
Telephone Base @ $450/$450	**$ 450**	$450	$450	$450	$450	$0	$0	$900	$900
(3)(F) TRAINING - OPERATING EXPENSES									
Training @ $20/$20	**$ 20**	$20	$20	$20	$20	$0	$0	$40	$40
(3)(G) INFORMATION SYSTEMS - OPERATING EXPENSES									
Software Licenses and Maintenance $200/$200	**$ 200**	$200	$200	$200	$200	$0	$0	$400	$400
Subtotal Operating Expenses		**$5,300**	**$1,195**	**$5,300**	**$1,195**	**$0**	**$0**	**$10,600**	**$2,390**
GRAND TOTAL ALL COSTS		**$54,272**	**$54,824**	**$47,616**	**$47,536**	**$0**	**$0**	**$101,888**	**$102,360**

#11 Planning & Analysis
Statisticians

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Request Title: Planning and Analysis Statisticians
Department: Corrections
Priority Number: 11

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Dept. Approval by: Aristedes W. Zavaras Date: 11/01/07
OSPB Approval: Date: 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	6,534,853	9,222,896	0	9,222,896	9,337,698	126,142	9,463,840	0	9,463,840	128,921
	FTE	21.6	21.6	0.0	21.6	21.6	1.8	23.4	0.0	23.4	2.0
	GF	5,153,116	8,971,203	0	8,971,203	9,070,562	126,142	9,196,704	0	9,196,704	128,921
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	20,403	0	20,403	0	20,403	0
	CFE	192,306	246,733	0	246,733	246,733	0	246,733	0	246,733	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office Personal Services	**Total**	1,464,953	1,389,552	0	1,389,552	1,484,409	113,160	1,597,569	0	1,597,569	124,208
	FTE	21.6	21.6	0.0	21.6	21.6	1.8	23.4	0.0	23.4	2.0
	GF	1,362,812	1,282,285	0	1,282,285	1,377,142	113,160	1,490,302	0	1,490,302	124,208
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	102,141	107,267	0	107,267	107,267	0	107,267	0	107,267	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office S.B. 04-257 Amortization Equalization Disbursement	**Total**	2,067,842	3,625,276	0	3,625,276	3,628,224	1,622	3,629,846	0	3,629,846	1,770
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,991,895	3,509,856	0	3,509,856	3,512,804	1,622	3,514,426	0	3,514,426	1,770
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	75,947	115,420	0	115,420	115,420	0	115,420	0	115,420	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Request Title: Planning and Analysis Statisticians
Department: Corrections
Priority Number: 11

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(1) Management (A) Executive Director's Office	**Total**	0	644,294	0	644,294	644,294	760	645,054	0	645,054	553
S.B. 06-235	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Supplemental	**GF**	0	620,248	0	620,248	620,248	760	621,008	0	621,008	553
Amortization	**GFE**	0	0	0	0	0	0	0	0	0	0
Equalization	**CF**	0	0	0	0	0	0	0	0	0	0
Disbursement	**CFE**	0	24,046	0	24,046	24,046	0	24,046	0	24,046	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office	**Total**	197,297	190,455	0	190,455	205,898	1,000	206,898	0	206,898	1,000
Operating	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	183,079	190,455	0	190,455	190,455	1,000	191,455	0	191,455	1,000
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	15,443	0	15,443	0	15,443	0
	CFE	14,218	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office	**Total**	0	0	0	0	0	8,210	8,210	0	8,210	0
Start-up	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	8,210	8,210	0	8,210	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Aristedes W. Zavaras

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Request Title: Planning and Analysis Statisticians
Department: Corrections
Priority Number: 11

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(1) Management											
(C) Inspector General	**Total**	253,065	277,858	0	277,858	279,194	50	279,244	0	279,244	50
Operating	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	253,065	272,898	0	272,898	274,234	50	274,284	0	274,284	50
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	4,960	0	4,960	4,960	0	4,960	0	4,960	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(D) Communications	**Total**	1,362,265	1,459,640	0	1,459,640	1,459,640	900	1,460,540	0	1,460,540	900
Operating	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,362,265	1,459,640	0	1,459,640	1,459,640	900	1,460,540	0	1,460,540	900
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(F) Training	**Total**	275,050	277,156	0	277,156	277,374	40	277,414	0	277,414	40
Operating	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	275,050	277,156	0	277,156	277,374	40	277,414	0	277,414	40
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services											
(G) Information Systems	**Total**	914,381	1,358,665	0	1,358,665	1,358,665	400	1,359,065	0	1,359,065	400
Operating	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	914,381	1,358,665	0	1,358,665	1,358,665	400	1,359,065	0	1,359,065	400
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Planning and Analysis Statisticians
Department: Corrections
Priority Number: 11

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10

Letternote revised text:

Cash Fund name/number, Federal Fund Grant name:

IT Request: ☐ Yes ☑ No

Request Affects Other Departments: ☐ Yes ☑ No If Yes, List Other Departments Here:

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Corrections
Priority Number:	11
Change Request Title:	Planning and Analysis Statisticians

SELECT ONE (click on box):

☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:

☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

This decision item requests a General Fund increase of $126,142 for 1.8 Statistical Analyst II FTE's in FY 08-09. This amount includes personal services (including AED and SAED), operating and start-up costs. Continuation funding of $128,921 in FY 09-10 is requested for annualization of the 2.0 Statistical Analyst II FTE costs for salaries and associated operating.

Background and Appropriation History:

With an increased emphasis on programs aimed at recidivism reduction, the Department of Corrections has submitted budget requests for new and expanded treatment and transition programs. The DOC's recidivism reduction effort is designed to improve the outcomes for offenders. To gauge the impact that any programmatic change produces requires providing data for internal and external analysis, conducting quality assurance, and tracking the offender population. In order for the DOC to properly determine a program's effect on recidivism, the Planning and Analysis section will require 2.0 Statistician FTEs.

Within the DOC, there are currently 4 FTE in the Statistical Analyst job classifications including one Chief Statistical Analyst, 2 Statistical Analyst II's, and 1 Statistical Analyst I. The Office of Planning and Analysis is comprised of 7 FTE. The manager oversees two areas: policy coordination and administration; and the statistics, reporting and evaluation unit. The Office of Planning and Analysis (OPA) has wide and varied job duties ranging from strategic planning and budgeting functions including bed planning to program evaluation. The Manager also serves as the Director of Research and approves all internal and outside requests to conduct research and evaluation within the jurisdiction of the Department.

In addition to the Manager, the staff is comprised of two half-time general professionals in the policy administration office, the 4 statistical analysts, and 1 parole researcher (General Professional III). Additional functions for this unit include fiscal note and sentencing analyses, legislative requests for information, public information requests, policy analyses as requested from management (DOC or the Governor's office), and budget supporting documents. This unit also oversees all requests for automated offender data, data extraction projects with other agencies as mandated by state and federal laws, and the annual application and submission for the State Criminal Alien Assistance Program (SCAAP).

OPA produces a variety of documents including monthly population reports, bed planning documents, statistical bulletins, annual reports and evaluations. These reports range from one-time publications to statutorily mandated requirements such as the lifetime sex offender report and departmental annual statistical report. Population characteristics and trends are analyzed and reported through a variety of reporting mechanisms including the annual statistical report and periodic statistical bulletins.

General Description of Request:

The Statistical Analyst II's will track offender data and provide reports within the DOC, other partnering agencies, the OSPB, the JBC, and the Governor's Office, either on a scheduled basis or as needed, to allow interested parties the ability to monitor the progress and effectiveness of recidivism reduction programs. The full-time 1.8 Statistical Analyst II FTE's in FY 08-09, annualizing to 2.0 FTE's in FY 09-10, are needed to

properly coordinate the standard procedures and reporting protocols most appropriate for use in measuring program and offender success. Meaningful data needs to be identified, gathered and verified for reporting purposes.

The two Statistical Analyst II's requested will provide the Department with resources to track, monitor and report information on programs and services. Ensuring accurate, timely and consistent program participation data is key to measuring the success of these programs. In addition, programs need to be monitored to ensure they have clear objectives and goals and the structures are in place to meet the intended program responsibilities. The Office of Planning and Analysis does not currently have the resources to monitor or report on offender participation in programs. Program reporting is currently limited to the statutory requirements, such as the lifetime sex offenders' act mandate and the newly imposed sexually violent predators (SVP) imposed in HB 07-1172. These resources would greatly enhance the Department's knowledge and understanding of the benefits and shortfalls of offender programs and contribute to the entire criminal justice system processes.

These resources would specifically support research and tracking on recidivism rates by geographic location, recidivism rates by programmatic participation, and recidivism rate by crime for which time was served. The research would create a common definition of "recidivism" (e.g., after 3 years) and a common average way of computing the prison cost of said recidivism. DOC will work collaboratively with DCJ on these and other reports.

Consequences if Not Funded:

Any correlation between programs offered while incarcerated attempting to reduce offender recidivism and offender success in society could not be determined without data reporting and analysis. Reductions in offender recidivism rates and subsequent cost avoidances could not be forecasted for planning future offender bed and facility staffing needs or for operating budget purposes.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$126,142	$126,142	$0	$0	$0	1.8
Executive Director's Office (1)(A)	$124,752	$124,752	$0	$0	$0	1.8
Inspector General (1)(C)	$50	$50	$0	$0	$0	0.0
Communications (3)(D)	$900	$900	$0	$0	$0	0.0
Training (3)(F)	$40	$40	$0	$0	$0	0.0
Information Systems (3)(G)	$400	$400	$0	$0	$0	0.0

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	$128,921	$128,921	$0	$0	$0	2.0
Executive Director's Office (1)(A)	$127,048	$127,531	$0	$0	$0	2.0
Inspector General (1)(C)	$50	$50	$0	$0	$0	0.0
Communications (3)(D)	$900	$900	$0	$0	$0	0.0
Training (3)(F)	$40	$40	$0	$0	$0	0.0
Information Systems (3)(G)	$400	$400	$0	$0	$0	0.0

Assumptions for Calculations: Minimum salary for the Statistical Analyst II's for FY 08-09 was utilized and corresponding percentages for PERA, Medicare, etc. were applied. Standard start-up costs and associated operating costs for FTE were included. This classification of FTE requires no specialized operating or start-up funds.

Impact on Other Government Agencies: None, however, the Governor's Office, the Office of State Planning and Budgeting, the Joint Budget Committee, and the Division of Criminal Justice will have an interest in statistical reports and data produced by these FTE's.

Cost Benefit Analysis:

Year	Cost	Benefit
FY 08-09	$126,142	The Governor's Office, OSPB, JBC, DCJ and possibly other State Governments will have the ability to review and analyze reports and data for effectiveness of programs achieving a reduction of offender recidivism, resulting in long term cost avoidance.
FY 09-10	$128,921	
FY 10-11	$128,921	
FY 11-12	$128,921	
FY 12-13	$128,921	

Implementation Schedule:

Task	Month/Year
Internal Research/Planning Period	12/07
Target Population Data Identified (Baseline)	02/08
PDQ Written	04/08
Position Posted for Hire	04/08
Applications Screened and Reviewed	05/08
Interviews Conducted	06/08
FTE Hired	07/08

Statutory and Federal Authority:

17-1-103 (2006) Duties of the executive director.

1) The duties of the executive director shall be:

(a) To manage, supervise, and control the correctional institutions operated and supported by the state; to monitor and supervise the activities of private contract prisons; to manage and supervise the divisions, agencies, boards, and commissions that are or may be transferred to or established within the department by law or by the executive director pursuant to section 17-1-101 (2); to provide work and self-improvement

opportunities; and to establish an environment that promotes habilitation for successful reentry into society;

(a.5) To develop policies and procedures governing the operation of the department;

(b) To supervise the business, fiscal, budget, personnel, and financial operations of the department and the institutions and activities under his or her control;

(m) To provide information to the director of research of the legislative council concerning population projections, research data, and the projected long-range needs of the institutions under the control of the executive director and any other related data requested by the director;

Performance Measures:

Recidivism Reduction - Improve successful re-integration into the community with pro-social stabilization by offenders released from Colorado prisons by a reduction in the rate of recidivism by 1% per calendar year to 47.7% over 4 years.

FTE will exist to measure whether departmental goals to reduce recidivism are achieved. The work product of these two positions will provide the Department with reports to measure accomplishment of recidivism reduction goals. Baseline data of the offender population will be obtained prior to implementation of any recidivism reduction programs. Data from target populations of offenders will be gathered and stored for tracking purposes. Offenders participating in specially designed programs will be monitored and tabulated at intervals throughout the program and after release from incarceration. Data will be complied, analyzed and reported and made available to interested parties.

OSPB Common Policy for FTE Requests - September 2007

FTE and Operating Costs								GRAND TOTAL	
Fiscal Year(s) of Request		**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**	**FY 08-09**	**FY 09-10**
PERSONAL SERVICES	**Title:**	**Statistical Analyst II**							
Number of PERSONS / class title		2	2	0	0	0	0		
Number of months working in FY 08-09 and FY 09-10		12	12	0	0	0	0		
Number months paid in FY 08-09 and FY 09-10*		11	12	0	0	0	0		
Calculated FTE per classification		**1.83**	**2.00**	**0.00**	**0.00**	**0.00**	**0.00**	1.83	2.00
Annual base salary		$55,308	$55,308	$0	$0	$0	$0		
Salary		$101,398	$110,616	$0	$0	$0	$0	$101,398	$110,616
PERA	**10.15%**	$10,292	$11,228	$0	$0	$0	$0	$10,292	$11,228
Medicare	**1.45%**	$1,470	$1,604	$0	$0	$0	$0	$1,470	$1,604
Prior Year SAED	**N/A**	$0	$760	$0	$0	$0	$0	$0	$760
Subtotal Personal Services at Division Level		**$113,160**	**$124,208**	**$0**	**$0**	**$0**	**$0**	**$113,160**	**$124,208**
Subtotal AED at EDO Long Bill Group Level	**1.60%**	**$1,622**	**$1,770**	**$0**	**$0**	**$0**	**$0**	**$1,622**	**$1,770**
Subtotal SAED at EDO Long Bill Group Level	**Varies**	**$760**	**$553**	**$0**	**$0**	**$0**	**$0**	**$760**	**$553**
Department Specific Average Cost for HLD / Employee**		$0	$0	$0	$0	$0	$0		
Subtotal for Health, Life, Dental (if over 20 FTE)	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Subtotal for Short Term Disability (if over 20 FTE)	**0.13%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OPERATING EXPENSES EDO (1)(A)									
Supplies @ $500/$500	**$500**	$1,000	$1,000	$0	$0	$0	$0	$1,000	$1,000
START-UP EDO (1)(A)									
Computer @ $900/$0	**$900**	$1,800	$0	$0	$0	$0	$0	$1,800	$0
Office Suite Software @ $330/$0	**$330**	$660	$0	$0	$0	$0	$0	$660	$0
Printer @ $150/$0	**$150**	$300	$0	$0	$0	$0	$0	$300	$0
Office Equipment @ $2,225 /$0	**$2,225**	$4,450	$0	$0	$0	$0	$0	$4,450	$0
Telephone Handset @ $500/$0	**$500**	$1,000	$0	$0	$0	$0	$0	$1,000	$0
OPERATING INSPECTOR GENERAL (1)(C)									
Drug Test @ $25/$25	**$25**	$50	$50	$0	$0	$0	$0	$50	$50
OPERATING COMMUNICATIONS (3)(D)									
Telephone Base @ $450/$450	**$450**	$900	$900	$0	$0	$0	$0	$900	$900
OPERATING TRAINING (3)(F)									
Training @ $20/$20	**$20**	$40	$40	$0	$0	$0	$0	$40	$40
OPERATING INFORMATION SYSTEMS (3)(G)									
Software Licenses and Maintenance $200/$200	**$200**	$400	$400	$0	$0	$0	$0	$400	$400
Subtotal Operating Expenses		**$10,600**	**$2,390**	**$0**	**$0**	**$0**	**$0**	**$10,600**	**$2,390**
GRAND TOTAL ALL COSTS		**$126,142**	**$128,921**	**$0**	**$0**	**$0**	**$0**	**$126,142**	**$128,921**

P&A FTE

#12 External Capacity Provider
Rate Increase

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: External Capacity Provider Rate Increase
Department: Corrections
Priority Number: 12

Dept. Approval by: Aristedes W. Zavaras Date: 11/01/07
OSPB Approval: Date: 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	103,235,480	114,472,000	0	114,472,000	114,472,000	1,917,792	116,389,792	0	116,389,792	1,917,792
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	101,864,217	112,113,293	0	112,113,293	112,113,293	1,917,792	114,031,085	0	114,031,085	1,917,792
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	1,371,263	2,358,707	0	2,358,707	2,358,707	0	2,358,707	0	2,358,707	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (B)(2) External Capacity Subprogram Payments to House State Prisoners Payments to local jails	**Total**	11,340,364	6,885,991	0	6,885,991	6,885,991	141,870	7,027,861	0	7,027,861	141,870
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	11,340,364	6,885,991	0	6,885,991	6,885,991	141,870	7,027,861	0	7,027,861	141,870
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (B)(2) External Capacity Subprogram Payments to House State Prisoners Payments to in-state private prisons	**Total**	74,808,495	79,291,738	0	79,291,738	79,291,738	1,340,270	80,632,008	0	80,632,008	1,340,270
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	73,437,232	76,933,031	0	76,933,031	76,933,031	1,340,270	78,273,301	0	78,273,301	1,340,270
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	1,371,263	2,358,707	0	2,358,707	2,358,707	0	2,358,707	0	2,358,707	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (B)(2) External Capacity Subprogram Payments to House State Prisoners Payments to out-of-state private prisons	**Total**	4,699,470	10,382,742	0	10,382,742	10,382,742	144,015	10,526,757	0	10,526,757	144,015
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	4,699,470	10,382,742	0	10,382,742	10,382,742	144,015	10,526,757	0	10,526,757	144,015
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: External Capacity Provider Rate Increase

Department: Corrections **Dept. Approval by: Aristedes W. Zavaras** **Date:** 11/01/07

Priority Number: 12 **OSPB Approval:** **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(1) Management											
(B)(2) External Capacity											
Subprogram	**Total**	9,311,383	13,186,147	0	13,186,147	13,186,147	219,564	13,405,711	0	13,405,711	219,564
Payments to House	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Prisoners	**GF**	9,311,383	13,186,147	0	13,186,147	13,186,147	219,564	13,405,711	0	13,405,711	219,564
Payments to pre-release	**GFE**	0	0	0	0	0	0	0	0	0	0
parole revocation	**CF**	0	0	0	0	0	0	0	0	0	0
facilities	**CFE**	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management											
(B)(2) External Capacity											
Subprogram	**Total**	3,075,768	4,725,382	0	4,725,382	4,725,382	72,073	4,797,455	0	4,797,455	72,073
Payments to House	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Prisoners	**GF**	3,075,768	4,725,382	0	4,725,382	4,725,382	72,073	4,797,455	0	4,797,455	72,073
Community Corrections	**GFE**	0	0	0	0	0	0	0	0	0	0
Programs	**CF**	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:

Cash Fund name/number, Federal Fund Grant name: State Criminal Alien Assistance Program Cash Fund (SCAAP).

IT Request: ☐ **Yes** ☑ **No**

Request Affects Other Departments: ☐ **Yes** ☑ **No** **If Yes, List Other Departments Here:**

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Corrections
Priority Number:	12
Change Request Title:	External Capacity Provider Rate Increase

SELECT ONE (click on box):

☒ Decision Item FY 08-09
☐ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:

☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

This request is for a total increase in General Fund appropriation of $1,917,792 for a community provider rate increase in the External Capacity Subprogram (1)(B)(2).

Background and Appropriation History:

The Department has historically contracted for alternate placement beds in local jails, private prisons, pre-release/parole revocation facilities, community corrections programs and periodically, in out-of-state prison. In the past, provider rate increases have been determined in common policy and distributed equally among all providers.

General Description of Request:

The General Fund increased amount of $1,917,792 in the FY 08-09 External Capacity Payments to House State Prisoners (1)(B)(2) appropriation is to be distributed equally at a 1.5% increase among all providers. The increase of $1,917,792 is requested as base continuation funding into FY 09-10 and beyond.

Consequences if Not Funded:

Not providing reasonable funding for these services could cause the providers to seek contractual arrangements with entities seeking prison beds.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request External Capacity Subprogram (1)(B)(2) Payments to House State Prisoners	$1,917,792	$1,917,792	$0	$0	$0	0.0
(1)(B)(2) Payments to local jails	$141,870	$141,870	$0	$0	$0	0.0
(1)(B)(2) Payments to in-state private prisons	$1,340,270	$1,340,270	$0	$0	$0	0.0
(1)(B)(2) Payments to out-of-state private prisons	$144,015	$144,015	$0	$0	$0	0.0
(1)(B)(2) Payments to pre-release parole revocation facilities	$219,564	$219,564	$0	$0	$0	0.0
(1)(B)(2) Community Corrections Programs	$72,073	$72,073	$0	$0	$0	0.0

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request External Capacity Subprogram (1)(B)(2) Payments to House State Prisoners	$1,917,792	$1,917,792	$0	$0	$0	0.0
(1)(B)(2) Payments to local jails	$141,870	$141,870	$0	$0	$0	0.0
(1)(B)(2) Payments to in-state private prisons	$1,340,270	$1,340,270	$0	$0	$0	0.0
(1)(B)(2) Payments to out-of-state private prisons	$144,015	$144,015	$0	$0	$0	0.0

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
(1)(B)(2) Payments to pre-release parole revocation facilities	$219,564	$219,564	$0	$0	$0	0.0
(1)(B)(2) Community Corrections Programs	$72,073	$72,073	$0	$0	$0	0.0

Assumptions for Calculations: An equal distribution of funds for provider rate increases is shown in Table 1:

Table 1: External Capacity Provider Rate Increase

Long Bill Line	FY 07-08 Daily Bed Rate	FY 08-09 Bed Days Need	FY 08-09 Estimated Cost	FY 08-09 Proposed Provider Rate (Rounded)	FY 08-09 Proposed Cost	FY 08-09 Increased Funding
(1)(B)(2)						
Payments to House State Prisoners						
Payments to Local Jails	$49.69	187,561	$9,319,906	$50.45	$9,461,776	$141,870
Payments to In-State Private Prisons	$52.69	1,671,035	$88,046,834	$53.49	$89,387,104	$1,340,270
Payments to Out-of-State Private Prisons	$54.00	175,200	$9,460,800	$54.82	$9,604,815	$144,015
Payments to Pre-Release Parole Revocation Facilities	$52.69	273,750	$14,423,888	$53.49	$14,643,451	$219,564
Community Corrections Programs	$43.24	109,500	$4,734,780	$43.90	$4,806,854	$72,073
Totals			**$125,986,208**		**$127,904,000**	**$1,917,792**

Impact on Other Government Agencies: None.

Cost Benefit Analysis:

The distribution of $1,917,792 for provider rate increases allows the Department to fairly compensate providers for services performed. Equitable business dealings with providers encourage cooperation between the two parties which is crucial for the Department due to the essential nature of their services during a time when State-run prison beds are full.

Implementation Schedule:

Task	Month/Year
Internal Research/Planning Period	07/07
Submit Decision Item to OSPB	08/07
Obtain Approval of Increase	05/08
Notify Providers of New Rates	06/08
Implement Rate Increase	07/08

Statutory and Federal Authority:

17-1-103 (2006) Duties of the executive director.

1) The duties of the executive director shall be:

(a) To manage, supervise, and control the correctional institutions operated and supported by the state; to monitor and supervise the activities of private contract prisons; to manage and supervise the divisions, agencies, boards, and commissions that are or may be transferred to or established within the department by law or by the executive director pursuant to section 17-1-101 (2); to provide work and self-improvement opportunities; and to establish an environment that promotes habilitation for successful reentry into society;

(a.5) To develop policies and procedures governing the operation of the department;

(b) To supervise the business, fiscal, budget, personnel, and financial operations of the department and the institutions and activities under his or her control;

17-1-105 (2006) Powers of the executive director.

1) The executive director shall have and exercise:

(f) The authority to enter into contracts and agreements with other jurisdictions, including other states, the federal government, and political subdivisions of this state, for the confinement and maintenance of offenders sentenced to imprisonment by the courts of this state and the authority to reimburse such jurisdictions for the expenses incurred by such jurisdictions in the confinement and maintenance of said offenders;

17-1-112 (2000) Expenses-reimbursement by department.

1) Subject to available appropriations the department shall reimburse any county or city and county for a portion of the expenses and costs incurred by that county or city and county in the confinement and maintenance in a local jail of any person who is sentenced to a term of imprisonment in a correctional facility. The general assembly shall annually establish the amount of reimbursement in the general appropriations bill. Such reimbursement shall be for each day following seventy-two hours after such sentence is imposed but prior to the transmittal of the sentenced inmate to a department facility. Subject to available appropriations, the department may contract with any county or city and county for the expenses incurred by that county or city and county in the confinement and maintenance of any person who is sentenced to a term of imprisonment pursuant to section 16-11-308.5, C.R.S.

(1.5) In no event shall any agreement to reimburse any city and county or county affect or reduce any city and county's or county's duty to exercise reasonable care and use its best efforts to supervise and use reasonable precautions to assure the adequate care of any state inmate.

17-1-206.5 (2003) Preparole release and revocation facility-community return-to-custody facility.

(1) On or before December 1, 2001, the department shall issue a request for proposal for the construction and operation of a private contract prison to serve as a preparole and revocation center, that shall be a level III facility, as described in section 17-1-104.3 (1) (a) (III).

Performance Measures:

All billings from providers for services rendered will continue to be closely audited for accuracy before payment is issued. Private prisons will be monitored by the Department's Private Prison Monitoring Unit for contractual compliance, adherence to the Department's procedure and policies. Any discrepancies will be noted and corrections will be made.

BRI #1 Medical/Pharmacy
POPM

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☐ Base Reduction Item FY 08-09 ☑ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Medical/Pharmacy POPM
Department: Corrections
Priority Number: 1
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/1/07
OSPB Approval: **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	35,382,885	40,533,547	0	40,533,547	40,533,547	(1,072,918)	39,460,629	0	39,460,629	(1,072,918)
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	35,382,885	40,533,547	0	40,533,547	40,533,547	(1,072,918)	39,460,629	0	39,460,629	(1,072,918)
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions (E) Medical Services Subprogram Purchase of Pharmaceuticals	Total	9,626,416	10,647,119	0	10,647,119	10,647,119	(480,347)	10,166,772	0	10,166,772	(480,347)
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	9,626,416	10,647,119	0	10,647,119	10,647,119	(480,347)	10,166,772	0	10,166,772	(480,347)
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions (E) Medical Services Subprogram Purchase of Medical Services from Other Medical Facilities	Total	18,716,693	22,247,012	0	22,247,012	22,247,012	(2,792,274)	19,454,738	0	19,454,738	(2,792,274)
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	18,716,693	22,247,012	0	22,247,012	22,247,012	(2,792,274)	19,454,738	0	19,454,738	(2,792,274)
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions (E) Medical Services Subprogram Purchase of Medical Services from State Hospital	Total	1,006,681	1,093,116	0	1,093,116	1,093,116	161,574	1,254,690	0	1,254,690	161,574
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	1,006,681	1,093,116	0	1,093,116	1,093,116	161,574	1,254,690	0	1,254,690	161,574
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☐ Base Reduction Item FY 08-09 ☑ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Medical/Pharmacy POPM
Department: Corrections — **Dept. Approval by:** Aristedes W. Zavaras — **Date:** 11/1/07
Priority Number: 1 — **OSPB Approval:** — **Date:** 11/1/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(2) Institutions											
(E) Medical Services	Total	6,033,095	6,546,300	0	6,546,300	6,546,300	2,038,129	8,584,429	0	8,584,429	2,038,129
Subprogram	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Catastrophic	GF	6,033,095	6,546,300	0	6,546,300	6,546,300	2,038,129	8,584,429	0	8,584,429	2,038,129
Medical Expenses	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Colorado Mental Health Institute of Pueblo

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Department of Corrections
Priority Number:	Base Reduction Item 1
Change Request Title:	Medical/Pharmacy POPM

SELECT ONE (click on box):

☐ Decision Item FY 08-09
☒ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:
☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

The Department is requesting an overall decrease of GF ($1,072,918) in the Medical and Pharmacy appropriations based on projected caseload changes and a projected decrease in the Per Offender Per Month (POPM) based on projections and contractual increases. The request reflects a decrease in the caseload change of ($317,058) and a decrease in the POPM change of ($755,860).

Background and Appropriation History:

The medical subprogram provides health care services to offenders in one of three ways.

- Certain health care services, normally primary care and convalescent care are provided at the prison facilities by medical professionals (FTE) employed by the State of Colorado.
- Inpatient and outpatient hospital care and specialty services are purchased through a contract with Physician Health Partners acting as a third party administrator.

- Prescription drugs are purchased in bulk off a multi state buying agreement and dispensed as prescribed from the Department pharmacy.

The Purchase of Medical Services from Other Medical Facilities, the Purchase of Medical Services from State Hospital, the Catastrophic Medical Expenses and the Purchase of Pharmaceuticals appropriations are adjusted during the change request process based on the actual and projected offender caseload, along with the POPM adjusted numbers based on contractual increases and projected changes in the POPM from the managed care provider for the Department in a monthly Incurred But Not Received (IBNR) and actual pharmaceutical costs at the time of this submission plus an inflation factor.

The outside medical expenses fluctuate each year between the Purchase of Medical Services from Other Medical Facilities, the Purchase of Medical Services from State Hospital, and the Catastrophic Medical Expenses based on utilization and catastrophic events. Therefore, there are changes between the three afore mentioned lines. There is an overall reduction in the POPM appropriated from $119.16 in FY07-08 to the projected POPM of $116.83 in FY08-09 of (1.99%).

The Purchase of Pharmaceuticals appropriated in FY07-08 is a POPM of $58.12 and the projected FY08-09 POPM is $57.11 a reduction of (1.76%).

General Description of Request:

The Department is requesting funding adjustments to continue to provide adequate inpatient and outpatient medical services to the total number of offenders placed under the jurisdiction of the Department and provide pharmaceuticals to the same population, less Private Prisons (included in the private prison contract) and projected Parole Revocation Population, based on the Department's pharmaceutical formulary and pharmaceuticals prescribed by providers.

Consequences if Not Funded:

If the requested funding changes are not made, the Department would not be able to continue to provide essential inpatient and outpatient medical care along with necessary prescriptions which would compound the need for outside inpatient and emergency room

care. The lack of funding changes would also increase the Departments' liability for offender initiated litigation.

Calculations for Request:

Summary of Decision Item Request by Department						
Department of Corrections	**FTE**	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**
Medical Services Subprogram		($1,072,918)	($1,072,918)			
Total		**($1,072,918)**	**($1,072,918)**	**$0**	**$0**	**$0**

Summary of Request FY08-09	**Total Funds**	**General Fund**	**Cash Funds**	**Cash Funds Exempt**	**Federal Funds**	**FTE**
Total Request	($1,072,918)	($1,072,918)				
(2E) Purchase of Pharmaceuticals	($480,347)	($480,347)				
(2E) Purchase of Medical Services from Other Medical Facilities	($2,792,274)	($2,792,274)				
(2E) Purchase of Medical Services from State Hospital	$161,574	$161,574				
(2E) Catastrophic Medical	$2,038,129	$2,038,129				

Summary of Request FY09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	($1,072,918)	($1,072,918)				
(2E) Purchase of Pharmaceuticals	($480,347)	($480,347)				
(2E) Purchase of Medical Services from Other Medical Facilities	($2,792,274)	($2,792,274)				
(2E) Purchase of Medical Services from State Hospital	$161,574	$161,574				
(2E) Catastrophic Medical	$2,038,129	$2,038,129				

Chart 1 Summary of Offender Population Estimates Used for Line Items in the Medical Services Subprogram Based on August 2007 adjusted LCS Population Projections	
	Offender Population
LCS June 2008 Projections	23,475
LCS June 2009 Projections	24,619
Avg. Daily Population (w/o YOS)	**24,047**
Plus YOS Population (June 2007 Actual)	176
DOC Jurisdictional Population	**24,223**
Jail Population	(514)
S.B. 03-252 Population	(300)
Community Corrections Population (11.50%)	(2,765)
Medical Services Population	**20,644**
Private Prison Population	(4,578)
Out of State Private Prison Population	(480)
Pre-release Parole Revocation Population	(750)
Pharmaceutical Population	**14,836**

Chart 2

Changes in Offender Populations Covered by Medical Services and Pharmaceutical

	ADP FY2007-08	ADP FY2008-09	Change in ADP	% Change
Pharmaceutical	15,266	14,836	(430)	-2.8%
Medical Services	20,656	20,644	(12)	-0.1%

Chart 3

Cost of Caseload Changes

	POPM Rates FY2007-08	Projected Change in Caseload	FY2008-09 Cost of Caseload Increase
Purchase of Pharmaceuticals	**$58.12**	**(430)**	**($299,899)**
Purchase of Medical Services from Other Medical Facilities	$77.84	(12)	($11,209)
Administrative Fees	$7.74	(12)	($1,115)
Security Contract	$2.76	(12)	($397)
Total Purchase of Medical Services from Other Medical Facilities	**$88.34**	**(12)**	**($12,721)**
Purchase of Medical Services from State Hospital	**$4.41**	**(12)**	**($635)**
Catastrophic Medical Expenses	**$26.41**	**(12)**	**($3,803)**

Chart 4

Appropriated and Projected POPM Rates Comparison

	Appropriated FY07-08 POPM Rates	Appropriated FY07-08 POPM Rates	FY07 Year End POPM	Applied Inflation Factor	FY08-09 Projected POPM Rates	Difference
Purchase of Pharmaceuticals	**$58.12**		**$54.91**	**4%**	**$57.11**	**($1.01)**
Purchase of Medical Services from Other Medical Facilities	$77.84		$63.68	4%	$66.23	($11.61)
Administrative Fees	$7.74	$7.74		4%	$8.05	$0.31
Security Contract	$2.76	$2.76		3%	$2.84	$0.08
Total Purchase of Medical Services from Other Medical Facilities	**$88.34**				**$77.12**	**($11.22)**
Purchase of Medical Services from State Hospital	**$4.41**		**$4.87**	**4%**	**$5.06**	**$0.65**
Catastrophic Medical Expenses	**$26.41**		**$33.32**	**4%**	**$34.65**	**$8.24**

Chart 5
Change in POPM Rate

	FY 2007-08 POPM	Projected FY2008-09 POPM	Rate Change POPM	FY2008-09 Caseload	FY2008-09 Cost of POPM Change
Purchase of Pharmaceuticals	**$58.12**	**$57.11**	**($1.01)**	**14,836**	**($180,448)**
Purchase of Medical Services from Other Medical Facilities	$77.84	$66.23	($11.61)	20,644	($2,876,759)
Administrative Fees	$7.74	$8.05	$0.31	20,644	$76,695
Security Contract	$2.76	$2.84	$0.08	20,644	$20,511
Total Purchase of Medical Services from Other Medical Facilities	**$88.34**	**$77.12**	**($11.22)**	**20,644**	**($2,779,553)**
Purchase of Medical Services from State Hospital	**$4.41**	**$5.06**	**$0.65**	**20,644**	**$162,209**
Catastrophic Medical Expenses	**$26.41**	**$34.65**	**$8.24**	**20,644**	**$2,041,932**

Chart 6
Requested Cost Increases

Impacts on FY2008-09			
	Caseload Projection Changes	**Projected Changes in POPM Rates**	**Total Projected Change**
Purchase of Pharmaceuticals	**($299,899)**	**($180,448)**	**($480,347)**
Purchase of Medical Services from Other Medical Facilities	($11,209)	($2,876,759)	($2,887,968)
Administrative Fees	($1,115)	$76,695	$75,580
Security Contract	($397)	$20,511	$20,114
Total Purchase of Medical Services from Other Medical Facilities	**($12,721)**	**($2,779,553)**	**($2,792,274)**
Purchase of Medical Services from State Hospital	**($635)**	**$162,209**	**$161,574**
Catastrophic Medical Expenses	**($3,803)**	**$2,041,932**	**$2,038,129**
Total	**($317,058)**	**($755,860)**	**($1,072,918)**

Assumptions for Calculations

The overall decrease is based on projected data available at the time of this request.

Chart 1
Chart 1 summarizes the offender population projections from Legislative Council Services (LCS) and the Department to determine the Medical Services caseloads and the Pharmaceutical caseload. The chart begins with the adjusted August, 2007, LCS year end

projections for June 2008 and June 2009 to determine an average yearly population which is reduced by Jail, SB 03-252, and Community Corrections Populations to determine the Medical Services caseloads. The Medical Services caseloads are then reduced by the Private Prison Population, the Out of State Private Prison Population, and the Pre-release Parole Revocation Population to determine the Pharmaceutical caseload.

Chart 2
Chart 2 demonstrates the decrease in the Medical Services and Pharmaceutical projected population from FY07-08 figure setting to the FY08-09 projections from Chart 1.

Chart 3
Chart 3 reflects the cost of the caseload decrease in Medical Services and Pharmaceutical at the FY07-08 Figure Setting POPM rates.

Chart 4
Chart 4 is the difference in the FY07-08 Figures Setting POPM and the projected FY08-09 POPM. The 4% increase in the Administration Fee is the increase that was built in the original managed care bid from Physician Health Partners. The 3% increase in the Security Contract was built in the security contract bid from Hatton Security. The Purchase of Services POPM's and the Catastrophic projections are based on the June 30, 2007 IBNR from PHP plus a 4% inflation factor. The Purchase of Pharmaceuticals was based on the June 30, 2007 COFRS POPM plus a 4% inflation factor. The 4% inflation factor was based on a report in Health INFLATION News June 30, 2007, page 1, which shows the annual average for healthcare inflation to be at 4%.

Chart 5
Chart 5 is the change to each appropriation is based solely on the projected POPM increases or decreases from Chart 4 along with the FY08-09 projected population changes from Chart 1.

Chart 6

Chart 6 reflects the combination of the caseload changes and the POPM changes in each appropriation and the Total Request.

Impact on Other Government Agencies: There is a potential impact to the Colorado Mental Health Institute in Pueblo (CMHIP) if the Department was not funded for the additional caseload or POPM increase in the Purchase of Medical Services from State Hospital line. The Department would either have to stop utilizing CMHIP or continue utilization and be unable to reimburse CMHIP through the managed care contactor, Physician Health Partners, (PHP), when the funding is exhausted.

Cost Benefit Analysis: This request is a net decrease of ($1,072,918), a decrease of ($317,058) for projected caseload changes, and an overall decrease in the projected POPM's of ($755,860) from the FY07-08 figure setting.

Cost	**Benefit**
General Fund Impact: ($1,072,918)	With the projected caseload and POPM decrease the are additional General Funds dollars to be used in other critical areas.

Implementation Schedule: If caseload and the POPM is funded as requested the Department can continue appropriate medical services and pharmaceuticals effective July 1, 2008.

Statutory and Federal Authority: The statutes for the duties and powers of the Executive Director confer the authority to the Executive Director to manage, supervise, and control the correctional facilities within the State of Colorado and bestows authority to enter into agreements, contracts, and issue administrative warrants.

Article 1 Department of Corrections

Part 1 Corrections Administration

17-1-103 (2006) Duties of the executive director.

1) The duties of the executive director shall be:

(a) To manage, supervise, and control the correctional institutions operated and supported by the state; to monitor and supervise the activities of private contract prisons; to manage and supervise the divisions, agencies, boards, and commissions that are or may be transferred to or established within the department by law or by the executive director pursuant to section 17-1-101 (2); to provide work and self-improvement opportunities; and to establish an environment that promotes habilitation for successful reentry into society;

(a.5) To develop policies and procedures governing the operation of the department;

(b) To supervise the business, fiscal, budget, personnel, and financial operations of the department and the institutions and activities under his or her control;

(c) In consultation with the division directors and the wardens, to develop a systematic building program providing for the projected, long-range needs of the institutions under his or her control;

(d) To efficiently manage the lands associated with or owned by the department;

(e) To the extent practical, to utilize the staff and services of other state agencies and departments, within their respective statutory functions, to carry out the purposes of this title;

(f) To the extent practical, to develop within the correctional institutions industries that develop work skills for inmates and that also will serve the purpose of supplying necessary products for state institutions and other public purposes as provided by law;

(g) Repealed.

(h) (Deleted by amendment, L. 2000, p. 830, § 3, effective May 24, 2000.)

(i) Repealed.

(j) (Deleted by amendment, L. 2000, p. 830, § 3, effective May 24, 2000.)

(k) To carry out the duties prescribed in article 11.5 of title 16, C.R.S.;

(l) To carry out the duties prescribed in article 11.7 of title 16, C.R.S.;

(m) To provide information to the director of research of the legislative council concerning population projections, research data, and the projected long-range needs of the institutions under the control of the executive director and any other related data requested by the director;

(n) To contract with the department of human services to house in a facility operated by the department of human services any juvenile under the age of fourteen years who is sentenced as an adult to the department of corrections and to provide services for the juvenile, as provided in section 19-2-518 (1) (e), C.R.S.;

(o) To appoint an inspector general and investigators as provided in section 17-1-103.8;

(p) Notwithstanding the provisions of parts 2 and 3 of article 72 of title 24, C.R.S., commonly referred to as the "Open Records Act", to adopt such policies and guidelines as may be necessary concerning the release of records to inmates.

(2) The executive director shall have such other duties and functions as are prescribed for heads of principal departments in the "Administrative Organization Act of 1968", article 1 of title 24, C.R.S.

(3) (a) (I) The executive director shall, upon the recommendation of the department's chief medical officer, appoint a panel of medical consultants.

(II) The executive director shall, upon the recommendation of the department's chief medical officer, determine the membership of the panel based on the medical and surgical needs of the department.

(III) The executive director shall determine the qualifications for appointment to the panel of medical consultants; except that all members of the panel shall be licensed by the state board of medical examiners pursuant to the provisions of article 36 of title 12, C.R.S., or the state board of dental examiners pursuant to the provisions of article 35 of title 12, C.R.S.

(b) Members of the panel of medical consultants shall be compensated at a rate which shall be approved by the executive director. Compensation shall be paid from available funds of the department.

(c) The panel members shall act as medical consultants to the department with respect to persons receiving services from any correctional facility as defined in section 17-1-102 (1.7).

(d) A member of the panel of medical consultants, for all activities performed within the course and scope of said member's responsibilities to the department, shall be entitled to all of the protections of the "Colorado Governmental Immunity Act", article 10 of title 24, C.R.S., as if the panel member were a "public employee" as defined in section 24-10-103 (4), C.R.S. This provision shall not be construed to afford independent contractors hired as panel members any of the protections of the state personnel system, article 50 of title 24, C.R.S.

(e) For purposes of this subsection (3), "panel of medical consultants" means a panel of medical physicians, dentists, or oral surgeons whose duty is to deliver medical services or services related to oral surgery.

(4) For an inmate who was convicted as an adult of a class 1 felony following direct filing of an information or indictment in the district court pursuant to section 19-2-517, C.R.S., or transfer of proceedings to the district court pursuant to section 19-2-518, C.R.S., the executive director shall ensure that the inmate has the opportunity to participate in treatment, programs, and services that is equal to the opportunities granted to other inmates who will be eligible for parole or discharge.

The standard level of health care to inmates is established by Constitutional Law, the Bill of Rights, Amendment VIII. – Cruel and Unusual Punishment

Excessive bail shall not be required nor excessive fines imposed, nor cruel and unusual punishments inflicted.

Estelle v Gamble (No. 75-929) the Supreme Court held that prison must not deliberately ignore a prisoner's "serious" ailment, thereby setting a very low 8th Amendment Standard of care toward prisoners.

4th Circuit has said that a "serious" illness entitles a prisoner to medical attention if "a physician or other health care provider concludes with a reasonable certainty that 1.) the prisoner's symptoms show a serious disease or injury; 2.) the disease or injury is curable or may be substantially alleviated; and 3.) the potential for harm by reason of delay would be substantial.

Performance Measures:

Performance will be evaluated by (a) the number of bed days per 1,000 offenders (b) the Pharmaceutical POPM.

BRI #2 External Capacity Reduction (DCJ Diversion)

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☐ Base Reduction Item FY 08-09 ☑ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: External Capacity Reduction (DCJ Diversion Beds)

Department: Corrections **Dept. Approval by:** Aristedes W. Zavaras **Date:** 11/01/07

Priority Number: 2 **OSPB Approval:** **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	74,808,495	79,291,738	0	79,291,738	79,291,738	(3,109,790)	76,181,948	0	76,181,948	(3,109,790)
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	73,436,932	76,933,031	0	76,933,031	76,933,031	(3,109,790)	73,823,241	0	73,823,241	(3,109,790)
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	1,371,563	2,358,707	0	2,358,707	2,358,707	0	2,358,707	0	2,358,707	0
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (B)(2) External Capacity Subprogram Payments to House State Prisoners Payments to in-state private prisons	**Total**	74,808,495	79,291,738	0	79,291,738	79,291,738	(3,109,790)	76,181,948	0	76,181,948	(3,109,790)
	FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GF	73,436,932	76,933,031	0	76,933,031	76,933,031	(3,109,790)	73,823,241	0	73,823,241	(3,109,790)
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	1,371,563	2,358,707	0	2,358,707	2,358,707	0	2,358,707	0	2,358,707	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:

Cash Fund name/number, Federal Fund Grant name:

IT Request: ☐ Yes ☑ No

Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department Public Safety

CHANGE REQUEST for FY 08-09 BUDGET REQUEST CYCLE

Department:	Department of Corrections
Priority Number:	Base Reduction Item 2
Change Request Title:	External Capacity Reduction (DCJ Diversion Beds)

SELECT ONE (click on box):

☐ Decision Item FY 08-09
☒ Base Reduction Item FY 08-09
☐ Supplemental Request FY 07-08
☐ Budget Request Amendment FY 08-09

SELECT ONE (click on box):

Supplemental or Budget Request Amendment Criterion:
☒ Not a Supplemental or Budget Request Amendment
☐ An emergency
☐ A technical error which has a substantial effect on the operation of the program
☐ New data resulting in substantial changes in funding needs
☐ Unforeseen contingency such as a significant workload change

Short Summary of Request:

The Department of Corrections (DOC) is requesting a decrease of GF ($3,109,790) in the External Capacity Subprogram for FY08-09. These funds will be utilized by the Department of Public Safety, the Division of Criminal Justice (DCJ) for 161.7 Community Corrections Diversion Beds.

Background and Appropriation History:

The projected cost avoidance will be realized in bed reductions for the Department of Corrections in the External Capacity Subprogram, Payments to in-state Private Prison line. A Decision Item will be submitted by the Department of Public Safety, Community Correction Diversion Beds to fund the 161.7 beds with a portion of this decrease.

General Description of Request:

The following program was proposed to reduce private prison beds:

DCJ is requesting an increase of 161.7 Community Corrections Diversion beds. The DOC supports this program and will work with DCJ to coordinate where these beds can best be utilized. The additional 161.7 diversion beds will be funded by a reduction in the DOC

External Capacity Subprogram, Payments to Private Prisons for the estimated 161.7 offenders that would not be housed by DOC in Private Prisons.

Consequences if Not Funded: If the reduction from DOC is not approved for the increase in the diversion beds for DCJ, the State would not realize the projected Private Prison Cost Avoidance of $709,426 a year.

Calculations for Request:

Summary of Request FY 08-09	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	($3,109,790)	($3,109,790)				
(1B) External Capacity Payments to in-state private prisons at a rate of $52.69 per inmate per day	($3,109,790)	($3,109,790)				

Summary of Request FY 09-10	Total Funds	General Fund	Cash Funds	Cash Funds Exempt	Federal Funds	FTE
Total Request	($3,109,790)	($3,109,790)				
(1B) External Capacity Payments to in-state private prisons at a rate of $52.69 per inmate per day	($3,109,790)	($3,109,790)				

Assumptions for Calculations: The decrease in External Capacity in-state Private Prison line is based on the cost per day per offender in the FY07-08 Long Bill at $52.69 per offender X 365 days X 161.7 Offenders = $3,109,790.

Impact on Other Government Agencies: DCJ will request an increase in funding for 161.7 diversion beds.

Cost Benefit Analysis:

The cost of the Private Prison Beds vs the Community Corrections Diversion Beds are outlined in the chart below, projecting an estimated cost avoidance of $709,426 per year.

	Total Costs Per Day for One Offender	**Annual Cost per 161.7 Offender**	**Total One-Year Private Prison Costs Avoided**
Private Prison	$52.69	$3,109,790	$ -
Community Corrections	$40.67*	$2,400,364	**$709,426**

* This amount includes the $37.35 per diem for Community Corrections, a 4.0% administrative rate payment of $1.49, and $2.00 for the Probation Officer Administrative caseload.

Implementation Schedule:

July 1, 2008

Statutory and Federal Authority:

17-1-103 (2006) Duties of the executive director.

1) The duties of the executive director shall be:

(a) To manage, supervise, and control the correctional institutions operated and supported by the state; to monitor and supervise the activities of private contract prisons; to manage and supervise the divisions, agencies, boards, and commissions that are or may be transferred to or established within the department by law or by the executive director pursuant to section 17-1-101 (2); to provide work and self-improvement opportunities; and to establish an environment that promotes habilitation for successful reentry into society;

(a.5) To develop policies and procedures governing the operation of the department;

(b) To supervise the business, fiscal, budget, personnel, and financial operations of the department and the institutions and activities under his or her control;

(c) In consultation with the division directors and the wardens, to develop a systematic building program providing for the projected, long-range needs of the institutions under his or her control;

(d) To efficiently manage the lands associated with or owned by the department;

(e) To the extent practical, to utilize the staff and services of other state agencies and departments, within their respective statutory functions, to carry out the purposes of this title;

(f) To the extent practical, to develop within the correctional institutions industries that develop work skills for inmates and that also will serve the purpose of supplying necessary products for state institutions and other public purposes as provided by law;

(g) Repealed.

(h) (Deleted by amendment, L. 2000, p. 830, § 3, effective May 24, 2000.)

(i) Repealed.

(j) (Deleted by amendment, L. 2000, p. 830, § 3, effective May 24, 2000.)

(k) To carry out the duties prescribed in article 11.5 of title 16, C.R.S.;

(l) To carry out the duties prescribed in article 11.7 of title 16, C.R.S.;

(m) To provide information to the director of research of the legislative council concerning population projections, research data, and the projected long-range needs of the institutions under the control of the executive director and any other related data requested by the director;

(n) To contract with the department of human services to house in a facility operated by the department of human services any juvenile under the age of fourteen years who is sentenced as an adult to the department of corrections and to provide services for the juvenile, as provided in section 19-2-518 (1) (e), C.R.S.;

(o) To appoint an inspector general and investigators as provided in section 17-1-103.8;

(p) Notwithstanding the provisions of parts 2 and 3 of article 72 of title 24, C.R.S., commonly referred to as the "Open Records Act", to adopt such policies and guidelines as may be necessary concerning the release of records to inmates.

(2) The executive director shall have such other duties and functions as are prescribed for heads of principal departments in the "Administrative Organization Act of 1968", article 1 of title 24, C.R.S.

(3) (a) (I) The executive director shall, upon the recommendation of the department's chief medical officer, appoint a panel of medical consultants.

(II) The executive director shall, upon the recommendation of the department's chief medical officer, determine the membership of the panel based on the medical and surgical needs of the department.

(III) The executive director shall determine the qualifications for appointment to the panel of medical consultants; except that all members of the panel shall be licensed by the state board of medical examiners pursuant to the provisions of article 36 of title 12, C.R.S., or the state board of dental examiners pursuant to the provisions of article 35 of title 12, C.R.S.

(b) Members of the panel of medical consultants shall be compensated at a rate which shall be approved by the executive director. Compensation shall be paid from available funds of the department.

(c) The panel members shall act as medical consultants to the department with respect to persons receiving services from any correctional facility as defined in section 17-1-102 (1.7).

(d) A member of the panel of medical consultants, for all activities performed within the course and scope of said member's responsibilities to the department, shall be entitled to all of the protections of the "Colorado Governmental Immunity Act", article 10 of title 24, C.R.S., as if the panel member were a "public employee" as defined in section 24-10-103 (4), C.R.S. This provision shall not be construed to afford independent contractors hired as panel members any of the protections of the state personnel system, article 50 of title 24, C.R.S.

(e) For purposes of this subsection (3), "panel of medical consultants" means a panel of medical physicians, dentists, or oral surgeons whose duty is to deliver medical services or services related to oral surgery.

(4) For an inmate who was convicted as an adult of a class 1 felony following direct filing of an information or indictment in the district court pursuant to section 19-2-517, C.R.S., or transfer of proceedings to the district court pursuant to section 19-2-518, C.R.S., the executive director shall ensure that the inmate has the opportunity to participate in treatment, programs, and services that is equal to the opportunities granted to other inmates who will be eligible for parole or discharge.

Performance Measures:

Offenders that successfully complete community corrections are less likely to recidivate in the two-year period following discharge (25% vs 50%). This request directly relates to the DOC's first performance measure on recidivism.

RECIDIVISM – Improve successful re-integration into the community with pro-social stabilization by offenders released from Colorado Prisons by a reduction in the rate of recidivism by 1% per calendar year to 47.7% over 4 years.

	PERFORMANCE MEASURE	Outcome	2006	2007	2008	2009
	Recidivism Rate - Offenders returned to a Colorado prison within 3 years of release	Benchmark [(1)]	51.7%	50.7%	49.7%	48.7%
		Actual	51.7%	N/A	N/A	N/A

(1) Benchmark established at 1% reduction annually using 2006 actuals.

Unprioritized Requests

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Administrative Law Judge Services
Department: Corrections
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
Priority Number: Unprioritized/Common Policy
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	Total	5,317	5,556	0	5,556	5,556	(1,010)	4,546	0	4,546	(1,010)
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	5,317	5,556	0	5,556	5,556	(1,010)	4,546	0	4,546	(1,010)
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(5)Community Services (A)Parole Subprogram Administrative Law Judge Services	Total	5,317	5,556	0	5,556	5,556	(1,010)	4,546	0	4,546	(1,010)
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	5,317	5,556	0	5,556	5,556	(1,010)	4,546	0	4,546	(1,010)
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department of Personnel and Administration

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Capitol Complex Leased Space
Department: Corrections
Priority Number: Unprioritized/Common Policy

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	168,832	139,891	0	139,891	139,891	37,993	177,884	0	177,884	37,993
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	113,140	78,632	0	78,632	78,632	57,103	135,735	0	135,735	57,103
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	55,692	61,259	0	61,259	61,259	(19,110)	42,149	0	42,149	(19,110)
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office Subprogram Capitol Complex Leased Space	**Total**	168,832	139,891	0	139,891	139,891	37,993	177,884	0	177,884	37,993
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	113,140	78,632	0	78,632	78,632	57,103	135,735	0	135,735	57,103
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	55,692	61,259	0	61,259	61,259	(19,110)	42,149	0	42,149	(19,110)
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text: CFE=Of these amounts, $42,149 shall be from sales revenue earned by Correctional Industries.
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department of Personnel and Administration

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Communication Services Payments
Department: Corrections
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
Priority Number: Unprioritized/Common Policy
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	1,562,881	1,559,575	0	1,559,575	1,559,575	147,472	1,707,047	0	1,707,047	147,472
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,562,881	1,559,575	0	1,559,575	1,559,575	147,472	1,707,047	0	1,707,047	147,472
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services (D) Communications Subprogram Communication Services Payments	**Total**	1,562,881	1,559,575	0	1,559,575	1,559,575	147,472	1,707,047	0	1,707,047	147,472
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,562,881	1,559,575	0	1,559,575	1,559,575	147,472	1,707,047	0	1,707,047	147,472
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department of Personnel and Administration

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Request Title: GGCC
Department: Corrections
Priority Number: Unprioritized/Common Policy

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	0	12,160	0	12,160	12,160	2,233	14,393	0	14,393	2,233
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	12,160	0	12,160	12,160	2,233	14,393	0	14,393	2,233
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services (G) Information Systems Subprogram Purchase of Services from Computer Center	**Total**	0	12,160	0	12,160	12,160	2,233	14,393	0	14,393	2,233
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	12,160	0	12,160	12,160	2,233	14,393	0	14,393	2,233
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department of Personnel and Administration

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Payments to Risk Management and Property Fund

Department: Corrections **Dept. Approval by:** Aristedes W. Zavaras **Date:** 11/01/07

Priority Number: Unprioritized/Common Policy **OSPB Approval:** **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	4,982,853	4,329,261	0	4,329,261	4,329,261	1,244,172	5,573,433	0	5,573,433	1,244,172
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	4,817,924	4,185,962	0	4,185,962	4,185,962	1,202,990	5,388,952	0	5,388,952	1,202,990
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	164,929	143,299	0	143,299	143,299	41,182	184,481	0	184,481	41,182
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office Subprogram Payment to Risk Management and Property Funds	**Total**	4,982,853	4,329,261	0	4,329,261	4,329,261	1,244,172	5,573,433	0	5,573,433	1,244,172
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	4,817,924	4,185,962	0	4,185,962	4,185,962	1,202,990	5,388,952	0	5,388,952	1,202,990
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	164,929	143,299	0	143,299	143,299	41,182	184,481	0	184,481	41,182
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text: CFE=Of these amounts, $162,576 shall be from Correctional Industries, and $21,905 shall be from the Canteen Operation.

Cash Fund name/number, Federal Fund Grant name:

IT Request: ☐ Yes ☑ No

Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department of Personnel and Administration

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Statewide Indirect Cost Allocations
Department: Corrections
Priority Number: Unprioritized/Common Policy

Dept. Approval by: Aristedes W. Zavaras Date: 11/01/07
OSPB Approval: Date: 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	31,533,178	32,087,116	0	32,087,116	33,652,572	7,779	33,660,351	0	33,660,351	7,779
	FTE	0	442.9	0.0	0.0	442.9	0.0	0	0.0	0.0	0.0
	GF	30,369,938	30,947,401	0	30,947,401	32,512,857	(13,832)	32,499,025	0	32,499,025	(13,832)
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	730,200	706,049	0	706,049	706,049	13,524	719,573	0	719,573	13,524
	CFE	432,277	433,272	0	433,272	433,272	7,779	441,051	0	441,051	7,779
	FF	763	394	0	394	394	308	702	0	702	308
(2) Institutions (E) Medical Services Subprogram	**Total**	25,154,090	26,078,781	0	26,078,781	27,391,531	(6,053)	27,385,478	0	27,385,478	(6,053)
Personal Services	**FTE**	316.9	442.9	0.0	442.9	442.9	0.0	442.9	0.0	442.9	0.0
	GF	24,894,659	25,844,102	0	25,844,102	27,156,852	0	27,156,852	0	27,156,852	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	259,431	234,679	0	234,679	234,679	(6,053)	228,626	0	228,626	(6,053)
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(2) Institutions (E) Medical Services Subprogram	**Total**	0	0	0	0	0	6,053	6,053	0	6,053	6,053
Indirect Cost	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Recoveries	**GF**	0	0	0	0	0	0	0	0	0	0
(New Line)	**GFE**	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	6,053	6,053	0	6,053	6,053
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services (A) Business Operations Subprogram	**Total**	5,946,048	5,575,063	0	5,575,063	5,827,769	0	5,827,769	0	5,827,769	0
Personal Services	**FTE**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	5,475,279	5,103,299	0	5,103,299	5,356,005	(13,832)	5,342,173	0	5,342,173	(13,832)
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	470,769	471,370	0	471,370	471,370	13,524	484,894	0	484,894	13,524
	CFE	0	394	0	394	394	308	702	0	702	308
	FF	0	0	0	0	0	0	0	0	0	0

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Statewide Indirect Cost Allocations
Department: Corrections
Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
Priority Number: Unprioritized/Common Policy
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
(4) Inmate Programs											
(B) Education											
Subprogram	Total	763	394	0	394	394	308	702	0	702	308
Indirect Cost Recoveries	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	0	0	0	0	0	0	0	0	0	0
	FF	763	394	0	394	394	308	702	0	702	308
(7) Correctional Industries											
Indirect Cost Assessment	Total	365,270	365,761	0	365,761	365,761	7,172	372,933	0	372,933	7,172
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	365,270	365,761	0	365,761	365,761	7,172	372,933	0	372,933	7,172
	FF	0	0	0	0	0	0	0	0	0	0
(8) Canteen Operation											
Indirect Cost Assessment	Total	67,007	67,117	0	67,117	67,117	299	67,416	0	67,416	299
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	0	0	0	0	0	0	0	0	0	0
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	67,007	67,117	0	67,117	67,117	299	67,416	0	67,416	299
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text: Corresponding letternote dollar amounts need to be revised in all affected subprograms.
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department of Personnel

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ Base Reduction Item FY 08-09 ☐ Supplemental FY 07-08 ☐ Budget Request Amendment FY 08-09 ☐

Request Title: Workers' Compensation
Department: Corrections
Priority Number: Unprioritized/Common Policy

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	4,428,224	5,325,800	0	5,325,800	5,325,800	797,940	6,123,740	0	6,123,740	797,940
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	4,281,654	5,149,516	0	5,149,516	5,149,516	771,528	5,921,044	0	5,921,044	771,528
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	146,570	176,284	0	176,284	176,284	26,412	202,696	0	202,696	26,412
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office Subprogram Workers' Compensation	**Total**	4,428,224	5,325,800	0	5,325,800	5,325,800	797,940	6,123,740	0	6,123,740	797,940
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	4,281,654	5,149,516	0	5,149,516	5,149,516	771,528	5,921,044	0	5,921,044	771,528
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	146,570	176,284	0	176,284	176,284	26,412	202,696	0	202,696	26,412
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text: CFE=Of these amounts, $177,967 shall be from Correctional Industries, and $24,729 shall be from the Canteen Operation.
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department of Personnel and Administration

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Statewide C-SEAP Program Staffing
Department: Corrections
Priority Number: Unprioritized/Common Policy

Dept. Approval by: Aristedes W. Zavaras **Date:** 11/01/07
OSPB Approval: **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	4,428,224	5,325,800	0	5,325,800	5,325,800	64,814	5,390,614	0	5,390,614	64,814
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	4,281,654	5,149,516	0	5,149,516	5,149,516	62,669	5,212,185	0	5,212,185	62,669
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	146,570	176,284	0	176,284	176,284	2,145	178,429	0	178,429	2,145
	FF	0	0	0	0	0	0	0	0	0	0
(1) Management (A) Executive Director's Office Subprogram Workers' Compensation	**Total**	4,428,224	5,325,800	0	5,325,800	5,325,800	64,814	5,390,614	0	5,390,614	64,814
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	4,281,654	5,149,516	0	5,149,516	5,149,516	62,669	5,212,185	0	5,212,185	62,669
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	146,570	176,284	0	176,284	176,284	2,145	178,429	0	178,429	2,145
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text: CFE=Of these amounts, $1,883 shall be from Correctional Industries, and $262 shall be from the Canteen Operation.
Cash Fund name/number, Federal Fund Grant name:
IT Request: ☐ Yes ☑ No
Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department of Personnel and Administration

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Adjustments to Statewide Multiuse Network Payments

Department: Corrections **Dept. Approval by:** Aristedes W. Zavaras **Date:** 11/01/07

Priority Number: Unprioritized/Common Policy **OSPB Approval:** **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	955,861	1,078,262	0	1,078,262	1,078,262	139,779	1,218,041	0	1,218,041	139,779
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	904,532	1,020,360	0	1,020,360	1,020,360	132,273	1,152,633	0	1,152,633	132,273
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	51,329	57,902	0	57,902	57,902	7,506	65,408	0	65,408	7,506
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services (D) Communications Subprogram Multiuse Network Payments	**Total**	955,861	1,078,262	0	1,078,262	1,078,262	139,779	1,218,041	0	1,218,041	139,779
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	904,532	1,020,360	0	1,020,360	1,020,360	132,273	1,152,633	0	1,152,633	132,273
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	51,329	57,902	0	57,902	57,902	7,506	65,408	0	65,408	7,506
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text:

Cash Fund name/number, Federal Fund Grant name:

IT Request: ☐ Yes ☑ No

Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department of Personnel and Administration

Schedule 13
Change Request for FY 08-09 Budget Request Cycle

Decision Item FY 08-09 ☑ **Base Reduction Item FY 08-09** ☐ **Supplemental FY 07-08** ☐ **Budget Request Amendment FY 08-09** ☐

Request Title: Vehicle Reconciliation

Department: Corrections **Dept. Approval by:** Aristedes W. Zavaras **Date:** 11/01/07

Priority Number: Unprioritized/Common Policy **OSPB Approval:** **Date:** 11/01/07

	Fund	1 Prior-Year Actual FY 06-07	2 Appropriation FY 07-08	3 Supplemental Request FY 07-08	4 Total Revised Request FY 07-08	5 Base Request FY 08-09	6 Decision/ Base Reduction FY 08-09	7 November 1 Request FY 08-09	8 Budget Amendment FY 08-09	9 Total Revised Request FY 08-09	10 Change from Base (Column 5) FY 09-10
Total of All Line Items	**Total**	1,614,159	1,823,574	0	1,823,574	1,917,710	105,777	2,023,487	0	2,023,487	105,777
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,565,173	1,776,173	0	1,776,173	1,870,309	105,777	1,976,086	0	1,976,086	105,777
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	48,986	47,401	0	47,401	47,401	0	47,401	0	47,401	0
	FF	0	0	0	0	0	0	0	0	0	0
(3) Support Services (E) Transportation Subprogram Vehicle Lease Payments	**Total**	1,614,159	1,823,574	0	1,823,574	1,917,710	105,777	2,023,487	0	2,023,487	105,777
	FTE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	GF	1,565,173	1,776,173	0	1,776,173	1,870,309	105,777	1,976,086	0	1,976,086	105,777
	GFE	0	0	0	0	0	0	0	0	0	0
	CF	0	0	0	0	0	0	0	0	0	0
	CFE	48,986	47,401	0	47,401	47,401	0	47,401	0	47,401	0
	FF	0	0	0	0	0	0	0	0	0	0

Letternote revised text: CFE=Of these amounts, $41,631 shall be from Correctional Industries, and $5,770 shall be from the Canteen Operation.

Cash Fund name/number, Federal Fund Grant name:

IT Request: ☐ Yes ☑ No

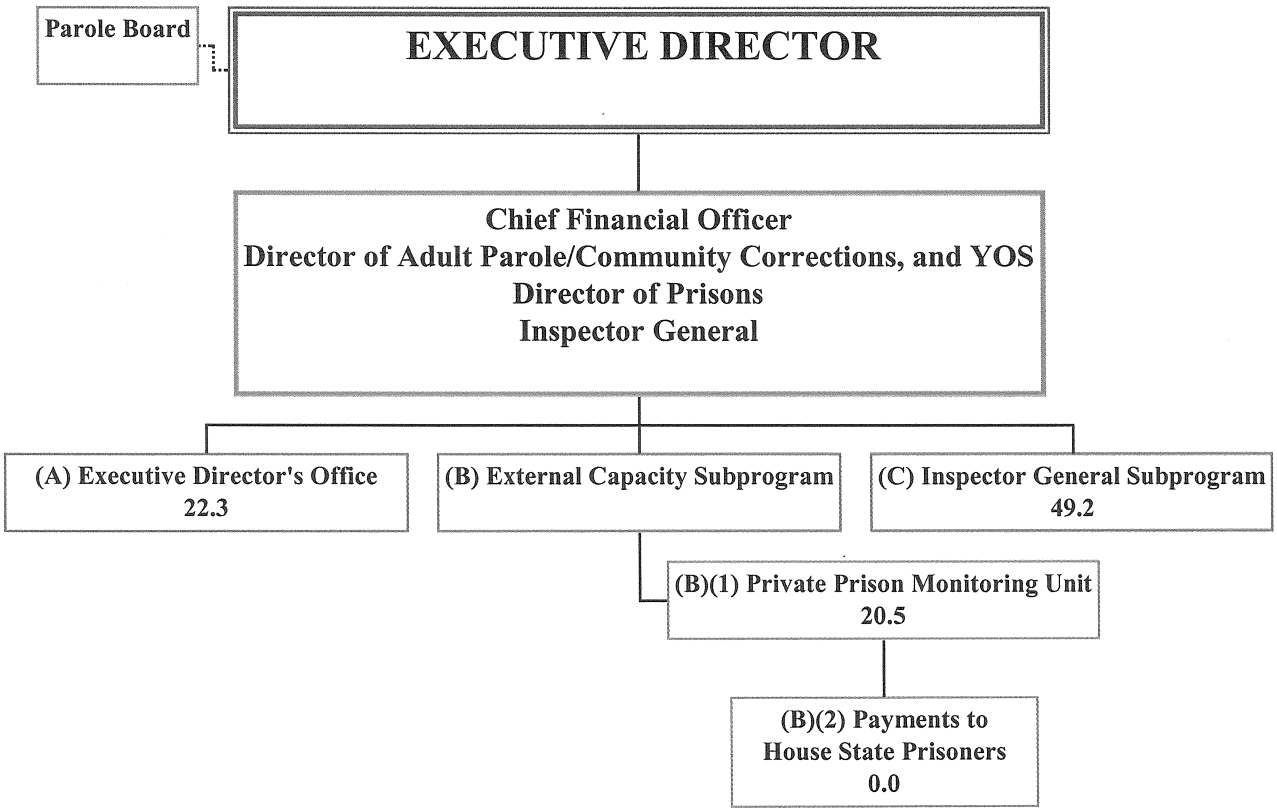
Request Affects Other Departments: ☑ Yes ☐ No **If Yes, List Other Departments Here:** Department of Personnel and Administration

DETAIL BY PROGRAM

COLORADO DEPARTMENT OF CORRECTIONS

(1) MANAGEMENT GROUP

FY 07-08



1A EDO

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(1) MANAGEMENT**
(A) Executive Director's Office Subprogram

Line Items:
Personal Services
Health, Life and Dental
Short-term Disability
Amortization Equalization Disbursement (AED)
Supplemental Amortization Equalization Disbursement (SAED)
Salary Survey and Senior Executive Service
Performance-based Pay Awards
Shift Differential
Workers' Compensation
Operating Expenses
Legal Services for 15,298 hours
Payment to Risk Management and Property Funds
Leased Space
Capitol Complex Leased Space

Change Request(s):
DI #1 External Capacity Caseload Increase
DI #2 Parole/Parole ISP/Community Re-Entry Caseload Increase
DI #4 Mental Health Caseload
DI #5 Community Corrections Caseload Increase
DI #6 External Capacity Impacts
DI #7 Academic & Vocational Instructors
DI #10 Utilities, SAFE, Personnel, Facility Services FTE
DI #11 Planning and Analysis Statisticians

Federal/State Statutory and Other Authority: 17-1-103, CRS - Duties of the Executive Director.

Program Description: The Executive Director's Office (EDO) Subprogram exists to provide leadership and direction for the Colorado Department of Corrections (DOC) through development and implementation of policies, allocation and management of resources, and evaluation and monitoring of all Department operations. The EDO is the primary contact on public and legislative issues and supports the effort of wardens in implementing defined facility missions.

Total FTE: 22.3

Services Provided

The EDO Subprogram provides management, leadership, and direction in all policy, fiscal, and operational matters. It is charged, in general terms, with the responsibilities of maintaining safe and secure correctional facilities, as well as providing oversight to the various programs, including parole, community, and YOS.

Functions and Activities Summarized

Priority	Function
1	Executive Director's Office
2	Director of Prisons
3	Director of Administration
4	Inspector General
5	Director of Adult Parole/Community Corrections & YOS (Youth Offender Services)
6	Director of Public Affairs
7	Legislative Liaison
8	Planning & Analysis

Analysis of Functions and Activities

Executive Director's Office. In compliance with the law, the Executive Director is responsible for forming the operational structure of the DOC so that scarce resources can be focused on areas meriting the most attention. Specifically, the Executive Director makes recommendations to the Governor and the General Assembly on all issues affecting the prison system, including sentencing policy, prison growth and construction initiatives, alternatives to incarceration, general conditions of confinement issues, inmate rights and responsibilities, and budgetary matters. The Executive Director is also ultimately responsible to the offenders and their families regarding care, treatment, and conditions issues which surface regularly.

The following FTE report directly to the Executive Director: Director of Administration and Finance; Director of Prisons; Director of Adult Parole/Community Corrections and YOS; Inspector General; Director of Public Affairs; Legislative Liaison; Pardons and Clemency Review Boards; and an Inmate Step III Grievance Officer.

The DOC houses one Type I agency, the State Board of Parole, which is appointed by the Governor with Senate confirmation. The Executive Director is statutorily responsible for fiscal and budgetary matters and adherence to state fiscal rules and purchasing policies for the State Board of Parole, despite the fact that this agency does not report to the Executive Director.

The Executive Director has many other responsibilities for DOC operations, including, without limitation: participation on governmental initiatives as directed by the Governor or the Governor's Chief of Staff; attendance at law enforcement functions as one of the Governor's representatives on a variety of issues; meetings with constituents of legislators and family members of offenders who have concerns in particular areas; meetings with inmate advocacy groups to hear concerns and comments regarding departmental operations; meetings with labor

unions and employee groups that represent DOC staff in various capacities; public speaking appearances with various organizations as requested; coordinating activities revolving around the criminal justice system with the Department of Public Safety, the Judicial Branch, the District Attorney's Council, and other law enforcement agencies; and other miscellaneous duties as they arise.

The Executive Director is ultimately responsible for the DOC internal staff disciplinary system and sometimes serves as the appointing authority to decide matters disputed between employees and supervisors.

Directors' Offices - The management function provided by the Departmental Directors broadly addresses the administration of multiple facilities spread geographically to afford a coordinated, consistent approach to inmate management and programming. The Directors provide direction and organizational problem-solving through the following functions:

- Strategic Planning – The office is in support of strategic planning and the management of planning systems throughout DOC, including subprogram and new facility planning.

- Policy Development - Responsible for review, modifications, and final drafting of policy statements and Administrative Regulations. Policy setting also occurs through weekly executive staff discussions and decision making regarding emergent issues.

- Facility and Program Staff Allocation - Responsible for the review of organizational structures to ensure that maximum efficiency is being achieved. This group oversees all leadership selections (i.e., wardens, associate wardens, directors, etc.).

- Staff Training - Responsible for the review and determination of training needs at all levels and various areas. Training is then completed by or in conjunction with the Corrections Training Academy.

- Personnel Appointment and Disciplinary Authority - Serve as the final appointing authority for their divisions and frequently conduct grievance and R-6-10 hearings.

- System-Wide Communication - Serve as critical system-wide communications function representing the view from the field at Headquarters, presenting the Headquarters perspective to the field, and maintaining focus on the mission through system-wide meetings and training.

The following offices report directly to the Office of the Executive Director:

Director of Prisons
Director of Administration & Finance
Director of Adult Parole, Community Corrections & YOS
Inspector General
Director of Public Affairs
Legislative Liaison

Director of Prisons. The Director of Prisons is responsible for the management of security, daily operations, and financial operations of twenty-four (24) correctional facilities/centers. Guidance and direction provided by this office ensures public safety, management of offenders in safe, humane, and secure environments; adequate food and clothing, offender access to basic medical and mental health services, and access to programs that assist the offenders in modifying their behavior. These services are coordinated through the Directors, Wardens, and technical support staff.

The Director of Prisons has been delegated the following:

- Daily overall management of correctional facilities and intra-facility programs.
- Program proposal review and authorization.
- Regulation and policy review and authorization.
- Budget allocation decisions and expenditures review and monitoring.
- Program monitoring and auditing.
- Selection, appointment and evaluation of all Wardens and Associate Wardens.
- Personnel authority for grievances, Rule 6-10 hearings, and other corrective and disciplinary actions.
- Convening of system-wide or section meetings with Wardens, Associate Wardens, Executive Staff, and case management supervisors, etc. as appropriate.
- Ensuring emergency management preparedness through regular unannounced Emergency Alert Drills.

The Director also assumes responsibility for the Special Operations Response Team (SORT). The SORT team is comprised of specially trained volunteer officers who are prepared to manage correctional emergencies on a statewide level, including inmate disturbances, hostage situations, and barricaded inmates.

The Office of the Director of Prisons is responsible for the overall management of the following facilities:

- Buena Vista Correctional Complex (BVCC); Buena Vista - 1,318 beds, Level II and III; (includes Buena Vista Correctional Facility (BVCF), Buena Vista Minimum Center (BVMC) and Colorado Correctional Alternative Program (CCAP) [Boot Camp]).
- Colorado Territorial Correctional Facility (CTCF); Canon City - 786 beds, Level III facility.
- Fremont Correctional Facility (FCF); Canon City - 1,471 beds, mixed levels.
- Centennial Correctional Facility (CCF); Canon City - 336 beds, Level IV.
- Canon Minimum Centers (CMC); Canon City - 1,242 beds, Level I and II (includes Arrowhead Correctional Center (ACC), Four Mile Correctional Center (FMCC), and Skyline Correctional Center (SCC)).
- Colorado State Penitentiary (CSP); Canon City - 756 Administrative Segregation and Level V and IV facility beds.
- Arkansas Valley Correctional Facility (AVCF); Ordway - 1,007 beds, Level III facility.
- Limon Correctional Facility (LCF); Limon - 953 beds, Level IV facility.
- La Vista Correctional Facility (LVCF); Pueblo - 519 beds, mixed levels for female offenders, Level III facility.

- Delta Correctional Center (DCC), Delta - 484 beds, Level I facility.
- Rifle Correctional Center (RCC); Rifle - 192 beds, Level I facility.
- Trinidad Correctional Facility (TCF); Trinidad - 484 beds, Level II facility.
- Sterling Correctional Facility (SCF); Sterling - 2,545 beds, mixed levels.
- Denver Women's Correctional Facility (DWCF); Denver - 900 beds, mixed levels for female offenders.
- Colorado Women's Correctional Facility (CWCF); Canon City - 224 beds, mixed levels for female offenders.
- Colorado Correctional Center (CCC); Golden - 150 beds, Level I facility for male offenders.
- San Carlos Correctional Facility (SCCF), Pueblo - 255 Special Needs, mixed custody beds for offenders with mental illnesses or developmental disabilities.
- Denver Reception & Diagnostic Center (DRDC); Denver - 480 beds, mixed level facilities (maximum security environment).
- Ft. Lyon Correctional Facility (FLCF); Ft. Lyon - 500 beds, Level III facility.

Private Prison Monitoring Unit - The purpose of this unit is to act as agent of the private prisons, as well as oversee contracts between DOC and the political subdivisions who have subcontracted with private correctional corporations to operate a correctional facility. Contract monitoring is done to ensure public safety, audit billing for these services, and ensure that offenders are retained in a safe, secure, and humane environment. Furthermore, private prison monitoring ensures that treatment programs similar to that provided at state facilities are available to offenders housed at private locations.

The Private Prison Monitoring Unit oversees the following private facilities housing DOC inmates:

Bent County Correctional Facility (BCCF) (Contract Authority only); Las Animas, – 724 beds, Level III facility.

Huerfano County Correctional Facility (HCCF) (Contract Authority only); Walsenburg - 774 beds, Level III facility.

Crowley County Correctional Facility (CCCF) (Contract Authority only); Crowley County - 1720 beds, Level III facility.

Kit Carson Correctional Facility (KCCF) (Contract Authority only); Kit Carson County - 820 beds, Level III facility.

High Plains Correctional Facility (HPCF) (Contract Authority only); Morgan County – 272 bed, Level II facility for women.

DOC inmates housed in the North Fork Correctional Facility in Sayre Oklahoma. 480 inmates Owned and operated by Corrections Corporation of America. (CCA) (Contract Authority only)

Food Service and Laundry - This subprogram coordinates DOC food service delivery systems, including the acquisition of nutritional food items, employment of inmate workers, and monitoring the food services budget. Special therapeutic and religious dietary requirements are accommodated.

Offender Services - This office is under the Director of Prisons and is responsible for offender population management, offender classification, administration of offender case management, monitoring of disciplinary processes, and offender time release operations.

- Central Transportation Unit - This unit of the DOC is responsible for the centralized transportation of inmates within the DOC system, court services, and emergency medical services requiring hospitalization or other specialized care.

Legal Access - The office of Correctional Legal Services provides offenders with the ability to exercise their fundamental constitutional right of access to the courts in conjunction with reasonable restrictions related to legitimate penal interests; additionally, it is responsible for developing, implementing, and maintaining systems of documentation to serve stakeholders relative to defending allegations of constitutional violations and assisting and educating DOC staff in correctional law issues.

Volunteer Services - This office coordinates religious and educational support programs, recruiting of rehabilitation programs which assist in community reintegration, and coordinating the many volunteers who work in DOC facilities. The office coordinates and ensures system-wide compliance with federal mandates regarding religious access for inmates.

Director of Administration & Finance. The Director of Administration and Finance is responsible for all fiscal and budgetary matters in the DOC and serves as the Chief Financial Officer. This position works with the Governor's Office of State Planning and Budgeting (OSPB) and the Joint Budget Committee (JBC) on budget initiatives and accountability. The Director of Administration and Finance advises the Executive Director and other key executive staff on fiscal, purchasing, and financial issues. This position is the lead contact with the State Auditor's Office, the State Controller's Office, and other Denver-based agencies with financial oversight of DOC operations. The Director of Administration and Finance supervises the Fleet Management Coordinator and has ultimate supervision over the fleet maintained for the use by the DOC. The Director of Administration and Finance is the leader on the zero-based budget process and works with various individuals throughout the DOC on methods to make operations more efficient and cost-effective.

The Office of the Director of Administrations and Finance is responsible for the management of the following:

Administration & Finance

Budget and Finance: The Budget and Finance area prepares, explains, and defends the annual DOC budget request to the JBC, the OSPB, the General Assembly, and the public. Responsibilities include setting and distributing allocations, monitoring expenditures of

operating units, preparing financial analysis for internal and external distribution, and providing fiscal impact statements on pending legislation to the Legislative Council.

Accounting: The Accounting office maintains and controls the accounting reports, manages grant accounting, and performs ad hoc analysis and reporting. It includes Accounts Payable, Accounts Receivable, Cashier, General Accounting, Inmate Banking, and General Accounting function.

Purchasing and Warehouse: Purchasing assists personnel in procuring goods and services necessary to satisfy the needs and mission of the DOC. In complying with the State Procurement Code and the Procurement Code of Ethics, this office ensures equitable treatment of all vendors who participate in the state's purchasing program, fosters fair and open competition for DOC requirements, and maximizes to the full extent practical the purchasing value of public funds. The warehouses receive, store, and distribute goods needed to support the facilities and operations of the DOC.

Fleet Management: This aspect of Business Operations entails the management of fleet vehicles, including maintenance, additions, replacements, rotations, transfers, and low mileage utilization awareness concerns.

Planning and Analysis: This unit provides research information, data analysis services, and manages the Strategic Plan process for the DOC. It analyzes and reports official offender trend data in areas such as demographics, sentencing, classification, disciplinary actions, recidivism, admissions, releases, parole board decisions, population growth, population status at each facility, facility capacity, jail backlog, and housing capacities. It assumes responsibility for the monitoring of prison population and parole projections; planning for future beds; and analyzing legislative impact and policy impact studies. Additionally, this office responds to ad hoc data requests from both the public and private sectors on a national, state, and local level, including providing statutorily required data sets to the Legislative Council and the Division of Criminal Justice, Department of Labor, Social Services, and several federal agencies. It is also responsible for coordinating, scheduling, distributing, and auditing all DOC Administrative Regulations.

Personnel (Human Resources): This office provides a comprehensive support system to the DOC on all personnel functions, including: recruitment, testing, interviewing, selecting, hiring, and orienting employees; maintaining records (including manual and computer data capture); performance measuring; administering benefits/workers compensation; administering special actions (separations, career development, grievances, and corrective and disciplinary appeals); as well as responding to and providing customer service to all DOC stakeholders. The Office of Human Resources staffs an Equal Employment Opportunity/Diversity Administrator who manages the DOC diversity plan, administers the DOC recruitment plan, assists in the investigations of EEO and other discrimination complaints, and reports to the Assistant Director of Administration and Finance on equal opportunity and diversity issues.

Training: Staff training (both initial and in-service) is provided through or in conjunction with the Corrections Training Academy, which exists to create and maintain an environment in which new employees are prepared for entry into the corrections profession and experienced staff are

continually developed to their highest potential. These goals are accomplished through the development, delivery, and management of Basic Training, In-Service Training, Advanced/Specialized Training, and training delivered through the Community College Contract.

Division of Correctional Industries - The General Assembly legislatively mandates that the Division of Correctional Industries provides meaningful inmate jobs in a real world setting. Statutes mandate the division operate as a business and employ as many inmates as possible. The division operates 37 businesses in the manufacturing, agriculture, and service sectors. Part of the challenge of the division is to operate profitably while employing more inmates and staff than a traditional business model requires. This allows the DOC to provide meaningful employment to 1,549 inmates in the system.

Canteen: This division is responsible for providing high quality, fairly priced merchandise and services to the inmate population in an efficient and profitable manner, assisting in the maintenance of a secure environment, and reducing reliance on taxpayer-provided funds for inmate recreational, educational, and social benefit expenditures. Canteen operations also include the Colorado Inmate Phone System as a means of improving efficiencies in delivering telephone services to the inmate population.

Information Systems - This office is responsible for changing and enhancing the operations of the DOC by providing the tools to increase the quality of service and to increase the efficiency in the delivery of service. In addition, this office strives to provide departmental administrators with accurate and concise information that is accepted through the criminal justice system, including accessibility to the Colorado Integrated Criminal Justice Information Systems (CICJIS).

Education - This office is under the Division of Finance and Administration. This office is responsible for central coordination, policy direction, program development, and quality assurance monitoring for various academic and vocational programs to inmates.

Clinical Services - This office is under the Division of Finance and Administration. This office is responsible for central coordination, policy direction, program development, and quality assurance monitoring for medical, dental, mental health, and drug and alcohol services to inmates. Furthermore, it provides specialized programs for chronically mentally ill inmates, chemically dependent inmates, and sex offenders.

Facility Management Services - This office is under the Division of Finance and Administration. The Office of Facility Management Services develops the physical plant responses to changing departmental needs, maintains the DOC existing correctional facilities, and supervises the construction of authorized new facilities, all of which are to be timely and cost-effective in their construction, operation, and maintenance. This office plans, prepares, and coordinates capital construction and controlled maintenance budget requests, as well as managing the appropriations for physical plant additions, improvements, and new construction. Additionally, it serves as a budgeting and public works entity for capital construction and controlled maintenance programs and provides field support in a number of building trades.

Audits and Standards - This office was recently placed under the Division of Finance and Administration. This office is responsible for ensuring that DOC facilities and Central Office are in compliance with national standards set forth by the American Correctional Association for accreditation.

Inspector General. The separate Inspector General Subprogram was established in FY 05-06. Specific Subprogram information can be found in (1)(C) of the ZBB program crosswalks.

The Office of the Inspector General (OIG) exists to provide professional investigative resources to the DOC and its facilities, employees, inmate population, the law enforcement community, and the general public. The investigators are certified peace officers who are sworn to protect and serve the people of the state of Colorado by promoting public safety; the safety of DOC staff and inmates; protecting property; and enforcing the laws within the state of Colorado. The OIG is the primary contact on law enforcement issues for the DOC.

Director of Adult Parole/Community Corrections and YOS. This office oversees the following organizational units:

Divisions of Adult Parole and Community Corrections - These Divisions consolidate the community based offender programs for the Department. The program design is driven by a complex menu of statutory requirements, Department policy, local government partnership and privatization. The Division of Community Corrections supervises over 2,600 inmates released to the community through approval of the Local Government Community Corrections Boards. The Division of Adult Parole supervises over 8,000 offenders released by the Board of Parole under the authority of the State's discretionary or mandatory parole programs. Offender population management is major responsibility of the Divisions given the total number of assigned offenders and the relatively short length of stay.

The Divisions have oversight responsibilities for 28 private residential facilities statewide that comprise the residential component of the community corrections programs. Eighteen private providers are under contract for day reporting services for the non-residential component of the programs. Electronic surveillance, including Global Positioning Satellite (GPS) tracking, mental health treatment, employment training, life skills and other services are provided within these programs to: manage the public safety risk; meet statutory and standards compliance; and provide a continuum of services from the Department's institutions. Aftercare for the Youthful Offender program is under these Divisions and has the most complex service delivery system as mandated by statutory requirements.

The Office of Community Reintegration was recently added to the jurisdiction of the Director of Adult Parole, Community Corrections and YOS. This office is responsible to assist paroling or discharging inmates with transitional services from prison to the community.

The Youth Offender System (YOS) program was added to the responsibilities of the Director of Adult Parole, Community Corrections and YOS under the Department's reorganization.

Additional information on YOS is available in this budget document under its own Program Crosswalk section.

Office of Public Affairs. The Public Information Officer (PIO) serves as the primary point of contact 24 hours per day, seven days a week, for the general public, the media, educational institutions, and students seeking information and/or access (inmate interviews and tours) to the DOC statewide, nationally, and internationally. The office is the point of contact for advocacy issues and complaints. The PIO arranges and acts as liaison for community outreach programs and presentations. The Public Information Officer also publishes an internal newsletter every other month to keep staff apprised of key developments that affect them.

The Victim Notification Coordinator reports to the Office of Public Affairs. The Coordinator supervises the DOC statutorily mandated Victim Notification Program, a program which commenced after the passage of the 1992 Crime Victims Rights Constitutional Amendment. The program currently sends a minimum of 3,500 notifications per quarter to victims regarding offender information (i.e., movements, releases, escapees, etc.).

Legislative Liaison. The Legislative Liaison of the DOC serves as an advisor to departmental staff and the Executive Director on legislative matters and other public policy matters which affect or might affect the DOC operations or policies. The position is the primary contact with members of the General Assembly, law enforcement, and other criminal justice agencies on departmental matters and other issues that arise as they relate to the operations of the state's correctional system. This position initiates the needed legislative action which supports the overall mission of the Department and is in keeping with the goals of the Executive Director, and supports the department's strategic plan. Some of functions this position is responsible for are:

- Tracks all proposed legislative action which may impact the DOC and provides feedback to the administration.

- Represents the interests of the DOC with regard to funding and fiscal impact, and is the liaison between the DOC business office, Joint Budget Committee, Office of State Budget and Planning.

- Creates opportunities to increase awareness by member of the General Assembly regarding operational aspects of the DOC through tours, briefings or by extending invitations to attend DOC-related events.

- Ensures signed legislation is implemented in both policy and practice.

Shared Functions and Activities: None.

Prioritized Objectives and Performance Measures:

OBJECTIVE: 1.1 Goal #1 Acquire and/or maintain American Correctional Association (ACA) accreditation in all DOC facilities and operating units by July 1, 2008.

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Number of facilities/agencies ACA accredited. Defines: The total number of DOC facilities followed by the number of facilities accredited by the American Correctional Association. Demonstrates: The DOC commitment to operating facilities and programs within ACA guidelines.	Target	28/22	30/23	30/23	30/23
	Actual	28/22	30/23		
MEASURE: Number legislative bills analyzed. Definition: This figure represents the number of proposed legislative bills analyzed to determine the positive and negative impacts on the DOC. Demonstrates: The DOC is being proactive by taking steps to identify potential problems of a bill before it is passed and tracking the fiscal impact to the DOC of the bills introduced.	Target	64	105	105	105
	Actual	113	67		
MEASURE: Number of training hours received by DOC employees. Defines: The total number of training hours received by all DOC employees. This figure includes those courses approved by the Training Academy in Basic Training, In-Service, and Advanced and Specialized programs. Formula: Number of DOC employees (based on course rosters) x number of hours per course. Example: 30 employees attending a 4 hour course = 120 training hours. Demonstrates: The department's commitment to developing and/or maintaining a well trained and professional workforce. The Department strives to meet ACA training standards while ensuring consistency and legal defensibility in its training programs.	Target	337,680	337,680	300,000	302,000
	Actual	310,648	294,002		

Optional Elements - Other Trends and Baseline Information

Prior Year Performance Measures

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
Administration					
MEASURE: Offender population. Defines: Total number of offenders under the supervision of DOC including incarcerated inmates and community corrections inmates. Demonstrates: The overall departmental growth.	Target	21,850	20,178	23,475	24,619
	Actual	22,012	20,178		
MEASURE: Average cost per inmate in dollars. Defines: Annual cost to house incarcerated inmates in DOC facilities. Total cost per facility per year divided by the number of inmates. (Excludes private prisons.) Demonstrates: The amount of tax dollars necessary to incarcerate an inmate for one year.	Target	$26,824	$28,416	$29,646	$30,535
	Actual	$27,588	$28,783		
MEASURE: Average compliance level for ACA accredited facilities. Defines: The average score of ACA audits performed on DOC facilities. The total number of the ACA audit scores divided by the number of facilities audited. Demonstrates: The DOC commitment to operate effective and efficient programs with full accountability and within applicable American Correctional Association accreditation standards.	Target	99.5%	99.5%	99.5%	99.5%
	Actual	99.4%	99.26%		
Data Analysis					
MEASURE: Number of data sets sent to DCJ and Legislative Council for projections. Definition: This workload measure represents a number of data files that address intake, releases, and stock population data required for population forecasting. Demonstrates: The Department's compliance with statutory requirements regarding population projections.	Target	2	2	2	2
	Actual	2	2		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Number of policy issues analyzed for impact. Definition: A workload measure detailing the analysis of proposed changes to DOC policy and the impact of their implementation. Demonstrates: The Department's commitment to research and study relevant issues and information before instituting policy changes.	Target	8	8	8	8
	Actual	3	5		
MEASURE: Bed plans for external use. Definition: Documents describing population projections and bed type needs over the next five years. These are official documents presented for use outside the DOC. Demonstrates: The Department's commitment to develop and implement plans for the management of current and future offender population and their special needs.	Target	1	1	1	2
	Actual	2	2		
MEASURE: Bed plans for internal use. Definition: Documents describing population projections and bed type needs over the next five years. These are official documents presented for internal use by the Department. Demonstrates: The number and type of new beds required over the next five years for presentation to other DOC offices or training within the Department. Also done for "what if" scenarios exploring changes in classification or a shift in the expected offender population.	Target	4	4	4	4
	Actual	4	4		
Finance					
MEASURE: DOC budget in millions of dollars. Defines: The total budget appropriated by the legislature for the DOC rounded to the nearest million dollars. Demonstrates: The continuous growth of the DOC.	Target	$593M	$648M	$702M	$737M
	Actual	$593M	$648M		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Number of subprogram budgets developed. Defines: The number of budgets developed for individual subprograms in the DOC required for the annual Budget Request document. Demonstrates: The voluminous effort necessary to prepare the annual Budget Request document.	Target	40	40	40	40
	Actual	40	40		
Reporting					
MEASURE: Major national data surveys. Definition: Surveys received and completed by the Office of Planning and Analysis pertaining to any component of the DOC. These surveys, received from national organizations, may range from one page to numerous pages and content. Demonstrates: The Department's commitment to provide thoughtful, candid, and educational communications to the media and the public. This information about the DOC is shared nationally and extensive staff time is devoted to this endeavor.	Target	45	41	41	41
	Actual	37	41		
MEASURE: Ad Hoc Inquiries. Definition: Any question regarding offenders, referred to the Office of Planning and Analysis, asked by DOC staff or external agencies. Demonstrates: The Department's ability and commitment to provide candid and educational communications internally and externally. This endeavor requires extensive staff time.	Target	800	800	830	830
	Actual	778	820		
MEASURE: Research requests reviewed. Definition: This figure represents the number of reviews performed by the Office of Planning and Analysis on formal requests by DOC or outside researchers to conduct research on offenders within the DOC. Demonstrates: Outside levels of interest regarding offenders both locally and nationally.	Target	10	10	10	10
	Actual	10	7		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Research projects completed for outside agencies. Definition: The number of projects, approved by the Office of Planning and Analysis, completed by outside researchers and/or DOC staff. The results of these projects are shared with the DOC. Demonstrates: The Department's willingness to cooperate with independent research projects that may result in new information that can be useful to the DOC.	Target	1	1	3	3
	Actual	2	1		
EEOC					
MEASURE: Number of job recruitment fairs. Definition: This number represents the total number of job fairs attended by DOC personnel in an attempt to recruit new employees. Demonstrates: Because of recent economic conditions the Department has increasing difficulty recruiting qualified applicants. This measure represents DOC continued efforts to fill available positions with qualified applicants.	Target	50	60	60	
	Actual	38	38		
MEASURE: Number of EEOC complaints monitored. Definition: This figure represents the total number of responses by the DOC Human Resources. Demonstrates: The Department's commitment to hiring and retaining a qualified and diverse workforce.	Target	15	35	35	
	Actual	16	20		
MEASURE: EEOC utilization reports prepared. Definition: This figure is the number of internal documents prepared by the Human Resources Office detailing diversity issues throughout the department. Demonstrates: The Department's commitment to hiring and retaining a qualified and diverse workforce.	Target	1	1	1	
	Actual	3	3		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
Technical Support					
MEASURE: Number of internal ACA/security audits conducted annually. Definition: This number represents the number of facilities and/or agencies that underwent internal audits conducted by DOC staff to evaluate operations and security, Demonstrates: The DOC goal to continuously monitor and evaluate all operations and facilities on an annual basis.	Target	27	27	27	27
	Actual	27	21		
MEASURE: Number of audits scheduled with the ACA each year. Definition: The number of facilities that have successfully undergone ACA audits to receive accreditation or re-accreditation awards for meeting standards that display good, sound correctional practices. Demonstrates: The Department's commitment to operate effective and efficient programs with full accountability and within applicable American Correctional Association (ACA) accreditation standards.	Target	4	4	10	7
	Actual	7	7		
MEASURE: Number of facilities accredited to date for the entire DOC. Definition: The number of facilities accredited is derived from an ongoing accumulation of the number of initial ACA accreditation audits conducted. The final number will be when all DOC facilities are accredited. ***Includes TC@ACC, HQ, CI*** Demonstrates: The commitment of the DOC to provide consistency department wide by mandating compliance to standards in all areas and the commitment to accredit all facilities and agencies by 2007.	Target	22	22	26	26
	Actual	22	26*		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
Public Information					
Measure: DOC internal publications. Definition: Number of DOC internal publications produced by the Public Information Office. Demonstrates: The commitment of the DOC to provide department wide information to employees.	Target	6	6	6	6
	Actual	6	6		
Measure: DOC external publications. Definition: Number of DOC external publications produced by the Public Information Office. Demonstrates: The commitment of the DOC to provide information to the public.	Target	6	6	6	63
	Actual	6	6		
MEASURE: Number of governor's advocacy and other confinement complaints. Definition: This figure represents the number of complaints received by the department from stakeholders seeking resolution to issues. Demonstrates: The DOC commitment to working with stakeholders.	Target	300	300	300	300
	Actual	225	350		
MEASURE: Number of presentations given to outside groups. Definition: This figure represents the number of presentations/speeches given to stakeholders and groups. Demonstrates: The DOC commitment to performance of mission and willingness to use the opportunity to educate and recruit staff.	Target	20	20	20	20
	Actual	25	20		
Legislative Liaison					
MEASURE: Number of DOC bills. Definition: This figure represents the number of bills introduced during the legislative session that DOC supports/sponsors. Demonstrates: The DOC efforts to improve and clarify governing statutes as well as improve and enhance DOC operations and mission through statutory changes.	Target	5	5	7	7
	Actual	6	2		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Number of bills tracked for DOC impact. Definition: This figure represents the number of legislative bills tracked to determine the impact on the DOC. Demonstrates: DOC concern with how each bill will affect the DOC.	Target	100	100	100	100
	Actual	51	67		
Victim Notification					
MEASURE: Victim notifications mailed. Definition: This figure represents the number of written notifications mailed to victims regarding the offender's progress through the DOC system. Demonstrates: DOC commitment to keep victims informed of the offender's status and compliance with the Victim Rights Act.	Target	13,500	13,500	14,500	14,500
	Actual	13,500	14,261		
MEASURE: Offenders tracked at end of period. Definition: This figure represents the number of DOC offenders that have victims enrolled in the Victim Notification Program (VNP) for tracking purposes. Demonstrates: The number of offenders DOC tracks for victims and compliance with the Victim Rights Act.	Target	4,000	4,200	4,187	4,413
	Actual	4,000	3,961		
MEASURE: Victims in the Victims Notification Program at end of period. Definition: This figure represents the number of victims enrolled in the VNP. Demonstrates: The increased work load of the VNP due to increased numbers of victims and offenders tracked. Compliance with the Victim Rights Act.	Target	5,750	5,750	5,750	5,750
	Actual	5,335	5,579		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
Fleet Management					
MEASURE: Number of leased vehicles. Defines: The total number of vehicles leased from Colorado State Fleet Management (CSFM). Demonstrates: The number reflects departmental growth or reduction.	Target	805	904	1,100	1,100
	Actual	838	1,082		
MEASURE: Number of DOC owned vehicles. Defines: The total number of licensed vehicles owned by DOC. (Does not include any vehicles from CSFM.) Demonstrates: The number reflects departmental growth or reduction.	Target	230	235	325	325
	Actual	230	302		

Subprogram Specific Goals and Objectives

Note: These are the Department's goals and objectives from the 2007-2011 Strategic Plan. The Executive Director's Subprogram is responsible for the implementation of this Strategic Plan through a fully developed Management Planning System that includes Management Plans from each subprogram and each correctional facility/center. The objectives are presented below with the same format as the Strategic Plan.

Goal # 1: Protection

To protect the general public, staff, and offenders by consistent confinement within appropriate facilities with adequate security, safety, treatment, and programs corresponding to offender classification, assignment, and special requirements.

Goal # 2: Professionalism

To serve the public through progressive and proactive achievement based on professionalism, organizational commitment, American Correctional Association (ACA) Accreditation, and collaboration with timely and concise communications with the public, policy makers, stakeholders, and offenders.

Goal #3: Operational Cost Effectiveness

To maintain and improve management, operations, support services, and long-term private service partnerships through budgeting and performance analysis to ensure cost effective and efficient use of appropriated funds.

Goal # 4: Program Accountability

To operate effective, efficient, and progressive offender programs for treatment, education, and work assignments with full accountability based on measured improvement in offender behavior, performance, and community re-entry through pro-social stabilization.

Goal # 5: Physical Plant Efficiencies

To build, manage, and operate the physical plant of the DOC in an efficient and cost-effective manner consistent with applicable statutes, regulatory agencies, building codes and ACA accreditation standards.

Goal # 6: Information System Efficiencies

To maintain superior customer service and improve internal DOC communication and information systems by upgrading and maintaining reliable data infrastructure, hardware, software, and network systems with implementation based on standardized department-wide accessibility and operational efficiencies.

Accomplishments

- CSP II High Custody Expansion Project implementation in progress including COP funding, design services, and on-site utility relocation. (Strategic Plan 2005-09 Objective 1.1)
- Expanded Community Corrections capacity for Class 5 and 6 Parole Violators in compliance with SB 03- 252. (Strategic Plan 2005-2009 Objective 1.3)
- Initiated DOC offender occupancy at CMRC – Cheyenne Mountain Re-Entry Center for 500 male beds. (Strategic Plan 2005-2009 Objective 1.3)
- Increased PPMU staff appropriation to better assure adequate audit and oversight of external capacity facilities. (Strategic Plan 2005-2009 Objective 1.4)
- Increased Transportation staff to accommodate increased transit associated with caseload increases and additional private beds being contracted. (Strategic Plan 2005-2009 Objective 1.4)
- Increased Superintendent/Dress Out budget allocation for offender clothing associated with caseload increases. (Strategic Plan 2005-2009 Objective 1.4)
- Increased Legal Access staff associated with caseload increases. (Strategic Plan 2005-2009 Objective 1.4)
- Increased Offender Services staff caseload ratios associated with caseload increases. (Strategic Plan 2005-2009 Objective 1.4)
- Increased Canteen staff and services for all contract-prisons housing CDOC offenders (CF) spending authority to expand program to provide canteen services to the private contract prison population. (Strategic Plan 2005-2009 Objective 1.4)
- Medical and pharmaceutical costs funded for FY 2006-07. (Strategic Plan 2005-09 Objective 1.5)
- Increased parole supervision resources through appropriation for anticipated Parole and Parole ISP caseload increases through July 2006. (Strategic Plan 2005-2009 Objective 1.6)
- Increased community supervision resources through appropriations for anticipated Community Supervision and Community ISP caseload increases through June 2007. (Strategic Plan 2005-2009 Objective 1.7)
- Expanded female population capacity at La Vista Correctional Facility. (Strategic Plan 2005-2009 Objective 1.9)
- Added mental health psychiatric staff appropriation to accommodate anticipated caseload increases through June 2007. (Strategic Plan 2005-2009 Objective 1.10)
- Increased appropriated resources to accommodate Drug and Alcohol substance abuse treatment programs for anticipated caseload increases through June 2007. (Strategic Plan 2005-2009 Objective 1.13)
- Increased appropriated resources to manage parole board application and revocation hearings for anticipated workload increases through June 2007. (Strategic Plan 2005-2009 Objective 1.14)
- Increased appropriated resources to provide Community Re-Entry service requirements, in accordance with CRS 17-33-101, for anticipated caseload increases through June 2006. (Strategic Plan 2005-2009 Objective 1.15)
- Completed physical plant modifications for offenders with qualifying disabilities as mandated by the Montez Remedial Plan. (Strategic Plan 2005-2009 Objective 1.16)

- Implemented the Private Prison Security Audit program to conduct semi-annual security audits for all state contracted private prisons to ensure adherence to ACA and CDOC security standards. (Strategic Plan 2005-2009 Objective 1.17)
- Developed the SAFE Program consisting of a focus on the fundamentals to enhance performance in basic security and safety practices. (Strategic Plan 2005-2009 Objective 2.2)
- Laundry ZBB established inventory of aging laundry equipment and replacement schedule based on a 15-year life expectancy for washers and dryers. (Strategic Plan 2005-2009 Objective 2.5)
- Increased appropriated staff positions relative to workload requirements associated with Sex Offender Lifetime Supervision. (Strategic Plan 2005-2009 Objective 2.7)
- Developed system for reporting incidents of prison rape as mandated by the Prison Rape Elimination Act of 2003 (PREA). (Strategic Plan 2005-2009 Objective 2.8)
- Completed the Prison Rape Elimination Act (PREA) assessment instruments for sexual vulnerability and sexual aggressiveness to be utilized by housing staff to assist in housing assignments of inmates. (Strategic Plan 2005-2009 Objective 2.8)
- Developed a Performance-Based Audit document for all private-contract prisons to verify compliance with contractual provisions, applicable to CDOC administrative regulations, and ACA Standards for prison operations. (Strategic Plan 2005-2009 Objective 2.11)
- Received appropriations for reliable and cost-effective water service to TCF achieved through the City of Trinidad water main replacement funded through cost sharing between the US Army and CDOC. (Strategic Plan 2005-2009 Objective 2.12)
- Developed staff training curriculum consistent with the New Times Settlement Agreement. (Strategic Plan 2005-2009 Objective 2.13)
- Implemented the expansion of the DOCNET system to provide readily-accessible information to staff CDOC-wide, enhance offender tracking, and reduce the need for databases located in each facility. (Strategic Plan 2005-2009 Objective 3.2)
- Examined the cost-effectiveness of implementing an offender tracking system and/or a perimeter monitoring/security system at each state-operated correctional facility that would substantially reduce or eliminate the need for towers to detect or prevent escape attempts (Strategic Plan 2005-2009 Objective 3.6).
- Completed internal ACA Audits for all non-accredited facilities – BVCC, CTCF, FCF, and FLCF. (Strategic Plan 2005-2009 Objective 4.3)
- Expanded teleconference and video-conference infrastructure and applications for Private Prisons and Community Corrections in compliance with HB04-1395 by installing one video unit at the Bent County Correctional Facility. (Strategic Plan 2005-2009 Objective 4.5)
- Developed an Administrative Regulation to ensure initial staff response, incident verification, weapon issue, and facility mobilization procedures are in a written format.
- Completed expansion and renovation project associated with YOS/PMC Transition Project in accordance with capital construction Facility Program Plan.
- Completed various projects funded by Federal Funds in FY 2003/04.
- Request for Proposal (RFP) developed by the Utility/Energy Management Program for the contractor selection consistent with the programs of the Governor's Office of Energy Management and Conservation (OEMC).
- Digital Trunked Radio system implemented at all CDOC facilities except DCC and RCC.
- Installed CDOC inmate phone system at CMRC and High Plains Correctional Facility.
- Completed the Former Offender Resource Guide and Educational Services (FORGES) web application by delivering resource information to Parolees and discharged inmates with the overall objective to reduce recidivism.

- Completed the decision support web reports for Incident Tracking and Reportable Incidents. These reports are a tool used by upper management for spotting trends in facilities and to enhance the safety of staff and inmates.
- Completed the sex offender registration process for CICJIS. This automates a critical process in the ongoing management of sex offenders (and sexually violent predators) by multiple state agencies.
- Increased collections of restitution by 21% to $5.2M.
- Implemented mandatory electronic fund transfer (EFT) in state and private prisons as a cost savings to the department and a convenience to offender families.
- Established private prisons access to DOC Inmate Banking and Restitution program.

Stakeholders

Customer	Requirement
Public	Colorado citizens and taxpayers, crime victims and families, visitors, media representatives, offender advocates and special interest groups.
Government	Colorado state, county, and local governments, and related agencies for law enforcement, corrections, emergency management, and regulatory agencies.
Recipient	Offenders and parolees, and their families and visitors.
Associate	DOC employees and families, DOC volunteers, vendors and private service providers.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
1) MANAGEMENT												
A) EXECUTIVE DIRECTOR'S OFFICE	66,842,027	102,502	0	0	20,340,306	(7,645)	(10,885,467)	76,457,796	22.3	0.0	1.8	24.1
Personal Services	1,389,552	102,502	0	0	113,160	(7,645)	0	1,597,569	22.3	0.0	1.8	24.1
Health, Life and Dental	25,157,817	0	0	0	3,603,030	0	0	28,760,847				
STD	403,991	0	0	0	28,304	0	0	432,295				
AED	3,625,276	0	0	0	1,710,627	0	0	5,335,903				
SAED	644,294	0	0	0	1,080,414	0	0	1,724,708				
Salary Survey	10,885,467	0	0	0	10,313,997	0	(10,885,467)	10,313,997				
Anniv/Pay for Performance Increases	4,508,469	0	0	0	478,375	0	0	4,986,844				
Shift Differential	5,760,369	0	0	0	607,708	0	0	6,368,077				
Workers' Compensation	5,325,800	0	0	0	797,940	0	0	6,123,740				
Operating	205,898	0	0	0	1,000	0	0	206,898				
Legal Services	1,183,661	0	0	0	0	0	0	1,183,661				
Risk Management	4,329,261	0	0	0	1,308,986	0	0	5,638,247				
Leased Space	3,254,201	0	0	0	288,556	0	0	3,542,757				
Capitol Complex Leased Space	139,891							177,884				
Planning & Analysis Contracts (SB 07-096)	28,080							56,160				
Start-up	0	0	0	0	8,210	0	0	8,210				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
Position Detail										
Executive Director	131,076	1.0	134,758	1.0			140,004	1.0	140,004	1.0
SES	116,700	1.0	80,641	0.7			129,996	1.0	129,996	1.0
Gen Professional VII	96,900	1.0	99,516	1.0			103,980	1.0	103,980	1.0
Gen Professional VI	77,743	1.0	9,947	0.1			153,384	2.0	153,384	2.0
Gen Professional V			4,671	0.1					0	0.0
Gen Professional IV	55,033	1.2	51,572	1.3			147,462	2.5	147,462	2.5
Gen Professional III	76,761	1.5	89,648	1.8			92,562	1.5	92,562	1.5
Gen Professional II			19,695	0.5			21,258	0.5	21,258	0.5
Office Manager	49,098	1.0	11,606	0.3			39,852	1.0	39,852	1.0
Program Assistant II	35,484	1.0	49,356	1.5			89,172	2.0	89,172	2.0
Program Assistant I	15,012	0.5					41,088	1.0	41,088	1.0
Admin Assistant III	38,124	1.0	62,666	1.9			74,196	2.0	74,196	2.0
Admin Assistant II	81,180	3.4	65,287	2.6			83,798	2.8	83,798	2.8
Statistical Analyst IV	96,480	1.0	99,162	1.0			103,020	1.0	103,020	1.0
Statistical Analyst I/II	113,417	2.0	101,032	2.4			182,904	3.0	182,904	3.0
Total Salary	983,008	16.6	879,558	16.2	1,389,552	22.3	1,402,676	22.3	1,402,676	22.3
Salary Subtotal	983,008	16.6	879,558	16.2	1,389,552	22.3	1,402,676	22.3	1,402,676	22.3
PERA @ 10.15%	103,388		99,573				142,372		142,372	
Compensation Match										
Medicare Tax @ 1.45%	13,384		12,041				20,339		20,339	
Base Reduction -.51%									(7,645)	
Other Personal Services										
Part-time/Temporary	49,763		75,432							
Contractual Services										
Overtime Pay			372				0		0	
Retirements/Payouts	1,846		33,525							
Sick Leave Conversion										
Legal Services										
Grievance Contract/Litigation	219,374		154,775				50,000		50,000	
Employment Security Payments			81,934				300,000		300,000	
Per Diem Wages										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Other Wages											
Tuition Reimbursement			54,976								
Interdpt/Intrafnd											
Vacancy Savings							0			0	
Subtotal of Personal Services	1,370,762	16.6	1,392,186	16.2	1,389,552	22.3	1,915,386		22.3	1,907,741	22.3
General Fund	1,268,621	14.9	1,290,045	14.5	1,282,285	20.6	1,808,119		20.6	1,800,474	20.6
Cash Fund											
Cash Fund Exempt	102,141	1.7	102,141	1.7	107,267	1.7	107,267		1.7	107,267	1.7
POTS - Expenditures											
Shift Differential	1										
Health/Life Insurance	38,538		64,717				75,672				
Short-term Disability @ 1.45%	1,530		1,043				1,386				
AED	2,068		7,007				17,450				
Salary Survey							74,416	*			
Anniversary								*			
Pay for Performance							35,108	*			
SES								*			
Medicare Change											
Unemployment Security Payments	159,997										
Difference							(416,310)			(423,332)	
Total Continuation Personal Services					1,389,552	22.3	1,593,584		22.3	1,484,409	22.3
General Fund					1,282,285	20.6	1,486,317		20.6	1,377,142	20.6
Cash Fund					0	0.0	0		0.0	0	0.0
Cash Fund Exempt					107,267	1.7	107,267		1.7	107,267	1.7
ANNUALIZATION ITEMS - PERSONAL SERVICES											
TOTAL ANNUALIZATION ITEMS										0	0.0

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Grand Total Continuation Personal Services	1,572,896	16.6	1,464,953	16.2	1,389,552	22.3	1,593,584	22.3	1,484,409	22.3
General Fund	1,470,755	14.9	1,362,812	14.5	1,282,285	20.6	1,486,317	20.6	1,377,142	20.6
Cash Fund	0		0		0	0.0	0	0.0	0	0.0
Cash Fund Exempt	102,141	1.7	102,141	1.7	107,267	1.7	107,267	1.7	107,267	1.7
DECISION ITEM - PERSONAL SERVICES										
DI #11 Planning and Analysis Statisticians									113,160	1.8
TOTAL DECISION ITEMS									113,160	1.8
TOTAL PERSONAL SERVICES	1,572,896	16.6	1,464,953	16.2	1,389,552	22.3	1,593,584	22.3	1,597,569	24.1
General Fund	1,470,755	14.9	1,362,812	14.5	1,282,285	20.6	1,486,317	20.6	1,490,302	22.4
Cash Fund	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	102,141	1.7	102,141	1.7	107,267	1.7	107,267	1.7	107,267	1.7
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							1,369,526	22.3	1,389,552	22.3
Previous Year Supplemental							5,126			
Special Bills							0		0	
PERA Reduction/Increase										
Base Reduction										
Salary Survey and SES									74,416	
Anniversary										
Annualized Anniversary (Option 8)-classified									0	
Salary Survey - exempt employees							21,882			
Anniversary (Option 8) - exempt										
Pay for Performance									28,086	
Senior Executive Service (SES)							0		0	
Medicare Incremental Increase									0	
Annualization									0	0.0
Base Adjustment - .5%							(6,982)		(7,645)	
Adjustments (Decision Items, other)									113,160	1.8
Total Personal Services Appropriation/Request							1,389,552	22.3	1,597,569	24.1

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
General Fund							1,287,411	22.3	1,490,302	22.4
Cash Fund							0	0.0	0	0.0
Cash Fund Exempt							102,141		107,267	1.7
Personal Services Reconciliation										
Long Bill Appropriation	1,331,891	22.3	1,369,526	22.3						
Special Bills - HB 98-1242										
Supplemental		0.0	5,126	0.0						
Restrictions			(5,126)							
Transfers										
Reversions	(1)		(5,524)							
General Fund										
Subtotal	1,331,890	22.3	1,364,002	22.3						
General Fund	0	20.6	0	20.6						
Cash Fund	0		0							
Cash Fund Exempt	102,141	1.7	102,141	1.7						
Allocated Pots (should match summary table)										
Salary Survey	204,198		11,882				74,416			
Anniversary							0			
Pay for Performance							35,108			
Senior Executive Service (SES)							0			
Shift Differential										
Medicare change										
Health/Life Insurance	31,946		55,478				75,672			
Short Term Disability	1,396		939				1,386			
AED/SAED	3,466		32,652				17,450			
POTS Subtotal	241,006		100,951				204,032			
General Fund										
Total Personal Services	1,572,896		1,464,953				1,593,584	22.3	1,597,569	24.1
Total Personal Services Detail	1,572,896		1,464,953				1,593,584	22.3	1,597,569	24.1
Difference (explain)	(0)		(0)				0	0.0	0	0.0

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
-HEALTH/LIFE INSURANCE - 958					25,157,817				25,157,817	
General Fund					24,395,549				24,395,549	
Cash Fund					0				0	
Cash Fund Exempt					762,268				762,268	
Health/Life Insurance Increase/Decrease										
Parole/Parole ISP DI Annualization									20,506	
Housing Restoration Annualization									13,123	
Common Policy HLD									3,292,104	
DI # 2 Parole/Parole ISP/Re-Entry Caseload									199,133	
DI # 4 Mental Health Caseload									78,164	
Total OSPB Health/Life Changes									3,603,030	
General Fund									3,443,348	
Cash Fund									0	
Cash Fund Exempt									159,682	
Amortization Equalization Disbursement(AED) - 962					3,625,276				3,625,276	
General Fund					3,509,856				3,509,856	
Cash Fund					0				0	
Cash Fund Exempt					115,420				115,420	
AED Increase/Decrease										
Parole/Parole ISP DI Annualization									1,981	
Housing Restoration Annualization									967	
Common Policy AED									1,646,153	
DI # 1 External Capacity Increases									1,124	
DI # 2 Parole/Parole ISP/Re-Entry Caseload									30,344	
DI # 4 Mental Health Caseload									14,819	
DI # 5 Community/Community ISP Caseload									1,718	
DI # 6 External Capacity Impacts									695	
DI # 7 Academic & Vocational Instructors									6,226	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									4,978	
DI #11 Planning and Analysis Statisticians									1,622	
AED Increase/Decrease Total									1,710,627	
General Fund									1,652,637	
Cash Fund									11,747	
Cash Fund Exempt									46,243	
Supplemental Amortization Equalization Disbursement(SAED) -					644,294				644,294	
General Fund					620,248				620,248	
Cash Fund					0				0	
Cash Fund Exempt					24,046				24,046	
SAED Increase/Decrease										
Common Policy AED									1,051,574	
DI # 1 External Capacity Increases									527	
DI # 2 Parole/Parole ISP/Re-Entry Caseload									14,225	
DI # 4 Mental Health Caseload									6,946	
DI # 5 Community/Community ISP Caseload									805	
DI # 6 External Capacity Impacts									326	
DI # 7 Academic & Vocational Instructors									2,919	
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									2,332	
DI #11 Planning and Analysis Statisticians									760	
SAED Increase/Decrease Total									1,080,414	
General Fund									1,049,120	
Cash Fund									3,671	
Cash Fund Exempt									27,623	
SALARY SURVEY/SES	0		0		10,885,467				10,885,467	
General Fund					10,605,180				10,605,180	
Cash Fund					0				0	
Cash Fund Exempt					280,287				280,287	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Salary Survey Increase/Decrease									10,318,054	
Common Policy Salary Survey									10,318,054	
									0	
Total Salary Survey Change Requests									(571,470)	
General Fund									(589,892)	
Cash Fund										
Cash Fund Exempt									18,422	
PERFORMANCE BASED PAY TOTAL	0		0		4,508,469				4,508,469	
General Fund					4,369,413				4,369,413	
Cash Fund					0				0	
Cash Fund Exempt					139,056				139,056	
Decision Item Requests - Performance Pay										
Common Policy Performance Pay									4,986,844	
Total Performance Pay Change Requests	0		0		4,508,469				478,375	
General Fund	0		0		4,369,413				465,085	
Cash Fund					0				0	
Cash Fund Exempt					139,056				13,290	
SHIFT DIFFERENTIAL	0		0		5,760,369				5,760,369	
General Fund					5,752,626				5,752,626	
Cash Fund					0				0	
Cash Fund Exempt					7,743				7,743	
Decision Item Requests - Shift										
Housing Restoration Annualization									3,839	
Common Policy Shift									603,869	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
									0	
Total Shift Change Requests									607,708	
General Fund									602,169	
Cash Fund										
Cash Fund Exempt									5,539	
- SHORT-TERM DISABILITY - STD					403,991				403,991	
General Fund					391,488				391,488	
Cash Fund					0				0	
Cash Fund Exempt					12,503				12,503	
SHORT-TERM DISABILITY Increase/Decrease										
Parole/Parole ISP DI Annualization									215	
Housing Restoration Annualization									105	
Common Policy STD									24,313	
DI # 2 Parole/Parole ISP/Re-Entry Caseload									2,467	
DI # 4 Mental Health Caseload									1,204	
Total Change Requests STD									28,304	
General Fund									26,774	
Cash Fund									954	
Cash Fund Exempt									576	
Subtotal Other Allocated POTS					50,985,683		0		57,922,671	
General Fund					49,644,360		0		54,640,964	
Cash Fund					0		0		16,372	
Cash Fund Exempt					1,341,323		0		1,612,698	
TOTAL PERSONAL SERVICES AND FTE	1,572,896	16.6	1,464,953	16.2	52,375,235	22.3	1,593,584	22.3	59,520,240	24.1
General Fund	1,470,755	14.9	1,362,812	14.5	50,926,645	20.6	1,486,317	20.6	57,783,903	22.4
Cash Fund	0		0		0	0.0	0	0.0	16,372	0.0

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Cash Fund Exempt	102,141	1.7	102,141	1.7	1,448,590	1.7	107,267	1.7	1,719,965	1.7
OPERATING EXPENSES										
2110 Water/Sewer									0	
2150 Other Cleaning Service									0	
2160 Custodial Services									0	
2170 Waste Disposal Svc			1,926				1,926		1,926	
2180 Grounds Maintenance									0	
2210 Other Maintenance/Repair									0	
2220 Building Maintenance/Repair			1,400				1,400		1,400	
2230 Equip. Maintenance/Repair									0	
2231 ADP Equipment Maintenance	906		607				607		607	
2232 ADP Software Maintenance	3,728		3,450				3,450		3,450	
2240 Motor Vehicle Maint/Repair	570		194				194		194	
2250 Misc. Rentals									0	
2251 Vehicle Lease Payments									0	
2252 Vehicle Mileage Charge	38,310		45,732				54,333		54,333	
2253 Rent for Equipment	2,861		1,855				1,855		1,855	
2254 Rent OF Motor Vehicle									0	
2255 Rental Of Buildings									0	
2258 Parking Fees	5,059		2,560				2,560		2,560	
2259 Parking Fee Reimbursement	115		277				277		277	
2510 Travel - In State									0	
2512 Travel - In State Per Diem	12,939		17,719				17,719		17,719	
2513 Travel - Vehicle Reimbursement	63		100				100		100	
2516 Travel - Pers Aircraft Reimbursement	180								0	
2520 Travel - In State Non-Empl									0	
2522 Travel - In State Non-Empl Per Diem									0	
2523 IS/Non Empl Pers Veh Reimb	1,593		367				367		367	
2530 Travel - Out of State			976				976		976	
2531 Travel - Out of State Common Carrier	7,507		6,108				6,108		6,108	
2532 Travel - Out of State Per Diem	16,205		12,508				12,508		12,508	
2540 Out of State - Non Empl									0	
2541 Out of State - Non Empl Common Carrier	554		441				441		441	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
2542 Out of Stat - Non Empl Per Diem			65				65		65	
2551 OC Common Carrier Fares									0	
2552 OC Pers. Travel Reimbursement									0	
2610 Advertising/Publicity	3,815		218				218		218	
2611 Public Relations	409		664				664		664	
2612 Other Marketing Expenses									0	
2630 Comm Svc from Div. of Tele.									0	
2631 Comm Svc from Outside	23,917		21,277				21,277		21,277	
2640 Purchased Services/ADP									0	
2641 Other ADP Billing									0	
2660 Insurance									0	
2680 Printing and Reproduction	5,035		4,369				4,369		4,369	
2690 Legal Services	(62)								0	
2710 Purchased Medical Services									0	
2810 Freight Storage and Moving			40				40		40	
2820 Other Purchased Services	22,100		51				51		51	
2830 Moving Expense									0	
3110 Other Supplies & Materials	1,590		461				461		461	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies	15		27				27		27	
3113 Clothing/Uniform Allowance	1,349		257				257		257	
3114 Custodial/Laundry Supplies			122				122		122	
3115 Data Processing Supplies	6,215		1,323				1,323		1,323	
3116 Purchase/Lease Software	2,760		1,300				1,300		1,300	
3117 Educ./Rec. Supplies/Service	18		2,586				2,586		2,586	
3118 Food & Food Service Supp.			151				151		151	
3119 Medical/Dental/Hosp/Lab Supp.									0	
3120 Library Books/Period./Subs.	3,543		3,272				3,272		3,272	
3121 Office Supplies	10,293		15,127				15,127		15,127	
3122 Microfilm Photo Supp./Service			45				45		45	
3123 Postage	4,675		5,076				5,076		5,076	
3124 Printing	(463)		3,918				3,918		3,918	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	512		74				74		74	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equipment	5,559		7,372				7,372		7,372	
3130 Non-Medical Lab Supplies									0	
3140 Non Capitalized IT Purchases - PCs	11,426		5,634				5,634		5,634	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	3,577		13,371				13,371		13,371	
3920 Utilities									0	
4100 Other Operating Expense									0	
4110 Awards, Judgments, Losses	10								0	
4111 Prizes, Awards Inmate Kick out)	112								0	
4113 Actual Damages - Other									0	
4115 Punitive Damages - Other									0	
4116 Judgment Interest									0	
4119 Claimant Attorney Fees									0	
4140 Dues and Memberships	4,643		3,128				3,128		3,128	
4151 Interest - Late Payments									0	
4170 Miscellaneous Fees & Fines	80		153				153		153	
4180 Official Functions	4,656		5,714				5,714		5,714	
4200 Purchase Discounts Lost			5,082				5,082		5,082	
4220 Registration Fees	3,996		200				200		200	
4240 Employee Moving Expense	1,147								0	
6210 ADP Capital Equipment									0	
6212 IT Servers - Direct Purchase									0	
6213 IT Software - Direct Purchase									0	
6214 IT Other Direct Purchase									0	
6280 Other Capital Equip.									0	
Total Operating Expenses	211,515		197,297		205,898		205,898		205,898	
General Funds	190,452		183,079		190,455		190,455		190,455	
Cash Funds	0		0		0					
Cash Funds Exempt	21,062		14,218		15,443		15,443		15,443	
Federal Funds										
Reconciliation										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Long Bill Appropriation	210,675		213,274							
Supplemental	2,599		(7,376)							
Federal Grant	0									
Restrictions	0		(7,376)							
Reversions	(1,759)		(1,225)							
Subtotal	211,515		197,297							
DECISION ITEM - OPERATING										
DI #11 Planning and Analysis Statisticians									1,000	
TOTAL OPERATING - DI	0		0				0		1,000	
OTHER LONG BILL LINES										
TOTAL WORKERS COMPENSATION - 016	5,537,837		4,428,224		5,325,800		5,325,800		5,325,800	
General Fund	5,354,538		4,281,654		5,149,516		5,149,516		5,149,516	
Cash Funds					0		0		0	
Cash Fund Exempt	183,299		146,570		176,284		176,284		176,284	
Reconciliation										
Long Bill Appropriation	5,261,284		6,021,568							
Supplemental	276,553		(1,593,344)							
Federal Grant										
Restrictions										
Reversions										
Subtotal	5,537,837		4,428,224							
DI Common Policy - Workers Compensation									797,940	
General Fund									771,528	
Cash Funds										
Cash Fund Exempt									26,412	
TOTAL RISK MANAGEMENT - 048	1,493,102		4,982,853		4,329,261		4,329,261		4,329,261	
General Fund	1,443,682		4,817,924		4,185,962		4,185,962		4,185,962	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Cash Funds					0		0		0	
Cash Fund Exempt	49,420		164,929		143,299		143,299		143,299	
Reconciliation										
Long Bill Appropriation	4,183,578		3,192,055							
Supplemental	(2,690,476)		1,790,798							
Federal Grant										
Restrictions										
Reversions										
Subtotal	1,493,102		4,982,853							
DI Common Policy - Risk Management									1,308,986	
General Fund									1,265,659	
Cash Funds										
Cash Fund Exempt									43,327	
TOTAL LEGAL SERVICES - 055 + 052 + 054	1,107,661		1,002,029		1,183,661		1,183,661		1,183,661	
General Fund	1,073,704		988,341		1,142,892		1,142,892		1,142,892	
Cash Funds					0		0		0	
Cash Fund Exempt	33,957		13,688		40,769		40,769		40,769	
Reconciliation										
Long Bill Appropriation	1,107,661		1,118,491							
Supplemental										
Reversions			(116,462)							
Subtotal	1,107,661		1,002,029							
DI Common Policy - LEGAL SERVICES									0	
General Fund									0	
Cash Funds									0	
Cash Fund Exempt									0	
LEASED SPACE - 030	2,408,634		2,876,318		3,254,201		3,254,201		3,254,201	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
General Fund	2,268,591		2,666,113		3,043,996		3,043,996		3,043,996	
Cash Funds					0		0		0	
Cash Fund Exempt	140,043		210,205		210,205		210,205		210,205	
Reconciliation										
Long Bill Appropriation	2,463,379		2,854,318							
Supplemental	9,350		22,000							
Transfers										
Restriction										
Reversions	(64,094)									
Subtotal	2,408,634		2,876,318							
DECISION ITEM - LEASED SPACE										
Parole/Parole ISP DI Annualization									5,306	
DI # 2 Parole/Parole ISP/Re-Entry Caseload									266,200	
DI # 5 Community/Community ISP Caseload									17,050	
TOTAL LEASED SPACE - DI							0		288,556	
General Fund									288,556	
Cash Funds									0	
Cash Fund Exempt										
CAPITOL COMPLEX LEASED SPACE - 031	157,600		168,832		139,891		139,891		139,891	
General Fund	111,485		113,140		78,632		78,632		78,632	
Cash Funds					0					
Cash Fund Exempt	46,115		55,692		61,259		61,259		61,259	
Reconciliation										
Long Bill Appropriation	139,673		202,182							
Supplemental	58,667									
Federal Grant										
Restrictions										
Reversions	(40,740)		(33,350)							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Subtotal	157,600		168,832							
DI Common Policy - Capitol Complex Space									37,993	
General Fund									57,103	
Cash Funds										
Cash Fund Exempt									(19,110)	
Planning & Analysis Contracts - General Fund - X55					28,080		28,080		56,160	
General Fund							28,080		56,160	
(SB 07-096 - Theft from At-Risk Individuals)										
Reconciliation										
Long Bill Appropriation										
SB 07-096 - Theft from At-Risk Individuals										
Supplemental										
Reversions										
Subtotal	0		0							
GRANTS										
Project Safe Neighborhood (509)										
Project Safe Neighborhood (531)										
Violent Criminal Apprehension (521)										
Protect Inmates/Safeguard Comm (526)										
Grants Total	0		0							
Cash Fund Exempt	0		0							
Federal Funds	0		0							
CSP II COP - GF										
DECISION ITEM - START-UP										
DI #11 Planning and Analysis Statisticians									8,210	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Executive Director Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
START-UP					0		0		8,210	
General Fund	0		0		0		0		8,210	
Cash Fund Exempt	0		0		0					
TOTAL EXE. DIR. OFFICE SUBPROGRAM	12,489,245	16.6	15,120,506	16.2	66,842,027	22.3	16,060,376	22.3	76,457,796	24.1
General Fund	11,913,208	14.9	14,413,063	14.5	64,746,178	20.6	15,305,850	20.6	74,023,571	22.4
General Fund Exempt										
Cash Funds	0	0.0	0	0.0	0	0.0	0	0.0	16,372	0.0
Cash Fund Exempt	576,037	1.7	707,443	1.7	2,095,849	1.7	754,526	1.7	2,417,853	1.7
Federal Funds	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

SCHEDULE 4

SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS

AGENCY: EDO SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**12,489,245**	**15,120,506**	**66,842,027**	**16,060,376**	**76,457,796**
General Fund	11,913,208	14,413,063	64,746,178	15,305,850	74,023,571
General Fund Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	16,372
Cash Fund Exempt	576,037	707,443	2,095,849	754,526	2,417,853
Federal Funds	0	0	0	0	0
Fund Lists					
Cash Funds					
General Fund # 100					
Private Prison Monitoring Fees	0	0	0	0	
Inmate Medical Fees					
Indirect Cost Recovery CI					15,553
Indirect Cost Recovery Canteen					819
Restitution					
Sex Offender Surcharge					
Total Cash Funds	*0*	*0*	*0*	*0*	*16,372*
Cash Funds Exempt					
General Fund # 100					
Victim's Assistance	123,203	116,359	122,710	122,710	122,710
Correctional Industries # 507					
Correction Ind - Enterprise	420,580	548,786	1,766,001	588,320	2,050,938
Canteen Sales Revenues	32,254	42,298	207,138	43,496	244,205
Total Cash Funds Exempt	*576,037*	*707,443*	*2,095,849*	*754,526*	*2,417,853*
Federal Funds					
VOITIS Facility Interdiction-DCJ (V01,V21)					
Drug Enf Forfeitures-US Dept of Justice	0	0			
Total Federal Funds	*0*	*0*	*0*	*0*	*0*

1B External Capacity

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(1) MANAGEMENT**
(B) External Capacity Subprogram

Line Items: **(1) Private Prison Monitoring Unit**
Personal Services
Operating Expenses
Start-up Costs

(2) Payments to House State Prisoners
Payments to local jails
Payments to in-state private prisons
Payments to out-of-state private prisons
Payments to pre-release parole revocation facilities
Community Corrections Programs

Change Request(s): DI #1 External Capacity Caseload Increase
DI #12 External Capacity Provider Rate Increase
BRI #2 External Capacity Reduction (DCJ Diversion Beds)

Federal/State Statutory and Other Authority: CRS: 17-1-105(c) - Powers of the executive director; and 17-1-202(1)(g) - Requests for proposals and contract requirements. 17-1-104.5 requires the DOC Executive Director to approve placement of out-of-state offenders in a non-State correctional facility. SB06-023 Concerning the Placement of Offenders Classified Higher than Medium Custody in Private Prisons. Comment: Prohibits DOC from placing state offenders classified higher than medium custody in private prisons located within Colorado or outside the state unless there is a correctional emergency. In case of a correctional emergency, it permits the Governor, at the request of the DOC executive director to declare a correctional emergency and by proclamation authorizes the DOC to place high custody offenders in private prison facilities located in or outside the state. Proclamation can be renewed for one or more 30 day periods.

Program Description: The External Capacity Subprogram provides options in the housing of Colorado Department of Corrections (DOC) offenders whose numbers exceed the DOC's physical capacity. The Private Prison Monitoring Unit (PPMU) currently contracts with eight jurisdictions for housing and program services. Compensation is provided from appropriations made available by the Colorado General Assembly. In addition, the private contract prisons are authorized to house non-state offenders in their facilities after appropriate file review and approval by the PPMU, under the authority of the Executive Director. The mission of the PPMU is to ensure that the programs and services available in the private facilities are at least equal to those provided at comparable state-run facilities. The State currently utilizes the services of four (4) CCA facilities in the State (Kit Carson Correctional Center, Crowley County Correctional Facility, Huerfano County Correctional Center and Bent County Correctional Facility) and one

(1) CCA facility in Sayre, Oklahoma (North Fork Correctional Facility). The State also employs the services of the Park County (Jail), City of Brush (Cornell Companies, Inc.), and CEC (direct contract).

Colorado statutes mandate compensation to local jails where incarcerated offenders are maintained on jail backlog status, awaiting physical custody by the DOC. Local jail beds are also used for parole revocation and community regression offenders, and provide enhanced public safety in the community by having an immediate, secure place to hold DOC offenders who fail to adhere to societal rules. The External Capacity Subprogram contains an annual appropriation by the Colorado General Assembly for said compensation, based on a projection of the population to be maintained in the local jails.

CRS 12-7-106 (f) authorizes service of a sentence upon a conviction of a felony in a correctional facility, city or county jail, or community correctional facility or under the supervision of the state board of parole. The Department contracts for Parole/Community Corrections Programs beds to house and provide appropriate program services to offenders whose parole is to be revoked. Use of the Parole/Community Corrections Programs beds are initiated by the Parole Board, as they find that the offender's conviction and revocation circumstances fit the Statute's criteria for placement. This new program area promises cost savings attributable to lower cost-per-day for the bed, as well as a 180-day length of stay cap. Previously, revocations would either spend a determinate amount of time in local jails receiving no programming to address their revocation circumstances, or would return to higher cost prison beds.

Total FTE: 20.5

Services Provided

The External Capacity Subprogram appropriations are used to secure long-term housing and program services to Colorado offenders through contract agreements with Colorado jurisdictions. PPMU staff conducts security audits, staffing levels audits, food service audits, interdictions, monitor program services, make recommendations for improvement and provide training to private prison facility staff. Services provided by the PPMU staff enhance public safety by providing oversight of the physical plant security, policies and practice, and correctional operations of the private contract prisons.

Functions and Activities Summarized

Priority	Function
1	Security and Facility/Contract Monitoring
2	Clinical Services Oversight (Medical/Mental Health)
3	Food Service Oversight
4	Staffing Levels Oversight
5	Subprogram Oversight
6	Intelligence Gathering/CRS Compliance
7	Program Services Monitoring
8	Records and Administrative Support
9	Fingerprinting of Prospective Private Prison Employees for Criminal Background Checks

10	Background Checks on Applicants for Offender Visitation
11	Background Checks on Vendors, Contract Workers and any Potential Facility Visitor
12	Wants and Warrants Checks on Offenders for Community/Parole

The PPMU provides the main communication link between the DOC management and private contract facilities, with the goal to propagate a seamless transition for offenders who may transfer between State-run and private prison facilities during incarceration. Statutorily, the PPMU exists to furnish oversight of the operation of the private prison facilities to promote continuity of service in all program areas. By DOC mission, the PPMU exists primarily to ensure public safety. The functions and activities provided by the PPMU are a reflection of each of these goals, clarified by the leadership of the chief and performed by individual staff members who are subject matter experts. Each type of audit and drill which takes place in the DOC's State-run facilities is conducted at the private contract facilities as well.

The PPMU staff is responsible to schedule audits and participate in emergency drills for the purpose of evaluating the level of competency exhibited, of providing feedback to the facility administration, of reporting outcomes to the DOC executive staff, and to further recommend improvements as indicated. Consistent, regular monitoring activities ensure recommended changes are implemented, resulting in increased safety and security to the offenders, facility staff, and the public. Audits and monitoring functions are performed in a consistent manner, working with the staff of the State and private facilities in a partnership toward excellence.

The main objective of the PPMU is to ensure that private contract prison operations adhere to the standards set by the American Correctional Association (ACA) and the administrative regulations of the DOC. The provisions of each contract stipulate services to be provided, specific security and non-security related administrative regulations to be followed, training available through the PPMU and the Corrections Training Academy, medical, food service, and educational service level to be maintained at each facility.

The facility monitors and the program specialists regularly monitor the facilities and program areas to verify compliance with the terms and conditions of the contracts.

Analysis of Functions and Activities

Security and Facility Monitoring

- Conduct quarterly securities audits and prepare a summary audit report with recommended action plans to correct identified shortcomings.
- Provide additional training through PPMU staff to correct the identified shortcomings.
- Review emergency activation and mobilization drills, segregation reports, operational memoranda, and use of force reports, making recommendations for changes to improve security practices.
- Conduct National Crime Information Center (NCIC) background checks on potential offender visitors and contract facilities' staff entering private facilities.
- Conduct daily, weekly, and monthly reviews of private facility policies and practices to ensure consistent service delivery to offenders which are at least equal to those provided at comparable State-run facilities.

- Provide regular security inspections, review of staffing patterns, case file audits, and conduct interviews with management, staff, and offenders to develop an understanding of subtle changes within each facility.
- Review grievances, disciplinary reports, dispositions, progress assessment summaries (PAS), and earned time awards to ensure that accurate and appropriate documentation is in place.
- Provide final review, approval, and oversight of Code of Penal Discipline cases.
- Review other state's requests for placement of offenders in Colorado private prisons. Review all out-of-state offender files for prior approval for placement in Colorado private prisons per state statute.
- Collect fingerprint information and submit the data to the Colorado Bureau of Investigations (via the Livescan) on all prospective contract prison employees.
- Conduct quarterly facility and visiting interdictions to limit and dispose of contraband entering private facilities.

Clinical Services/Mental Health Monitoring

- Audit and monitor medical and mental health services at private facilities including the review of mental health policies and practices to ensure consistent service delivery to offenders which are at least equal to those provided at comparable state-run facilities.
- Provide oversight and direction by reviewing medical and mental health programs, recommending changes, and providing needed training to private facility staff.
- Require licensure of all contracted facility clinics. Colorado Department of Public Health and Environment is the regulatory authority however, the Department has determined that adherence should be monitored by the oversight unit.

Food Service Oversight

- Require private facilities to adhere to DOC Master Menu.
- Conduct weekly monitoring visits to food service department.
- Require private facilities to submit a monthly menu change report with the following information:
  a. Date & Meal (breakfast, lunch, dinner)
  b. Master Menu item changed
  c. Substitution made
  d. Justification for menu change
- Assess liquidated damages for food service contract violations.

Staffing Levels Oversight

- Require private facilities to adhere to staff level contractual requirements.
- Conduct monthly private facility staffing audits for contract compliance.
- Assess liquidated damages for staffing contract violations.

Subprogram Oversight

- Develop, monitor, enforce, and defend the contract provisions which require safe, fair, and humane housing conditions; and equal education and program opportunities for Colorado offenders through agreements with various counties.
- Utilize available appropriation and spending authority based on legislative council forecasts.

- Respond to inquiries from legislature, local jurisdictions, the public, and other state corrections' departments.
- Provide contractual oversight and point of contact for emergency communication.
- Confer with private contract prison wardens and county/city officials to communicate DOC directives.
- Engage in long-term planning with DOC management staff and private prison management to provide consistent direction for mission attainment.
- Establish working relationships with the General Assembly to interpret and define the intent of new and existing State Statute (Legislative Audit requirement).
- Implement the monitor manual to document operational deficiencies and/or contract violations.
- Implement an electronic tracking system(s) to create an historical record of progression of any noted deficiency and to facilitate the reporting process.

Intelligence Gathering/CRS Compliance

- Coordinate intelligence information between the DOC Inspector General's Office and each of the private contract prisons' intelligence officer.
- Investigate criminal security threat group activity at private contract prisons, provide threat assessments, analyze population trends, advises management on appropriate offender placements and classification status.
- Provide support to facilities and DOC management during emergencies and drills.
- Coordinate and report outcomes of Drug Interdiction activities at the private facilities.
- Oversee fingerprint submission to CBI of all private prison employees. Monitor and obtain personnel terminations and hiring information within the private prisons. NCIC/CCIC messages are received through PPMU on private prison employees that are arrested or detained by law enforcement. This information is then transmitted per CBI guidelines to the private prison Wardens for any personnel actions to be taken. As of October 1, 2005, the contracted facilities have been required to utilize Livescan to submit fingerprints to the CBI, promulgated by (CRS 17-1-202).
- Monitor DNA and Paternity testing to be completed on offenders in the private prisons.

Program Services Monitoring

- Audit and monitor numerous program service areas of private facilities, including the review of policies and practices to ensure consistent service delivery to offenders which are at least equal to those provided at comparable State-run facilities, as outlined in the State Statute and the contract document.
- Ensure compliance with program-specific standards and practices, including those of the American Correctional Association.
- Identify audit shortcomings, recommend improvement action plans to improve service delivery, and provide training and follow-up as appropriate.

Records and Administrative Support

- Organize and support the PPMU in conjunction with movement and activities of offenders to provide accurate data to decision-makers.
- Schedule and report vehicle usage, and obtain needed maintenance on a timely and convenient basis.

- Prepare and update the travel, training, leave schedules, and secure hotel reservations as needed.
- Ensure communication by and between unit staff and other DOC subprograms.
- Obtain and distribute Administrative Regulations to private contract facility staff requesting review and incorporation into their operational memoranda.
- Conduct initial background investigations on all intended offender visitors, staff, contract staff and vendors with a target of 10 percent follow up investigations for visitors bi-monthly and a target of 5% for staff monthly.

Fingerprinting of Prospective Private Prison Employees for Criminal Background Checks
- Fingerprint prospective contract employees utilizing the Livescan technology
- Electronically transfer the data to CBI for a criminal background check as per contractual agreement, (conduct pre employment integrity interview)
- Create a local data base of all employees for future background checks (contractual)

Background Checks on Applicants for Offender Visitation
- Conduct National Crime Information Center (NCIC) background checks on potential offender visitors and contract facilities' staff entering private facilities
- Create and maintain a local database of all visitation applicants to enable tracking of status of applications.

Background Checks on Vendors, Contract Workers and any Potential Facility Visitor
- Conduct National Crime Information Center (NCIC) background checks on vendors, contract workers and offender family and friends seeking entry to facility to attend programs or other activities.

Wants and Warrant Checks on Offenders for Community/Parole
- Conduct National Crime Information Center (NCIC) background checks on offenders to determine that the offender does not have a felony warrant/detainer, to include an INS detainer, or non-extraditable warrant/detainer.
- Inform offender's case manager of results.

Shared Functions and Activities

Offender Services regulates the movement of offenders into and out of the contract beds and jails. Communication between the two programs exists to expedite needed offender movement due to identified custody issues and to ensure population at private contract facilities does not exceed contract appropriation. Offender Services personnel, along with the PPMU monitors, will ensure that all offenders housed in a contracted facility meet the required security level using the departments' classification assessment process (statute, regulation) as part of the legislative audit recommendation/agreement.

Inspector General provides statewide coordination of offender drug testing, visitor program and facility interdictions with the intelligence officer of the PPMU. The Inspector General's office responds to emergency situations at the private contract facilities to provide public support, offender, and staff safety. One of the staff positions is assigned to provide assistance to the Inspector General within the private prisons, acting in the capacity of Intelligence Officer.

Planning and Analysis provides population projections to DOC management, interpreting and communicating the Legislative Council figures for use by the PPMU. The population projections establish the basis for seeking capacity increases in the private sector; utilizing procurement staff and PPMU staff to develop subsequent request for proposals.

Clinical Services The Clinical Services subprogram conducts quarterly planning meetings which the private prison staff is required to attend.

Division of Community Corrections directs county jails to hold an offender during a case investigation and provides the offender a hearing within seven days. If the offender is regressed, Community Corrections' agents provide the necessary paperwork. The county jail is not reimbursed until after a regression decision is made by the staff of the Community Corrections subprogram. Community Corrections staff oversee the use of the Community Corrections Programs beds and provides case management of the offenders housed therein.

Parole violators are placed in local jails for technical violations such as failure to report, positive urinalysis, or the accusation of a new crime. The parole officer files the complaint with the Parole Board. The Parole Board conducts a hearing and may decide whether the offender's parole is to be revoked and the offender is then returned to DOC. The local jail is not reimbursed until the Parole Board makes a decision to revoke the offender's parole. The Parole Board now back dates the revocation to the date of entry to the jail.

Business Operations provides accounts payable, accounts receivable, and procurement staff who process approved monthly contract payments to counties, taking into account assessed liquidated damage amounts. They also prepare and submit quarterly billings of monitoring fees per non-State Offender per day to counties (when applicable), and provide guidance to the unit for contracting services. The Business Operations staff also audits the county jail billings prior to payment.

Business Technologies provides expertise in developing the Master Program Scheduling and assists in the creation and initialization of MPS in the private facilities. This has enabled the private facilities to meet the following FY 05-06 contractual requirement:

8. REQUIRED USE OF STATE SYSTEMS, SERVICES, AND PRODUCTS

8.1 Department of Corrections Management Information Systems ("DCIS")

8.1.1. The DOC will provide the Contractor access to DCIS for all offender program/service applications, and Contractor shall timely input all required data into DCIS systems, including case management, disciplinary, education, food service, grievances, incident menu, laundry, legal, master program scheduling, programs, volunteers, reading committee, religion, medical, mental health, offender banking, canteen, property, security threat groups, and visitation.

8.1.2. The Contractor is required to use the DCIS offender banking program for offender pay, incoming money orders and deposits, withdrawals, to print offender bank statements for Offenders, and to input Canteen orders.

Facility Management Services provides expert knowledge and guidance by reviewing blueprints for new private prisons and expansions of existing private prisons. It is a collaborative effort between PPMU and FMS to ensure new facilities are meeting contractual physical plant requirements and security requirements and checking code enforcement issues. FMS also assists in ensuring Implementation Agreements milestones and timeframes are met.

Corrections Training Academy assists with providing required training to meet contractual requirements and assist with specialized training as well.

Food Service provides expert knowledge and guidance in ensuring private prisons are meeting contractual requirements for food services.

Prioritized Objectives and Performance Measures

Objective: Continue implementation of Bed Plan proposal for expansion and operation of State/Private Prison system, consistent with the projected offender population growth over a five-year planning period (by July 2011), for the following sub-groups: • High Custody Expansion (Male Admin. Segregation and Close Custody) • Private Prison Expansion (Male and Female) • Special Bed Expansion (Male High Needs Medical and OMI) • Women's Expansion • Community Corrections Expansion • Double Bunking Expansion
Objective: Manage and operate CDOC external capacity in private-contract prisons, out-of-state contract prisons, and local jails, consistent with impacts due to offender population and caseload increases through FY 2010-11 and the overall Bed Plan over a five-year planning period (by July 2011).
Objective: Complete Performance-Based Audit for all private-contract prisons to verify compliance with contractual provisions, applicable to CDOC administrative regulations, and ACA Standards for prison operations (by July 2008).
Objective: Enhance and expand teleconference and video-conference infrastructure and applications for Private Prisons and Community Corrections in compliance with HB 04-1395 by installing one video unit in each Private Prison per year (by July 2009).

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of security, program, ACA, staffing, menu substitution and Food Service audits conducted in the private contract prisons. Definition: Cumulative total of all formal audits conducted by PPMU staff. Demonstrates: Persistence in measuring the ability of the private prisons to comply with DOC and ACA standards. * There were more actual than targeted audits in FY 05/06as a result of the Legislative Audit of 2005; the DOC is conducting menu substitution and staffing audits on a monthly basis.	Target	49	172	172	172
	Actual	154*	169		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Average number of days taken to publish audit results. Definition: Cumulative total of number of days to publish results divided by the number of audits conducted. Demonstrates: Consistency in timeliness and improvement of communication by PPMU to facility management of progress and corrective action if required.	Target	7	14	<7	<7
	Actual	7	7		
MEASURE: The annual cumulative percentage of positive offender urinalyses in private prisons. Definition: The number of positive results divided by number of urinalyses given from the IDRP quarterly report. Demonstrates: The effectiveness of drug deterrence efforts.	Target	<3.0%	<3.0%	<3.0%	<3.0%
	Actual	3.0%	3.0%		
MEASURE: The annual cumulative number of visitor program drug interdictions conducted by the PPMU staff at the private prisons. Definition: Total number of positive results using the ION Scan on fingertips of visitors who intend to enter facilities to detect illicit drug usage. Positive result indicating recent drug use by visitor suspends visitation privileges and could culminate in criminal charges. Demonstrates: Consistency in the level of drug deterrence efforts at private facilities.	Target	12	14	11	11
	Actual	1	5		
MEASURE: The annual cumulative number of visitor program background investigations conducted by the PPMU. Definition: Number of applications for visiting privileges received and processed by PPMU staff using the NCIC database to determine appropriateness of entry into a correctional facility. Demonstrates: Consistency in the level of drug deterrence efforts at private facilities. The DOC is also doing a 10% random visiting check of each facility on a monthly basis.	Target	5,000	5,000	9,000	10,000
	Actual	5,000	8,000		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of facilities with enhanced communication abilities. Definition: Ensure that each private prison has teleconference and video-conference capabilities and equipment. Demonstrates: The effectiveness of outlaying facilities to communicate with other entities using various types of enhanced equipment.	Target	4	6	6	7
	Actual	1	6		

OPTIONAL ELEMENTS

Prior Year Performance Measures

Performance Measure		FY05-06	FY06-07	FY07-08	FY 08/09
MEASURE: Number of Contract Prisons In Colorado. Definition: Number of facilities available by contract to house and program DOC offenders. Demonstrates: Degree of flexibility in housing.	Target	6	6	6	6
	Actual	6	6		
MEASURE: Number of Contract Jails Used by DOC. Definition: Number of jails available by contract to provide temporary housing to DOC offenders. Demonstrates: Degree of flexibility in housing offenders awaiting placement in the DOC boot camp program.	Target	1	1	1	1
	Actual	1	1		
MEASURE: Average Number of Offenders in Contract Jails. Definition: Cumulative average number of bed days billed by jail reflecting population of boot camp participants and parole violators and community corrections regresses. Demonstrates: Average number of offenders being held at PCJ over period of the year.	Target	90	90	90	90
	Actual	67	76		

Trends

The External Capacity subprogram currently consists of 20 FTE that are tasked with providing contractual and operational oversight of the private contract prisons that house and provide program services to Colorado's offenders. Funding is appropriated annually and encumbered through the contracting process to pay Bent (to include North Fork Correctional Facility in Sayre, OK), Crowley, and Huerfano Counties, the City of Burlington, the City of Brush, and a direct contract with Community Education Center (CEC). The per diem rate for FY 07-08 is

$52.69 for in-state private prisons, $54.00 for out-of-state private prisons, $52.69 for pre-release/parole revocation, and $49.69 for the local jails.

Late in FY 04, the Department exceeded bed space to house female offenders. GRW Corporation (a Tennessee-based privately-held corporation) was awarded a contract to house some of Colorado's female offender population. This facility is the Brush Correctional Facility located in Brush, Colorado. On May 1, 2007 Cornell Companies, Inc. purchased and began operating the Brush Correctional Facility. Cornell Companies has since renamed the facility High Plains Correctional Facility.

The six Colorado private contract facilities have the capacity to house 4,864 (4,607 General Population and 257 Segregation) offenders.

The DOC is committed to maintaining no greater than a 0% vacancy rate in the State-run facilities; when that is achieved, the private prisons are utilized to house and program the overflow. The population at the private contract facilities fluctuate as needed, reflecting outside influences to the overall DOC population and current budget constraints.

On December 1, 2001, the legislature authorized the DOC to release a request for proposal (RFP) for a Level III, Pre-Parole and Parole Revocation Facility. The Department identified two successful bidders, who were each awarded a contract to construct and manage a 500 bed facility-one in Colorado Springs and one in Pueblo. Community Education Centers' (CEC) proposal is an extension of their current community corrections operations in Colorado Springs. The construction is complete and Cheyenne Mountain Re-Entry Center accepted their first offenders on August 15, 2005. The Pueblo, GEO facility (formerly Wackenhut), has had several setbacks including issues with the City of Pueblo, problems with the initial location of facility and land purchase. While all of those issues have been resolved, GEO has failed to perform in accordance with its proposal. Therefore, on December 14, 2006, DOC rescinded its offer to contract with the GEO Group for the proposed Pre-Release and Revocation Center in Pueblo.

On December 16, 2005, a request for proposal (RFP) was issued to solicit proposed long-term solutions form the private sector for up to approximately 2,250 Level III/medium security adult male prison beds in the State of Colorado. The RFP was awarded to CCA and the GEO Group. CCA will expand both the Bent and Kit Carson facilities. The expansions of both of these facilities will increase the private prison bed capacity by 720. BCCF broke ground in May 2007 and Kit Carson is in the initial stages of survey work. Cheyenne Mountain Re-Entry Center is expanding their inmate population by 250 beds. The final contract amendment to allow this expansion is awaiting signature. GEO proposed a 1,500 bed facility in Ault, CO. In July 2006, DOC and GEO met to discuss the proposed Implementation Agreement. GEO requested a minimum bed guarantee be granted to them. DOC informed GEO that the department did not agree that a bed guarantee would be beneficial to the State of Colorado. Over the course of the next several months, GEO did not sign the proposed Implementation Agreement due to their desire for a bed guarantee. Based upon this fact, on April 24, 2007, the DOC rescinded its Notice of Intent to Award to the GEO Group for this RFP.

On January 27, 2006, a request for proposal (RFP) was issued to solicit proposed long-term solutions from the private sector for up to 750 Level III/medium security adult female prison beds and services to be provided in the State of Colorado. This contract was awarded to Cornell Companies. The Cornell facility will be located in Hudson, CO.

With the completion of the above mentioned expansions and the new facility set at least 12-18 months in the future, and with the declining availability of state or private beds, it was inevitable that the CDOC would need to seek out of state solutions for prison beds. In December 2006 and January 2007, the CDOC sent 480 inmates to the North Fork Correctional Facility in Sayre, OK. It is a CCA owned facility. It is expected that the CDOC will likely utilize the North Fork facility for at least three years.

The DOC Planning & Analysis Bed Impact of Legislative Council Projections indicates there will be a need for an additional 2,042 beds in the private sector by June 30, 2008.

The PPMU spending authority appropriation was changed in HB 04-1419 from Cash Funds to General Fund. A monitoring fee of $0.41 per day is still assessed to each contract facility for out-of-state offenders housed in a private prison, when applicable. The DOC Business Office provides services to bill the facilities for the services of the PPMU.

Workload Assumptions

Current administrative policy limits privatization (combining Community Corrections' housing and the private prison contracts) to no more than 30% of the total DOC jurisdictional population. Alternatives to incarceration, such as a 1% increase in the use of Community Corrections beds as funded by the Joint Budget Committee in the FY 05 figure setting, and the ability of the Parole Board to use Community Corrections Programs beds (SB 03-252) as a parole revocation option, have decreased the rate by which existing bed capacity is utilized. Projections by the DOC Planning and Analysis Unit, with an additional 600 bed capacity added through the Crowley County facility 600 bed expansion, an additional 1,000 beds anticipated in FY 06 with the opening of the Pre-Parole and Parole Revocation facilities, and the construction of high custody beds through CSP II, the Department's projected bed needs should be fulfilled through FY 08.

Existing Conditions

The PPMU liaisons travel to the private facilities on a weekly basis, providing oversight of operations to the facility management and staff. The relationships between the DOC and facility management has evolved into a professional interaction for the purpose of implementing the mission and goals set forth in the DOC's strategic plan. The PPMU represents the best interest of the State and the DOC when in the facilities, and also emphasizes enhanced safety to the contract facility staff when DOC practices and policies are incorporated into their operations.

Accomplishments

- Through ongoing support and encouragement of the DOC executive staff, the PPMU continues to strive for success in maintaining a monitoring unit.
- The contract provisions require that many of the DOC policies, procedures and practices be followed in order to provide consistent treatment of DOC's offenders.
- PPMU program specialists provide credible advice to the private facility staff, along with training and mentoring to insure understanding.

- The PPMU has developed compliance audits addressing security and the program's provisions, and has used these tools to communicate needed improvements.
- Recent changes to contract verbiage will empower the unit to implement consequence for failure to comply with contractual requirements.
- In addition, periodic drug interdictions conducted during the visitation program have curtailed the introduction of illegal drugs by visitors into the private facilities.
- Critical incidents, offender grievances, and Code of Penal Discipline violations have been reduced, primarily due to improved programs, staff training, and consistent treatment of offenders.
- Awarded service contracts to one qualified private prison contractor to establish one Level III Pre-Parole Release and Revocation facilities to provide 500 beds for DOC offenders and will also provide assessment, treatment, education, and reintegration program services to ensure successful reintegration.
- Changes to the FY 05-06 contract has allowed for assessing of liquidated damages for non-compliance to the contract; particularly in the areas of food services and staffing levels.
- PPMU has developed a Footprints program to track and correct deficiencies.
- The Private Prisons Monitoring Unit has rectified all major issues and concerns from the Legislative Performance Audit that took place in April 2005. There were a total of 16 major concerns which developed into recommendations by the Legislative Audit. These recommendations were all accomplished within a 10 month period.
- PPMU developed a food service audit tool to assist in implementing Exhibit I- Food Service Specifications.
- PPMU developed a Monitor Manual to assist in streamlining facility visit reports.

Budget Impacts

The Joint Budget Committee has approved an increase in the per diem rate from $51.91 to $52.69 for in-state private prisons and $54.00 for out-of-state private prisons in FY 07-08.

1. Number of offender visitors requiring staff time for clearance increased proportionately with the increase in offender population.
2. Due to changes in contract, all vendors and subcontractors now require clearance. This has increased staff duties-specifically for construction worker background checks for the expansion at Kit Carson and Bent County facilities. Monthly reports based on a percentage of random background checks of private facility staff and intended visitors have increased staff workload.
3. Increased monitoring visits require either more trips to the facilities or staff working overtime to meet the goal.
4. Increase in PPMU staffing levels requires the need for more vehicles.
5. With the placement of offenders at the North Fork Facility in Oklahoma, PPMU has two monitors who reside in Sayre, OK for two weeks at a time. This has impacted PPMU's budget with apartment rental, utilities, food and other daily necessities. This has also increased vehicle costs due to gasoline costs and maintenance.

Subprogram Specific Goals and Objectives

Goal #1: To protect the general public by providing auditing and oversight of private contract prison operations and security systems, then timely reporting the results to the executive staff of the DOC, enabling appropriate contracting and placement decisions.

Assumption: The legislature provides funding to enable DOC to contract for housing and program services.

Objective 1.1: To prohibit private prisons from hiring applicants with questionable backgrounds, ensure that all private prison employees receive background checks.

Similar or Cooperating Programs

Like Colorado, many states have found the need to privatize a portion of their correctional program. The DOC PPMU has realized through experience that an acceptable ratio of monitors to offender population needs to be maintained in order to provide an adequate level of supervision. The National Institute of Corrections (NIC) continues to be an instrumental main point of contact between agencies from which to gather and share information. The original Director of the PPMU developed and presented an overview of the program to seminar participants sponsored by the NIC and co-instructed NIC training. PPMU has hosted several out-of-state corrections officials who have come to tour Colorado's private contract facilities and to learn more about the DOC's prison systems.

Stakeholders

Customer	Requirement
Public	Protect the public by maintaining a secure facility.
County Sheriffs	Move newly sentenced offenders in an expedient manner into the DOC. Provide compensation for housing services in a timely manner.
Private Contractors	Provide payment for services in a timely manner.
Private Facility Staff	Assist with training issues to maintain a safe working environment for staff.
DOC	Provide viable bed space to relieve shortfall in the State facilities capacity.
Offenders	Ensure the same, consistent, fair treatment in contracted prisons as would be received in the state-run facilities.
Offender Families	Ensure adequate consideration of family requests, consistent, fair treatment of offender visitors in contracted prisons as would be received in the state-run facilities.
Offender Advocacy Groups	Ensure timely responses to queries from advocacy groups concerning the treatment and conditions at contracted prisons as would be received in the state-run facilities.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
1) MANAGEMENT												
B) EXTERNAL CAPACITY	116,071,014	80,328	1,566	0	7,450,994	(7,221)	0	123,596,681	20.5	0.0	0.0	22.0
Personal Services	1,330,048	80,328	6,299	0	78,391	(7,221)	0	1,487,845	20.5	0.0	0.0	22.0
Operating	264,233		0	0	22,918	0	0	287,151				
Start-up	4,733		(4,733)	0	6,957	0	0	6,957				
Payments to Local Jails	6,885,991		0	0	2,575,785	0	0	9,461,776				
Payments to Private Facilities	79,291,738		0	0	4,006,094	0	0	83,297,832				
Payments to Private Facilities Out of State	10,382,742				(777,927)			9,604,815				
Payments to Pre-Release Revocation	13,186,147		0	0	1,457,305			14,643,452				
Payments to Community Corrections	4,725,382				81,471			4,806,853				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: External Capacity
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
Position Detail										
Officer V										
Gen Professional VI/VII	69,715	0.8	101,278	1.0			105,060	1.0	105,060	1.0
Gen Professional IV	71,232	1.0	67,056	0.9			69,452	1.0	69,452	1.0
IT Prof II	66,960	1.0	68,772	1.0			71,856	1.0	71,856	1.0
Mental Health Administrator	79,200	1.0	82,128	1.0			86,388	1.0	86,388	1.0
Case Manager II	250,507	3.0	138,228	2.0			144,288	2.0	144,288	2.0
Officer IV	67,954	1.0	63,814	0.9			66,125	1.0	66,125	1.0
Officer III	387,135	6.0	460,813	7.7			613,632	10.5	613,632	10.5
Program Asst I			45,594	1.0			47,123	1.0	47,123	1.0
Ad Asst III	74,102	2.0	65,994	1.8			67,980	2.0	67,980	2.0
Ad Asst II	18,459	0.8							0	0.0
Salary Subtotal	1,085,264	16.6	1,093,675	17.3			1,271,904	20.5	1,271,904	20.5
Salary Subtotal	1,085,264	16.6	1,098,675	17.3			1,271,904	20.5	1,271,904	20.5
PERA @ 10.15%	107,320		109,209				129,098		129,098	
Other Retirement Plans										
Compensation Match										
Medicare Tax @ 1.45%	15,340		15,562				18,443		18,443	
Base Reduction -.51%									(7,221)	
Other Personal Services										
Part-time/Temporary										
Contractual Services			443							
Purchased Services										
Overtime Pay	7,990		1,434							
Retirements/Payouts			15,381							
Tuition Reimbursement			1,731							
Sick Leave Conversion										
Vacancy Savings										
Subtotal of Personal Services	1,215,914	16.6	1,242,435	17.3	1,330,048	20.5	1,419,445	20.5	1,412,224	20.5
General Fund	1,212,489	16.6	1,242,435	17.3	1,330,048	20.5	1,419,445	20.5	1,412,224	20.5
Cash Funds	3,425				0	0.0	0			
								0.0		
POTS - Expenditures										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: External Capacity
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Shift Differential	657		1,169							0	
Health/Life Insurance	54,448		72,656				71,580			0	
Short-term Disability @ .21%/.045%	1,605		1,268				1,444				
AED/SAED	2,275		7,614				16,702				
Salary Survey							58,580	*			
Anniversary								*			
Pay for Performance							27,185	*			
Medicare Change								*			
Unemployment Security Payments											
Difference							(3,632)			(9,069)	
Total Continuation Personal Services										1,403,155	
General Fund										1,403,155	
Cash Fund										0	
ANNUALIZATION ITEMS - PERSONAL SERVICES											
Annualization - DI External Capacity Caseload										6,299	
TOTAL ANNUALIZATION ITEMS										6,299	0.0
Grand Total Continuation Personal Services	1,274,900	16.6	1,325,142	17.3	1,330,048	20.5	1,505,539		20.5	1,409,454	20.5
General Fund	1,271,475	16.6	1,325,142	17.3	1,330,048	20.5	1,505,539		20.5	1,409,454	20.5
Cash Fund	3,425				0		0			0	
DECISION ITEM - PERSONAL SERVICES											
DI # 1 External Capacity Increases										78,391	1.5
TOTAL DECISION ITEMS										78,391	1.5
TOTAL PERSONAL SERVICES	1,274,900	16.6	1,325,142	17.3	1,330,048	20.5	1,505,539		20.5	1,487,845	22.0
General Fund	1,271,475	16.6	1,325,142	17.3	1,330,048	20.5	1,505,539		20.5	1,487,845	22.0
Cash Fund	3,425	0.0	0	0.0	0		0			0	
Calculation of Personal Services Appropriation											
Previous Year Long Bill Appropriation							1,151,787		17.0	1,330,048	20.5

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: External Capacity
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
HB 98-1331 Out of State Beds							62,842	1.3		
PERA Reduction/Increase										
Base Reduction										
Salary Survey - classified employees							20,889		58,580	
Annualized Anniversary (Option 8)-classified										
Pay for Performance									21,748	
Amortization Equalization Disbursement (AED)									0	
Medicare Increase									0	
Annualization							31,421	0.7	6,299	0.0
Base Adjustment - .51%							(6,178)		(7,221)	
Adjustments (Decision Items, other)							69,287	1.5	78,391	1.5
Total Personal Services Appropriation/Request							1,330,048	20.5	1,487,845	22.0
General Fund							1,330,048	20.5	1,487,845	22.0
Cash Fund							0		0	0.0
Personal Services Reconciliation										
Long Bill Appropriation	982,729	17.0	1,151,787	17.0					0	
Special Bills - HB 98-1242										
Supplemental			62,842	1.3						
Roll-forwards										
Additional Federal Funds										
Transfers										
Restrictions										
Reversions			(7,823)							
General Fund										
Subtotal	982,729	17.0	1,206,806	18.3			0		0	
General Fund	979,304	17.0	1,206,806	18.3						
Cash Fund	3,425						0		0	
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	233,790		36,948				58,580			
Anniversary							0			
Pay for Performance							27,185			
Phase II Reclassification										
Senior Executive Service (SES)										
Shift Differential							0			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: External Capacity
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Medicare change							16,702			
Health/Life Insurance	54,448		72,655				71,580			
Short Term Disability	1,605		1,267				1,444			
AED	2,328		7,466							
POTS Subtotal	292,171		118,336				175,491			
General Fund										
Total Personal Services	1,274,900		1,325,142				1,505,539	20.5	1,487,845	22.0
Total Personal Services Detail	1,274,900		1,325,142				1,505,539	20.5	1,487,845	22.0
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2220 Building Maintenance/Repair			87				87		87	
2230 Equip. Maintenance/Repair	289								0	
2231 ADP Equipment Maintenance	658		2,437				2,437		2,437	
2232 ADP Software Maintenance	3,075		360				360		360	
2240 Motor Vehicle Maint/Repair	382		390				390		390	
2250 Vehicle Lease Payments	1,320		955				955		955	
2251 Vehicle Lease Payments									0	
2252 Vehicle Mileage Charge	33,955		50,886				55,886		55,886	
2253 Rent for Equipment	2,195		3,429				3,429		3,429	
2254 Rental of Motor Vehicle									0	
2255 Rental of Bldg.			557				557		557	
2259 Parking Fees Reimbursement	20		54				54		54	
2310 Construction Svcs.									0	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	26,461		38,772				43,772		43,772	
2513 Travel - IS Pers. Vehicle Reimb.	61								0	
2514 State Owned Aircraft									0	
2520 Travel - IS Non Empl Common Carrier									0	
2522 Travel - IS Non Empl per diem	283		62				62		62	
2530 Travel - Out of State									0	
2531 Travel - OS Common Carrier	338								0	
2532 Travel - OS Per Diem	1,324		14,737				19,737		19,737	
Out-of-State reduction 15%									0	
2540 Out of State - Non Empl									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: External Capacity
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
2541 Out of State - Non Empl Common Carrier	1,291								0	
2631 Telephone and Telegraph	17,557		25,146				30,146		30,146	
2640 Purchased Services/ADP									0	
2680 Printing and Reproduction	520		193				193		193	
2690 Legal Services									0	
2710 Purchased Medical Services	14,162		26,348				26,348		26,348	
2720 Inmate Pay									0	
2810 Freight Storage and Moving			5,149				5,149		5,149	
2820 Other Purchased Services									0	
2830 Office Moving	400								0	
3110 Other Supplies & Materials	4,941		4,080				14,080		14,080	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies			94				94		94	
3113 Clothing/Uniform Allowance	3,131		1,071				1,071		1,071	
3114 Custodial/Laundry Supplies									0	
3115 Data Processing Supplies	1,011		682				682		682	
3116 Purchase/Lease Software	8,392		533				533		533	
3117 Educ./Rec. Supplies/Service	49								0	
3118 Food & Food Service Supp.	96		724				724		724	
3119 Medical/Dental/Hosp/Lab Supp.									0	
3120 Library Books/Period./Subs.	19		228				228		228	
3121 Office Supplies	5,035		3,375				8,944		8,944	
3122 Microfilm Photo Supp./Service									0	
3123 Postage	260		155				155		155	
3124 Printing			881				881		881	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	6,131		11				11		11	
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equipment			15,532				25,532		25,532	
3140 Non Capitalized IT Purchases - PCs	19,472		17,043				17,043		17,043	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	5,267		3,254				3,254		3,254	
3910 Other Energy Charges			41				41		41	
3920 Utilities									0	
3940 Electricity									0	
3970 Natural Gas									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: External Capacity
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
4100 Other Operating Expense									0	
4110 Awards, Judgments, Losses									0	
4111 Prizes, Awards Inmate Kick out)									0	
4140 Dues and Memberships			317				317		317	
4170 Miscellaneous Fees & Fines	127								0	
4180 Official Functions	363		270				270		270	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	1,390		810				810		810	
4240 Employee Moving Expense									0	
4910 Cost of Goods Sold									0	
5420 Purchase Services - Counties									0	
5450 Inmate Housing In State									0	
5460 Purchase Services Other States									0	
6210 ADP Capital Equipment									0	
6214 IT - Other	17,668								0	
6220 Office Furniture/Equip.									0	
6230 Motor Vehicles									0	
6280 Other Capital Equip.									0	
6420 Furniture & Fixtures-Lease Purchase									0	
Total Operating Expenses	177,642		218,664		264,233		264,233		264,233	
General Funds	177,642		218,664		264,233		264,233		264,233	
Cash Funds					0		0			
Reconciliation										
Long Bill Appropriation	175,793		177,673							
Supplementals	1,880		40,996							
Restriction										
Reversions	(31)		(5)							
Subtotal	177,642		218,664							
DECISION ITEM - OPERATING										
DI # 1 External Capacity Increases									22,918	
TOTAL DECISION ITEM - OPERATING									22,918	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: External Capacity
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
General Fund									22,918	
Cash Fund Exempt									0	
Payments/Local Jails - 215	13,860,374		11,340,364		6,885,991		6,885,991		6,885,991	
General Fund	13,860,374		11,340,364		6,885,991		6,885,991		6,885,991	
Cash Fund Exempt										
Federal Funds										
Reconciliation										
Long Bill Appropriation	5,227,107		7,587,919							
Supplemental	8,502,135		1,492,301							
Transfers	131,133		2,260,144							
Restriction										
Reversions	(1)									
Subtotal	13,860,374		11,340,364							
DECISION ITEM - Local Jails										
DI # 1 External Capacity Increases									2,433,915	
Common Policy Provider Rate Increase									141,870	
DI CHANGES - Local Jails - 215					6,885,991		6,885,991		2,575,785	
General Fund					6,885,991		6,885,991		2,575,785	
Cash Fund Exempt										
Federal Funds										
Payments/Private Facilities - 216/214	63,719,957		74,808,495		79,291,738		79,291,738		79,291,738	
General Funds			73,437,232		76,933,031		76,933,031		76,933,031	
Cash Funds Exempt			1,371,263		2,358,707		2,358,707		2,358,707	
Federal Funds					0		0			
Reconciliation										
Long Bill Appropriation	71,623,377		81,024,450							
Supplemental	(7,113,471)		(3,691,008)							
Transfers	(131,133)		(1,537,503)							
Special										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: External Capacity
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Restriction			(987,444)							
Reversions	(658,815)									
Subtotal	63,719,957		74,808,495							
DECISION ITEM - Private Facilities										
DI # 1 External Capacity Increases									5,775,614	
Common Policy Provider Rate Increase									1,340,270	
BRI # 2 Ext.Capacity Reduction-DCJ Diversion Beds									(3,109,790)	
DI Changes Private Facilities									4,006,094	
General Funds									4,006,094	
Federal Funds									0	
Total Payments Out of State Private - 213			4,699,470		10,382,742		10,382,742		10,382,742	
General Funds	0		4,699,470		10,382,742		10,382,742		10,382,742	
Federal Funds										
Reconciliation										
Long Bill Appropriation										
Supplemental			4,691,520							
Transfer			7,950							
Restriction										
Reversions										
Subtotal	0		4,699,470							
DECISION ITEM - Out of State Private Facilities										
DI # 1 External Capacity Increases									(921,942)	
Common Policy Provider Rate Increase									144,015	
DI Changes Out of State Private Facilities									(777,927)	
General Funds									(777,927)	
Federal Funds										
Payments to Pre-Release Parole Revocation Facilities - 219	5,959,844		9,311,383		13,186,147		13,186,147		13,186,147	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: External Capacity
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
General Fund	5,959,844		9,311,383		13,186,147		13,186,147		13,186,147	
Cash Fund Exempt										
Federal Funds										
Reconciliation										
Long Bill Appropriation	7,501,022		12,845,389							
Supplemental	(1,368,873)		(3,546,180)							
Transfer			12,174							
Restriction										
Reversions	(172,304)									
Subtotal	5,959,844		9,311,383							
DECISION ITEM - Pre-Release										
DI # 1 External Capacity Increases									1,237,741	
Common Policy Provider Rate Increase									219,564	
DI Changes Pre-Release Facilities									1,457,305	
General Funds									1,457,305	
Federal Funds										
Total Community Corrections Programs - 217	3,045,564		3,075,768		4,725,382		4,725,382		4,725,382	
General Funds	3,045,564		3,075,768		4,725,382		4,725,382		4,725,382	
Federal Funds							0		0	
Reconciliation										
Long Bill Appropriation	3,865,450		4,609,531							
Supplemental	(819,886)		(790,997)							
Transfer			(742,765)							
Restriction										
Reversions			(1)							
Subtotal	3,045,564		3,075,768							
DECISION ITEM - Community Corrections										
DI # 1 External Capacity Increases									9,398	
Common Policy Provider Rate Increase									72,073	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: External Capacity
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
DI Changes Community Corrections									81,471	
General Funds									81,471	
Federal Funds										
Start-up - General Fund	0		6,310		4,733		4,733		6,957	
Start-up - Cash Fund					0		0			
TOTAL EXTERNAL CAPACITY SUBPROGRAM	88,038,281	16.6	104,785,596	17.3	116,071,014	20.5	116,246,505	20.5	123,596,681	22.0
General Fund	88,034,856	16.6	103,414,333	17.3	113,712,307	20.5	113,887,798	20.5	121,237,974	22.0
General Fund Exempt										
Cash Funds	3,425	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Cash Fund Exempt	0	0.0	1,371,263	0.0	2,358,707		2,358,707		2,358,707	
Federal Funds	0	0.0	0	0.0	0		0		0	0.0

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: EXTERNAL CAPACITY SUBPRGRM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**88,038,281**	**104,785,596**	**116,071,014**	**116,246,505**	**123,596,681**
General Fund	88,034,856	103,414,333	113,712,307	113,887,798	121,237,974
General Fund Exempt	0	0	0	0	0
Cash Funds	3,425	0	0	0	0
Cash Fund Exempt	0	1,371,263	2,358,707	2,358,707	2,358,707
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds					
General Fund # 100					
Private Prison Monitoring Fees	3,425	0	0	0	0
Total Cash Funds	*3,425*	*0*	*0*	*0*	*0*
Cash Funds Exempt					
General Fund # 100					
SCAAP		1,371,263	2,358,707	2,358,707	2,358,707
Total Cash Funds Exempt	*0*	*1,371,263*	*2,358,707*	*2,358,707*	*2,358,707*
Federal Funds					
General Fund # 100					
Federal Reimb - Illegal Aliens	0	0	0	0	0
Total Federal Funds	*0*	*0*	*0*	*0*	*0*

1C Inspector General

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(1) MANAGEMENT**
(C) Inspector General Subprogram

Line Items: Personal Services
Operating Expenses
Inspector General Grants
Start-Up Costs

Change Request(s): DI #1 External Capacity Caseload Increase
DI #2 Parole – Parole ISP – Re-Entry Caseload Increases
DI #4 Mental Health Caseload
DI #5 Community Corrections Caseload Increase
DI #6 External Capacity Impacts
DI #7 Academic and Vocational Instructors
DI #10 Utilities, SAFE, Personnel & Facility Services FTE
DI #11 Planning and Analysis Statisticians

Federal/State Statutory and Other Authority:

- C.R.S. 17-1-103.8 – Duties of the Executive Director – Inspector General – Criminal Investigators
- C.R.S. 16-2.5-101, *et seq.* – Peace Officers
- C.R.S. 16-3-101, *et seq.* – Arrest – Searches and Seizures
- C.R.S. 16-22-101, *et seq.* – Colorado Sex Offender Registration Act
- C.R.S. 16-11-102.3 – Genetic Testing of Convicted Offenders
- C.R.S. 17-19-101 – Visitors at Correctional Facilities
- C.R.S. 18-3-412.5 – Failure to Register as a Sex Offender
- C.R.S. Article 18 – Colorado Criminal Code
- C.R.S. 24-34-401, *et seq.* – Employment Practices
- C.R.S. 24-72-301, *et seq.* – Criminal Justice Records
- Rule 41.1, Colorado Rules of Criminal Procedure
- 42 U.S.C. 2000e-2 – Unlawful Employment Practices
- 42 U.S.C. 2000e-3 – Other Unlawful Employment Practices
- 42 U.S.C. 15601, *et seq.* – Prison Rape Elimination Act of 2003 (PREA)
- 42 U.S.C. 4714 – Grant Program for State and Local Domestic Preparedness Support
- 42 U.S.C. 3782 (a) – Rules, Regulations, and Procedures; Consultations and Establishment
- 42 U.S.C. 3789g – Confidentiality of Information
- 28 C.F.R. 23 – Criminal Intelligence Systems Operating Policies
- FMCSA Regulation 382.603 – Training for Supervisors
- U.S. Department of Justice, Federal Bureau of Investigation, *Uniform Crime Reporting Handbook*, NIBRS Edition (1992)

- U.S. Department of Justice, Federal Bureau of Investigation, *UCR State Program Bulletin* (January 27, 1999)
- Executive Order D0002-91 – "Substance Abuse Policy for Colorado State Employees."
- AR 100-39 - Peace Officers
- AR 100-40 – Prison Rape Elimination Procedure
- AR 300-20 – Offender Drug Screening
- AR 300-24 – Offender DNA Testing
- AR 400-01RD – Fugitive Operations
- AR 550-06 – Sex Offender Registration
- AR 1100-06 – Inspector General Internal Inspections and Audits
- AR 1150-02RD – Security Threat Group Identification and Management
- AR 1150-03 – Offender Deaths - Suspected or Confirmed
- AR 1150-04 – Professional Standards Investigations
- AR 1150-06RD – Intelligence Information
- AR 1150-07 – Crime Scene Management and Criminal Evidence Handling
- AR 1150-09RD – Monitoring and Recording of Offender Telephone Calls
- AR 1150-12 – Inspector General Canine (K-9) Unit
- AR 1450-36 – Employee Drug Deterrence Program

Program Description:

The Office of the Inspector General (OIG) exists to provide professional investigative resources to the Colorado Department of Corrections (DOC) and its facilities, employees, inmate population, law enforcement community, and the general public. The investigators are certified peace officers who are sworn to protect and serve the people of the state of Colorado by promoting public safety, the safety of DOC staff and inmates, protecting property, and enforcing the laws within the state of Colorado. This office is the primary contact on law enforcement issues.

The OIG consists of the Inspector General, Chief Investigators, Criminal Investigators, a Crime Analyst, a Violent Offender Identification and Tracking Unit Manager, a Sex Offender Registration Supervisor, a Sex Offender Registration/Violent Criminal Apprehension Program (ViCAP) Technician, a Security Officer, Technicians, Canine Handlers, and Administrative Assistants. All investigators are experienced professionals who have previously held a variety of positions to include:

- Elected Sheriffs and Deputy Sheriffs
- Police Chiefs
- Detectives
- Corrections professionals
- Graduates of the FBI National Academy
- Certified canine handlers

Total FTE: 49.2

Services Provided:

The OIG subprogram is responsible for detecting crime, enforcing the law, collecting and analyzing evidence, analyzing complaints, planning and conducting complete criminal and civil investigations within the DOC and the state of Colorado; preparing necessary legal documents, written reports, warrants, and affidavits; enforcing drug interdictions and collecting random staff urinalyses; administering the Prison Rape Elimination Act; administering the Colorado Sex Offender Registration Act; performing DNA collection in compliance with the law; analyzing and introducing high-profile offense data into the FBI's national Violent Criminal Apprehension Program database; supervising Colorado Crime Information Center (CCIC) and National Crime Information Center (NCIC) training and operations for DOC; monitoring and analyzing intelligence information to improve the safety and security of inmates, staff, and visitors; conducting background investigations on DOC applicants; and providing law enforcement assistance and training.

Functions and Activities Summarized:

Priority	Function
1	Criminal Investigations
2	Professional Standards Investigations
3	Background Investigations Unit
4	Inmate Drug Reduction Program (IDRP)
5	Sex Offender Registration
6	Prison Rape Elimination Act (PREA) Enforcement
7	DNA Testing
8	Intelligence Unit
9	Canine Unit
10	CCIC Operations
11	Homeland Security Liaison Unit
12	Fugitive Operations Unit
13	Drug Deterrence Program (DDP)
14	Violent Criminal Apprehension Program (ViCAP)
15	Internal Inspections and Audits

Analysis of Functions and Activities:

Criminal Investigations. In compliance with C.R.S. 17-1-103.8 and other applicable laws and regulations, the OIG is responsible for:

- Investigation of suspected violations of state and federal law by offenders, employees, contractors, subcontractors, volunteers, visitors, and outside conspirators whose criminal activities potentially breach the security of DOC or private contract facilities. Cases include, but are not limited to, investigations of serious assaults, homicides, and possession and introduction of drugs and dangerous contraband.

- In compliance with accepted practices, handling and processing of evidence associated with any investigation in accordance with accepted law enforcement practices.

- Direct filing of criminal cases to respective District Attorneys for disposition and prosecution.

- Undercover operations to investigate cases involving, among other illegal activities, murder-for-hire and drug dealing.

- Canine operations to assist in investigations through searches, fugitive apprehension efforts, and crowd-control.

Professional Standards Investigations. In compliance with C.R.S. 17-1-103.8 and other applicable laws and regulations, the OIG is responsible for conducting all professional standards investigations which involve suspected employee violations of Colorado statutes or Administrative Regulations to include sexual harassment, discrimination issues and other unlawful employment practices, employee misconduct, or any waste or mismanagement of DOC resources and corruption that may occur within DOC and any other violation that may be committed by department staff where the violation could affect the performance of staff duties or tend to erode public confidence in the performance of the department.

Background Investigations Unit. As required by C.R.S. 17-1-103.8 and other applicable laws and regulations, this unit of the OIG conducts pre-employment investigations and integrity interviews on all DOC applicants, including contractors and subcontractors, to determine eligibility for employment based on minimum standards set forth by DOC. Minimum standards include absence of significant juvenile and criminal histories and the applicant's truth in reporting potentially disqualifying information. Such pre-employment investigations help ensure that Department employees meet the minimum standards set forth by state personnel rules, executive orders, and Department policies.

Inmate Drug Reduction Program (IDRP). In accordance with C.R.S. 17-1-103.8 and AR 300-20, Offender Drug Screening, this function of the OIG focuses on ensuring a safe working environment through the reduction of drug use by inmates through urinalysis testing with subsequent referral to existing treatment programs and/or enhanced administrative charges. Through an agreement with the Colorado District Attorney's Council, the IDRP charges repeat drug users with felonies. Facility Interdiction Teams conduct large scale interdiction efforts, surveillance and mass urine testing to assist in drug eradication in DOC facilities. The unit uses sophisticated ion scan technologies and canine units to detect drugs.

Sex Offender Registration. Under C.R.S. 16-22-101, *et seq.*, and AR 550-06, the OIG is responsible for ensuring that all offenders who qualify to register as sex offenders are provided with proper notification of said duty and that verifiable addresses are obtained from those offenders and submitted to the Colorado Bureau of Investigations (CBI) at least two days prior to release. The information is then entered and maintained by CBI in the state's sex offender registry.

Prison Rape Elimination Act (PREA) Enforcement. Under the requirements of 42 U.S.C. 15601, *et seq.* and PREA grant objectives, this facet of the OIG is charged with identifying, monitoring, counseling, and tracking offenders that have a propensity for committing sexual assaults, rapes, sexual misconduct, or are vulnerable to being a victim of said offenses; ensuring that staff and offenders are trained to recognize such behaviors and take appropriate action; and providing a mechanism for pursuing and tracking criminal prosecution as appropriate.

DNA Testing. Pursuant to C.R.S. 16-11-102.3 and Rule 41.1 of the Colorado Rules of Criminal Procedure, the OIG is responsible for obtaining blood samples for DNA testing on all felons sentenced to the custody of the executive director and submitting the same to the CBI for testing and entry into CODIS (Combined DNA Information Systems).

Intelligence Unit. As required under ARs 1150-02RD and 1150-06RD and pursuant to the guidelines set forth in 42 U.S.C. 3782(a), 42 U.S.C. 3789g, and 28 C.F.R. 23, this unit of the OIG coordinates the activities of facility intelligence officers, collecting and analyzing intelligence data, and disseminating intelligence information to the Inspector General and staff for criminal investigations; Offender Services for population management; Executive and Management Staff for improved facility management and strategic planning; outside law enforcement as appropriate to improve officer safety or aid in investigations; and to the Colorado Gang Network for centralized data tracking for the state and further dissemination as appropriate.

Canine Unit. In compliance with C.R.S. 17-1-103.8 and other applicable laws and regulations, the Canine Unit is critical to executing responsibilities associated with criminal investigations in detecting illegal substances entering facilities and fresh pursuit of prison escapees. OIG canines are also utilized at the request of other law enforcement agencies to assist in search and rescue, drug searches, and cadaver searches.

CCIC Operations. In order to carry out the mission of the DOC, any visitors to a correctional facility, excluding the Governor and district court judges, must be cleared through criminal and other background checks before access can be authorized. Additionally, DOC is a function of the executive branch of government and has daily interaction with outside law enforcement agencies. As such, the OIG, as the law enforcement liaison for DOC, is responsible for overseeing CCIC operations for the agency, including training, obtaining security access for employees to the CCIC/NCIC systems, reviewing all law enforcement messages transmitted to the department's master terminal and determining disposition or dissemination, and responding to technical questions presented by users.

Homeland Security Liaison Unit. This section of the OIG is responsible for applying for and managing homeland security grant funds for the department within the guidelines set forth in 42 U.S.C. 4714.

Fugitive Operations Unit. As required by C.R.S. 17-1-103.8 and other applicable laws and regulations, this unit of the OIG is responsible for seeking out and arresting any fugitive from a correctional facility and, when called upon, assisting other agencies in the apprehension of fugitives from jurisdictions throughout the state

Drug Deterrence Program (DDP). The objective of DOC in AR 1450-36 is to ensure a safe work environment and to protect the public by decreasing the threat to public safety posed by DOC employees who are either users of, or have in their possession, illegal drugs or are abusers of controlled substances. The Drug Deterrence Program consists of initial drug screening of new hires, random and reasonable suspicion drug screening of DOC employees in compliance with Administrative Regulations, and random drug and alcohol screening of staff with Commercial Driver's Licenses in compliance with Administrative Regulations and Department of Transportation (DOT) policy. Furthermore, under FMCSA Regulation 382.603, DOC is mandated to provide all supervisors of Commercial Driver's License holders with two hours of mandatory training on alcohol misuse and controlled substance use.

Violent Criminal Apprehension Program (ViCAP). Since sex offenders have an increased probability to re-offend and most will re-enter communities after discharging a prison sentence, CBI set forth an accepted standard of practice for warehousing modus operandi and other case data for use by law enforcement officers in an attempt to solve active cases. The practice required by CBI is the entry of high-risk offense data into the FBI's national Violent Criminal Apprehension Program database. Pursuant to CBI's requirement and the guidelines specified in the Division of Criminal Justice Violent Offender Apprehension Program grant, DOC staff identify and enter high-risk offense data into said database for use by law enforcement agencies around the state and country.

Internal Inspections and Audits. In accordance with AR 1100-06, the Inspection and Auditing Team's purpose is to conduct inspections, audits, or reviews to support, assist, and facilitate continuous quality improvements, recognize best practices, and identify opportunities for improvement in policies, systems, and practices.

Shared Functions and Activities:

The following subprograms share functions and activities with the OIG:

- Division of Adult Parole and Community Corrections – fugitive apprehension efforts and the identification of sex offenders required to register are performed by both subprograms.
- Communications – CIPS monitoring responsibilities are shared by both subprograms.
- Information Technology – the legislatively mandated sex offender registration processes are corroborated with the OIG, and help tickets registered with the Business Technologies Help Desk for CCIC issues are directed to the OIG for processing by the CCIC Coordinator.
- Office of Human Resources – applicant background processes are shared by both subprograms.
- Superintendents – numerous functions of the day-to-day operational management of facilities interact with the OIG.
- Housing and Security – numerous functions of housing and security responsibilities interface with the OIG, including contraband and evidence management, crime scene preservation, efforts to intercept contraband introduction into facilities, intelligence gathering, identification of security threat groups, investigating offenders for gang activity or affiliation, offender drug testing, and administration of the requirement of the Prison Rape Elimination Act.

- Case Management – the identification of offenders required to register as sex offenders is performed by both subprograms.
- External Capacity – intelligence information gathered at the private contract facilities is shared with the OIG for analysis and recordkeeping, and the OIG provides statewide coordination of inmate drug testing and facility interdictions with the private prison intelligence officers.
- Executive Director – Homeland Security responsibilities of the department are shared by the OIG and the Executive Director

Similar or Cooperating Programs:

Colorado Bureau of Investigation (CBI) is the co-recipient of the Division of Criminal Justice Violent Offender Apprehension Program grant. Through the use of grant funds, both CBI and DOC have hired data specialists to review cases and enter high-profile cases data into the FBI's national ViCAP database. Effective use of ViCAP by law enforcement agencies around the country to solve crimes is dependent upon the amount of data entered into the database against which current cases can be compared. This joint effort by DOC and CBI significantly increases the effectiveness of ViCAP as a crime-solving tool.

Objectives and Performance Measures

OBJECTIVE: As mandated by C.R.S. 17-1-103.8, maintain effective and consistent identification, investigation, prosecution, and timely reporting of criminal activities and other violations inside state and private contract facilities or in any way connected to the safe and secure operation of state and private contract facilities.

OBJECTIVE: As mandated by C.R.S. 17-1-103.8, conduct preemployment investigations and integrity interviews of all DOC applicants to ensure that employees meet the minimum standards set forth by DOC policy.

OBJECTIVE: As mandated by C.R.S. 16-22-101, *et seq.*, maintain a system to ensure that all offenders who qualify to register as sex offenders are provided with timely and proper notification of said duty and that verifiable addresses are obtained from those offenders and submitted to the Colorado Bureau of Investigations (CBI) at least two days prior to release.

		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Total cases investigated.	Target	2,355	2,269	2,360	2,360
Definition: This figure represents the number of criminal investigations, professional standards violations, agency assists, intelligence reports and complaint reports investigated by the OIG pertaining to staff or inmates. Demonstrates: The need to obtain factual information that may substantiate or exonerate a claim against an individual.	Actual	2,203	2,164		

MEASURE: Non-administrative cases investigated. Definition: This figure represents the number of cases, excluding professional standards cases, that are investigated by the OIG and which may go beyond the scope of DOC and lead to criminal charges being filed with local law enforcement. Demonstrates: The need to continue to monitor the facility environment for violations of departmental policies, federal and state laws.	Target	1,948	1,824	1,872	1,872
	Actual	1,797	1,727		
MEASURE: Professional standards cases investigated. Definition: This figure represents the number of staff related investigations for violation of departmental policies/regulations. Demonstrates: The need to obtain factual or mitigating information that may substantiate or exonerate a claim against a staff member.	Target	407	445	488	488
	Actual	406	437		
		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Security Threat Group identifications. Definition: This figure represents the number of security threat group members that have been identified within the Colorado Department of Corrections by monitoring of calls, mail, gang related symbolism, intelligence information, etc. Demonstrates: The Department's ability to identify and monitor groups or individuals that may threaten facility security.	Target	7975	8,523	8,949	8,949
	Actual	8118	8,657		
MEASURE: Involvements in other agency arrests and/or investigations. Definition: This figure represents the number of requests received from other law enforcement agencies for assistance in completing outside investigations, serving warrants, drug and facility interdictions, assisting in locating private citizens, etc. Demonstrates: The need for collaborative efforts between the Colorado Department of Corrections and other law enforcement agencies.	Target	395	385	404	404
	Actual	367	305		

MEASURE: General staff drug testing. Definition: This figure represents the percentage of general staff tested for illegal drug use on an annual basis. Demonstrates: The proactive measures in maintaining a competent employee base to facilitate safe and secure facility operations.	Target	15%	15%	15%	15%
	Actual	15%	15%		
MEASURE: Drug testing for staff who possess a Commercial Drivers License (CDL). Definition: This figure represents the percentage of staff who possess a Commercial Drivers License tested for illegal drug use on an annual basis. Demonstrates: The proactive measures in maintaining a competent employee base to facilitate safe and secure facility operations and protect the public.	Target	50%	50%	50%	50%
	Actual	50%	50%		
		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Pre-employment investigations. Definition: This figure represents the number of applicants that met the initial qualifications for consideration of employment and whose pre-DOC employment background was investigated by the OIG. Demonstrates: The proactive measures in the hiring processing to attract the most desirable employees for a correctional setting by obtaining background information through the National and Colorado Crime Information Center and from former employers and associates.	Target	3,000	2,500	2,700	2,700
	Actual	2,235	2,879		
MEASURE: Sex offender registration. Definition: This figure represents the number of offenders in the custody of DOC identified as requiring to register under the Colorado Sex Offender Registration Act (CSORA) who were timely served with notice of said duty and from whom verifiable addresses were obtained and furnished to CBI. Demonstrates: The capability to identify and track offenders targeted to register by law and ensure DOC's compliance with CSORA.	Target	775	1,014	1,066	1,066
	Actual	882	918		

Workload Assumptions:

- No significant statutory modifications.
- Inmate population will increase.
- Fiscal constraints are managed by prioritizing and maximizing allocated resources.
- Requests for production of documents, subpoenas, and open records requests will increase as a result of an increase in criminal and civil actions arising from investigations

Accomplishments:

- The Professional Standards Unit implemented a policy of distributing all professional standards cases to appointing authorities on electronic media and eliminating the use of paper. Electronic media has increased efficiencies and organization and reduced costs and storage needs for the IG subprogram and DOC.

- The Professional Standards Unit and Background Investigations Unit have developed and implemented a system for electronic storage of all archived investigation files and destruction of paper records, ultimately improving efficiencies and organization and reducing costs and critical storage needs.

- The Sex Offender Registration Unit is finalizing a strategy to eliminate all paper files of DOC sex offenders (approximately 25 file cabinets) and convert to an electronic system.

- DOC resources have been identified and typed for inclusion in the state-wide emergency resource inventory database.

- Critical departmental functions were identified and contingency plans designed for continued operations in the event of an incident that causes disruption of service. Said plans and contingency procedures were added to the state's continuity of government plan.

- The OIG continues to spearhead improvements to the DOC-wide intelligence database system from which intelligence is shared within the facilities to enhance officer and inmate safety, as well as with local law enforcement agencies and correctional agencies throughout the country.

- The OIG serves as an active participant with the multi-jurisdictional Colorado Information Analysis Center (CIAC) in the collection, analysis, and timely dissemination of terrorism-related information.

- The OIG continues it efforts to maintain and validate its data on the statewide gang database, as required by 28 CFR 23, in order to enhance patrol officer safety by sharing information on gang members exiting DOC.

- The Intelligence Unit continues to provide intelligence training to local police agencies as requested.

Subprogram Specific Goals and Objectives:

Following is the Department's goals and objectives under the Inspector General Subprogram. These objective numbers do not coincide with objective numbers elsewhere in this document, because these are numbered here to capture their relationship to DOC goals.

Goal #1: Administer the Prison Rape Elimination Act of 2003 (PREA) within the guidelines set forth by PREA and the PREA grant objectives.

Objective 1.1: Develop a system to track the number of victims of sexual assault incidents that receive victim assistance by April 2008.

Goal #2: To further Homeland Security efforts by identifying offenders involved in the recruitment of radical Muslims in the prison setting.

Objective 2.1: Ensure that systems and training protocols are in place to track and report recruitment of radical Muslims by August 2008.

Objective 2.2: Share pertinent information with the Joint Terrorism Task Force as intelligence is developed (ongoing).

Goal #3: To increase the efficiency and effectiveness of the OIG evidence storage area and modify policies governing purging of expired evidence.

Objective 3.1: To expand and reconfigure the current caged area with the current OIG property room to provide additional secure evidence storage by August 2008.

Objective 3.2: To provide a drying area that will be designated for the care of evidence comprised of wet clothing and a ventilation system to assist in drying bloodied clothing by August 2008.

Objective 3.3: To install a temporary evidence storage locker in the basement of the CID office to be used by investigators after hours or on weekends by August 2008.

Goal #4: To develop and implement a system for OIG equipment training, use, accountability, and quality continuous control.

Objective 4.1: To develop a database for assignment, tracking, and training deployment on of OIG technological equipment, including without limitation digital cameras, electronic equipment, and surveillance equipment, by June 2009.

Objective 4.2: To ensure adequate and continuous training on technological equipment for effective OIG operations.

Stakeholders:

Customer	Requirement
Employees	Expect a work environment where staff are treated fairly and with equal opportunity for professional and managerial growth.
Victims and victim families	Expect and are entitled to notification of offender releases, discharges, and escapes.
Public and Local Communities	Expect their tax dollars to be spent effectively for public safety provided by the DOC.
Media	Expects official responses in a timely manner to incidents involving the DOC that affect the public domain.
Offenders	Expect that they will be treated consistently, fairly, and within the guidelines of the constitution, statutes, case law, and administrative regulations.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
1) MANAGEMENT												
C) INSPECTOR GENERAL	4,488,325	171,855	0	0	30,856	0	0	4,657,827	49.2	0.0	0.0	49.2
Personal Services	3,517,463	171,855			0			3,685,002	49.2	0.0	0.0	49.2
Operating	277,858	0			30,856			310,050				
Inspector General Grants	662,775	0			0			662,775				
Start-up	30,229				0		(30,229)	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Inspector General
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Position Detail										
Management	98,428	1.0	105,588	1.0			109,344	1.0	109,344	1.0
Investigator III	285,060	3.0	306,606	3.0			321,372	3.0	321,372	3.0
Investigator II	1,553,764	23.0	1,682,476	22.9			1,974,456	26.0	1,974,456	26.0
Investigator I/Intern	218,396	4.0	289,910	6.0			355,673	7.2	355,673	7.2
Gen Professional III	94,518	2.0	102,085	2.0			111,636	2.0	111,636	2.0
Correctional Officer II/III	101,534	2.0	162,984	2.9			184,236	3.0	184,236	3.0
Tech IV	182,005	4.0	197,543	4.0			211,572	4.0	211,572	4.0
Tech III	30,898	1.0	41,011	1.0			43,752	1.0	43,752	1.0
SS Pro TR II	32,365	1.0							0	0.0
Admin Assistant III	56,605	2.0	61,496	1.9			70,608	2.0	70,608	2.0
Salary Subtotal	2,653,573	43.0	2,949,700	44.7	3,517,463	49.2	3,382,649	49.2	3,382,649	49.2
Salary Subtotal	2,653,573	43.0	2,949,700	44.7	3,517,463	49.2	3,382,649	49.2	3,382,649	49.2
PERA @ 10.15%	273,766		306,722				343,339		343,339	
Other Retirement Plans									0	
Compensation Match										
Medicare Tax @ 1.45%	34,824		39,481				49,048		49,048	
Base Reduction -.51%									(18,857)	
Other Personal Services										
Part-time/Temporary										
Contractual Services	7,558		4,088							
Purchased Services										
Overtime Pay	112,979		119,366							
Retirements/Payouts			8,195							
Tuition Reimbursement	1,452		70							
Sick Leave Conversion										
Vacancy Savings										
Subtotal of Personal Services	3,084,152	43.0	3,427,621	44.7	3,517,463	49.2	3,775,036	49.2	3,756,179	49.2
General Fund	0	0.0	0	0.0	3,517,463	49.2	3,775,036	49.2	3,756,179	49.2
Cash Funds	3,084,152	43.0	3,427,621	44.7	0	0.0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Inspector General
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
POTS - Expenditures											
Shift Differential	1,044		1,283							0	
Health/Life Insurance	143,977		197,234				221,052			0	
Short-term Disability @ .21%/.045%	3,896		3,425				3,980				
AED/SAED	6,038		21,492				44,172				
Salary Survey							139,273	*			
Anniversary								*			
Pay for Performance							40,728	*			
Medicare Change								*			
Unemployment Security Payments											
Difference							(77,572)			(85,718)	
Total Continuation Personal Services										3,670,461	49.2
General Fund										3,670,461	49.2
Cash Fund											
ANNUALIZATION ITEMS - PERSONAL SERVICES											
External Capacity Impacts - Annualization										9,290	
Male Double Bunking DI & Supp-Annualization										5,251	
TOTAL ANNUALIZATION ITEMS										14,541	0.0
Grand Total Continuation Personal Services	3,239,106	43.0	3,651,055	44.7	3,517,463	49.2	3,966,668		49.2	3,685,002	49.2
General Fund	3,239,106	43.0	3,651,055	44.7	3,517,463	49.2	3,966,668		49.2	3,685,002	49.2
Cash Fund							0			0	
DECISION ITEM - PERSONAL SERVICES											
DI#											
TOTAL DECISION ITEMS										0	0.0
TOTAL PERSONAL SERVICES	3,239,106	43.0	3,651,055	44.7	3,517,463	49.2	3,966,668		49.2	3,685,002	49.2
General Fund	3,239,106	43.0	3,651,055	44.7	3,517,463	49.2	3,966,668		49.2	3,685,002	49.2

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Inspector General
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Cash Fund	0	0.0	0	0.0	0		0		0	
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							3,221,172	46.3	3,517,463	49.2
Previous Year Special Bills/Supplementals							(1,918)			
PERA BILL - HB00-1458										
PERA Reduction/Increase										
Base Reduction										
Salary Survey - classified employees							168,901		139,273	
Annualized Anniversary (Option 8)-classified										
Pay for Performance									32,582	
Amortization Equalization Disbursement (AED)									0	
Medicare Increase									0	
Annualization							44,054	0.7	14,541	0.0
Base Adjustment - .51%							(16,941)		(18,857)	
Adjustments (Decision Items, other)							102,195	2.2	0	0.0
Total Personal Services Appropriation/Request							3,517,463	49.2	3,685,002	49.2
General Fund							3,517,463	49.2	3,685,002	49.2
Cash Fund							0		0	0.0
Personal Services Reconciliation										
Long Bill Appropriation	3,088,637	46.0	3,221,172	46.3			0		0	
Special Bills - HB 98-1242										
Supplemental			(1,918)							
Roll-forwards										
Additional Federal Funds										
Restrictions										
Transfers										
Reversions	(1)		(2,776)							
General Fund										
Subtotal	3,088,636	46.0	3,216,478				0		0	
General Fund	3,088,636	46.0	3,216,478	0.0	0					
Cash Fund	0		0		0		0		0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Inspector General
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	58		213,101				139,273			
Anniversary							0			
Pay for Performance	0						40,728			
Phase II Reclassification										
Senior Executive Service (SES)										
Shift Differential							0			
Medicare change										
Health/Life Insurance	139,079		197,233				221,052			
Short Term Disability	3,896		3,425				3,980			
AED	7,437		20,818				44,172			
POTS Subtotal	150,470		434,577		0		449,205			
General Fund	150,470		434,577		0					
Total Personal Services	3,239,106		3,651,055				3,966,668	49.2	3,685,002	49.2
Total Personal Services Detail	3,239,106		3,651,055				3,966,668	49.2	3,685,002	49.2
Difference (explain)	(0)		(0)			0.0	0	0.0	0	0.0
OPERATING EXPENSES										
2170 Waste Disposal Svc	402		290				290		290	
2230 Equip. Maintenance/Repair	180		4,510				4,510		4,510	
2231 ADP Equipment Maintenance	661								0	
2232 ADP Software Maintenance	2,335		940				940		940	
2240 Motor Vehicle Maint/Repair	549		2,552				2,552		2,552	
2250 Vehicle Lease Payments									0	
2252 Vehicle Mileage Charge	112,310		119,008				128,841		128,841	
2253 Rent for Equipment	4,647		6,070				6,070		6,070	
2254 Rental of Motor Vehicle									0	
2255 Rental of Bldg.									0	
2259 Parking Fees Reimbursement	37		108				108		108	
2310 Construction Svcs.									0	
2510 Travel - In State			150				150		150	
2512 Travel - IS Per Diem	9,389		10,089				10,089		10,089	
2513 Travel - Pers Vehicle Reimbursement	99								0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Inspector General
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
2520 Travel - IS Non Empl									0	
2530 Travel - Out of State									0	
2531 Travel - OS Common Carrier									0	
2532 Travel - OS Per Diem	885		2,698				2,698		2,698	
Out-of-State reduction 15%									0	
2540 Out of State - Non Empl									0	
2610 Advertising/Publicity									0	
2611 Public Relations			114				114		114	
2631 Telephone and Telegraph	49,068		44,140				44,140		44,140	
2640 Purchased Services/ADP									0	
2660 Insurance	407		364				364		364	
2680 Printing and Reproduction	3,091		247				247		247	
2690 Legal Services									0	
2710 Purchased Medical Services	1,822		554				5,514		5,514	
2720 Inmate Pay									0	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services	900		100				100		100	
2830 Office Moving	500								0	
2831 Storage			4,075				4,075		4,075	
3110 Other Supplies & Materials	16,879		18,698				18,698		18,698	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies	645		864				864		864	
3113 Clothing/Uniform Allowance	1,504								0	
3114 Custodial/Laundry Supplies	98								0	
3115 Data Processing Supplies	4,316		3,444				3,444		3,444	
3116 Purchase/Lease Software	343		1,666				1,666		1,666	
3117 Educ./Rec. Supplies/Service			295				295		295	
3118 Food & Food Service Supp.									0	
3119 Medical/Dental/Hosp/Lab Supp.									0	
3120 Library Books/Period./Subs.	1,247		2,238				2,238		2,238	
3121 Office Supplies	11,107		8,381				8,381		8,381	
3122 Microfilm Photo Supp./Service	554		164				164		164	
3123 Postage	1,320		1,029				1,029		1,029	
3124 Printing	632		4,202				4,202		4,202	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Inspector General
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	70		957				957		957	
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equipment	11,806		5,136				15,136		15,136	
3140 Non Capitalized IT Purchases - PCs	693		1,085				1,085		1,085	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	4,398		1,581				1,581		1,581	
3920 Utilities									0	
3940 Electricity									0	
3970 Natural Gas									0	
4100 Other Operating Expense	184								0	
4110 Awards, Judgments, Losses	45		434				434		434	
4111 Prizes, Awards Inmate Kick out)	107								0	
4140 Dues and Memberships	118		301				301		301	
4170 Miscellaneous Fees & Fines	20		55				55		55	
4180 Official Functions	899		977				977		977	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	7,505		5,288				5,288		5,288	
4240 Employee Moving Expense									0	
4910 Cost of Goods Sold									0	
5420 Purchase Services - Counties									0	
5450 Inmate Housing In State									0	
5460 Purchase Services Other States									0	
6210 ADP Capital Equipment									0	
6220 Office Furniture/Equip.									0	
6230 Motor Vehicles									0	
6280 Other Capital Equip.			261				261		261	
6420 Furniture & Fixtures-Lease Purchase									0	
Total Operating Expenses	251,771		253,065		277,858		277,858		277,858	
General Funds	251,771		253,065		272,898		272,898		272,898	
Cash Funds					4,960		4,960		4,960	
ANNUALIZATION ITEMS - OPERATING										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Inspector General
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Male Double Bunking Annualization									779	
DWCF Double Bunking Annualization									557	
TOTAL ANNUALIZATION ITEMS									1,336	
Grand Total Continuation Operating	251,771		253,065		277,858		277,858		279,194	
General Funds	251,771		253,065		272,898		272,898		274,234	
Cash Funds	0		0		4,960		4,960		4,960	
Reconciliation										
Long Bill Appropriation	245,554		253,354		0					
HB 07-1343 DNA Testing-Felony Offenders										
Supplemental	6,219		(285)							
Restriction	0				0					
Reversions	(1)		(4)		0					
Subtotal	251,771		253,065		0					
DECISION ITEM - OPERATING										
DI # 1 External Capacity Increases									40	
DI # 2 Parole/Parole ISP/Re-Entry Caseload									1,212	
DI # 4 Mental Health Caseload									475	
DI # 5 Community/Community ISP Caseload									79	
DI # 6 External Capacity Impacts									28,625	
DI # 7 Academic & Vocational Instructors									200	
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									175	
DI #11 Planning and Analysis Statisticians									50	
TOTAL DECISION ITEM - OPERATING									30,856	
General Fund									30,856	
Cash Fund Exempt									0	
Inspector General Grants	559,082		252,408		662,775		662,775		662,775	
Cash Fund Exempt	0		0		144,591		144,591		144,591	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Inspector General
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Federal Funds	559,082		252,408		518,184		518,184		518,184	
Start-up - General Fund	0		19,314		30,229		30,229			
TOTAL INSPECTOR GENERAL SUBPROGRAM	4,049,960	43.0	4,175,842	44.7	4,488,325	49.2	4,937,530	49.2	4,657,827	49.2
General Fund	3,490,878	43.0	3,923,434	44.7	3,820,590	49.2	4,269,795	49.2	3,990,092	49.2
General Fund Exempt										
Cash Funds					4,960		4,960		4,960	
Cash Fund Exempt					144,591		144,591		144,591	
Federal Funds	559,082		252,408		518,184		518,184		518,184	

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

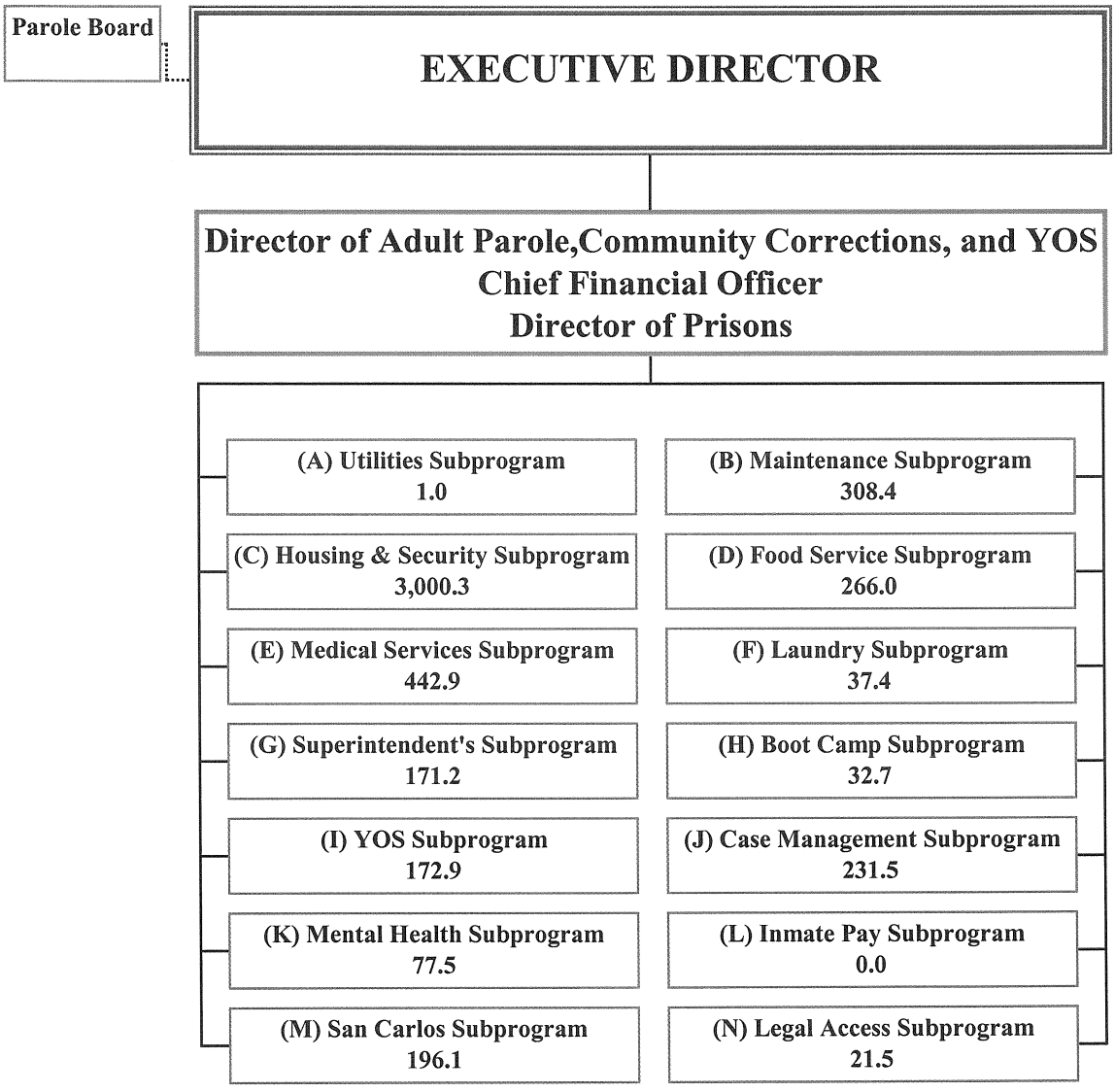
DEPARTMENT: CORRECTIONS
AGENCY: INSPECTOR GENERAL SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**4,049,960**	**4,175,842**	**4,488,325**	**4,937,530**	**4,657,827**
General Fund	3,490,878	3,923,434	3,820,590	4,269,795	3,990,092
General Fund Exempt	0	0	0	0	0
Cash Funds	0	0	4,960	4,960	4,960
Cash Fund Exempt	0	0	144,591	144,591	144,591
Federal Funds	559,082	252,408	518,184	518,184	518,184
Other					
Total Cash Funds	*0*	*0*	*0*	*0*	*0*
VICAP			*144,591*	*144,591*	*144,591*
DNA Testing			*4,960*	*4,960*	*4,960*
Total Cash Funds Exempt	*0*	*0*	*149,551*	*149,551*	*149,551*
Federal Funds					
General Fund # 100					
Drug Enforcement Forfietures					0
Protecting Inmates (526, ABE)	559,082	252,408	518,184	518,184	518,184
Total Federal Funds	*559,082*	*252,408*	*518,184*	*518,184*	*518,184*

COLORADO DEPARTMENT OF CORRECTIONS

(2) INSTITUTIONS GROUP

FY 07-08



Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(A) Utilities Subprogram

Line Items: Energy Management Program
Utilities
Start-up Costs

Change Request(s): DI # 10 Utilities, SAFE, Personnel, Facility Services FTE

Federal/State Statutory and Other Authority: CRS 24-82-602-Required energy performance goal; CRS 24-30-1304-Life-cycle cost - legislative findings and declaration; CRS 24-30-1305-Life-cycle cost - application; HB 01-1381, Energy Conservation Measures, CRS 24-30-2001 through 24-30-2004; Executive Order D 014 03 Energy Performance Contracting; and CRS 24-75-108 and 29-4-729; SB 03-181 (Well Permit Fees); SB 03-276 (Cash Funding Water Quality); SB 03-278 (Appropriation Water Rights Admin Fee); HB 02-1414, Substitute Water Supply Plans; HB 05-1070, Concerning Water Conservation Measures; and Long Bill Footnote authorizations. The Department of Corrections is requesting to continue the energy management program as designed to reduce overall energy consumption in the department's facilities, in an effort to comply with the Governor's consumption reduction orders D005 05, D008 07, D0010 07, D0011 07, D0012 07 and D014 03.

Program Description: Providing reliable, cost-effective utility services to all Department of Corrections (DOC) buildings, equipment, and other systems in order to provide a secure and safe living and work environment.

Total FTE: 1.0

Services Provided
Gathering, preserving, analyzing and disseminating utility related data for:
- Education of the users;
- Implementation of incentive systems;
- Development of budget requests;
- Carrying out of savings and/or cost avoidance opportunities; and,
- Providing specific oversight, engineering and management services in regard to the Department's water rights and needs.

Functions and Activities Summarized

Priority	Function
1	Utility Services
2	Energy Management Program (EMP)
3	Water Resource Management

Analysis of Functions and Activities

1. Utility Services

Utility services are provided to all DOC sites and Offices of Primary Responsibility (OPR) to ensure that security systems, life-safety equipment, special physical plant facilities (boiler plants, chiller plants, water treatment plants, and waste water treatment facilities), janitorial services, business offices, and operational programs can perform as required. These services are delivered through a variety of system infrastructures and/or by contract agreements designed to responsibly maintain utility services and provide all the cooling, power, water, wastewater, heating, and lighting needs for the Department. The Department's utility services vary widely across the system.

Effective management of this subprogram should provide for: efficient service delivery means and methods; a high level of efficiency in energy utilization through appropriate design and operation of plant; and creative procurement alternatives for purchasing and the provision of required utilities. These efforts are intended to result in the lowest possible cost for utilities without compromising the reliability of service delivery. Monitoring vendors to ensure that the appropriate quality of service is being invoiced and received is a collateral management function of this subprogram.

The priority ranking of services provided by this subprogram must support the need to provide:

- offender confinement as a first priority
- offender control as the second priority
- the operation of other essential support systems as a third priority
- ancillary programs is a fourth level priority
- all of the above in the most cost effective manner only after these priorities are met

Water Services -

Hot water is generated for laundry, cooking, heating, personal hygiene, housekeeping, industrial, commercial, and maintenance purposes. At this time, all water heating for Departmental use is accomplished directly or indirectly through the use of fossil fuels.

Heating - The Department uses numerous means of heating space and/or surfaces and domestic potable hot water. Heating needs include everything from garage maintenance space and dairy barns (where only certain minimum temperatures must be maintained) to in-patient bed care units (where healthful temperature ranges must be controlled within a very narrow range). These needs are met in numerous ways - through double and triple net leases; on a metered basis from other state agencies; by central plants owned and operated by the Department; and distributed systems. Distributed systems run the full gamut of appliance and equipment types from sophisticated, digitally controlled roof-top units with energy saving economizers and heat-recovery exchange coils to space heaters and electric cabinet heaters equipped only with on-off switches.

Cooling - The Department has a relatively full range of cooling needs related to food preparation, production and storage and space conditioning. Institutional kitchens and full service food warehouses have thousands of square feet in freezer, cooler and even cooled "trash" area spaces. When specific locations are subject to ambient temperature extremes, often space is conditioned to provide for minimal levels of staff comfort or to maintain temperatures within ACA standards. Systems vary from central plant and staged district chillers for space conditioned and computer controlled, "smart" commercial refrigeration packages to plug-in, electrical compressor/condenser appliance and "swamp" coolers.

Power - The Department has a significant amount of emergency and standby capacity in terms of generators and various battery back-up systems that are required to assure continuity of power either due to code requirements or to maintain mission critical security and communication systems.

Lighting - The Department has a unique lighting need due to its public safety mission. Not only does the Department operate on a twenty-four hour per day basis, but concerns for public, staff, and offender safety necessitate a substantial amount of lighting be used in order to survey large geographical areas and secure perimeters. Again, the Department has a full range of lighting systems and types, from simple incandescent task lighting to solar cell-activated, high-pressure sodium high-mast lighting stanchions.

The following summary comments are made after analysis of this current year's energy data.

- The utility appropriation was not overspent this year as in previous years.
- The Department did NOT require a supplemental appropriation this year as in previous years.
- Utility budget expenditures decreased by $662,823 in FY 07 or approximately 3% compared to a 6% increase in the previous year.
- Utility cost per square foot increased from $2.47 in FY 06 to $2.52 in 2007. This is a small increase, primarily due to the increased consumptions in Natural Gas. This increase is based on fluctuating weather patterns during this reporting period.
- Utility cost per offender decreased from $1,149.23 to $1,146.81, and DOC occupied square footage was approximately the same as the previous year.
- Lower overall costs in 2007 primarily reflected lower rates.
- Natural gas costs paid by the DOC in FY 07 represented an 18% decrease. This decrease is due to the procurement of this commodity on the futures market. Additionally, gas cost prices decreased by 21% for an average cost of $8.09 per unit. The Department's forecast for FY 08 is $7 to $8 per MMBtu, based on current storage and deliverability capacities.

2. Energy Management Program (EMP)

The Energy Management Program (EMP) is the key to cost effectiveness in the Utilities Subprogram, especially where service reliability cannot be compromised. In addition to salaries, outsourcing of consultant services, and other administrative expenses, the budget should include continuing education for the energy manager and staff.

The footnote authorization to support the DOC EMP was increased in FY06 to an adequate amount for FY07. HB 01-1381 allows use of the utility line to purchase items otherwise defined as personal services, operating, capital construction, and utilities.

The utility line itself, by headnote, allows the purchase of "energy savings equipment". Equipment upgrades used to administer the program would be, by definition, more efficient-both from the standpoint of "energy use", but also as defined in HB01-1381. The authorization in the footnote allows for the expenditure of $150,000 (less than 0.01% of the utility appropriation) for the EMP, to fund 1.0 FTE and associated operating; but, is not in limitation of other authorizations, such as found in the headnote and HB 01-1381.

Conservation measures, renewable energy technologies and energy efficient design can achieve reduced energy demand through waste heat recovery, solar projects, steam trap maintenance and replacement programs, building insulation and "tightening" from air infiltration around doors and windows, and just plain "turning out the lights" when security is not an issue.

The Department of Corrections, through the EMP element of the Utilities Subprogram, seeks to promote energy and utility conservation in its facilities as a way to reduce costs and fund energy conservation measures.

This function includes the personal services and operating expenses of the EMP Administrator located centrally in the Office of Facility Management Services and the expenses associated with this position to administer the program. The primary function of the EMP is economic: to analyze and determine available procurement, system or device alternatives and/or available options which have the lowest total cost, lowest potential cost impact, and greatest payback. The EMP element is self-supporting through cost savings identified by performing utility invoice audits, negotiating utility rates, and implementing utility savings projects and/or cost avoidance measures.

As per the discussion above, the position assigned to this function is not appropriated in the Long Bill, but is allocated at the Departmental level in accordance with the Governor's instructions relating to his veto of footnote #5 of the FY 04 Long Bill.

The Department has recently submitted a Decision Item for 2.0 FTE to assist in various areas of the Energy Management Program. One of these FTE would be a Professional Engineer II. This individual would oversee the Performance Contracting in all correctional facilities, as well as design and oversee reporting structures which would identify inefficiencies in the infrastructure. The other FTE is that of an Energy Analyst/Administrative Assistant. This function is currently being performed by contract staff.

Other functions of the EMP are to develop policies and procedures which can create energy standards concerning energy cost-effective maintenance practices, minimum lighting level needs, and minimum water usage.

Program administration and capital projects concerning conservation measures involving equipment installations or building modifications will be supported through savings

accomplished by implementing the EMP function. Implementation provides the opportunity to collect information that will be useful for improving EMP strategies while benefiting other programs.

Data can help determine and justify differences between facilities related to energy consumption and the ownership and operating costs that affect resource requirements in terms of FTE's and maintenance or other operating budgets. Gathering information, such as the following, will be necessary to determine accurate accounts of where energy is flowing and consumed:

- Precise quantification of building square footage and age at each site
- Population of both staff and offenders served
- Services utilized
- Space utilization including program types (Clinical Services, Correctional Industries ventures, hours of occupancy, etc.)
- Building construction type and condition
- Compilation of available current and historical raw utility data
- Quantity of landscape and farm irrigation
- Meals prepared
- Mechanical equipment system types

The Department utility usage and cost is compared in three distinct ways: 1) to national and regional norms; 2) with similar DOC facilities and other similar state agencies; and 3) before and after program objectives are implemented. Accounting for energy conservation must include consideration for issues such as a loss in productivity due to reduced comfort that can offset an energy cost savings. However, energy efficiency and/or energy conservation efforts should not be equated with discomfort, nor should they interfere with the primary function of the organization or facility.

The correctional facilities of the DOC do not have the option of suspending operations or closing down should essential utility services be interrupted. The provision of utilities ensures that each offender will be held in a safe, secure, and sanitary environment during the term of their confinement. Providing uninterrupted operation of basic utility services (electricity, gas and other heating system fuels, water, and wastewater treatment) for heating, cooling, lighting, food services, laundry and personal hygiene needs as well as for security electronics, communications and fire safety systems is absolutely essential to the operation of a correctional facility and, therefore, to the achievement of the overall Departmental mission.

3. Water Resources Management

The Water Resources Management unit of the Utilities Subprogram was created to ensure that existing wells are augmented; currently owned or controlled water rights are preserved and protected; fair rates are realized; and, that a Department-wide water resource management plan is developed and implemented. Since its creation, the subprogram has expanded to include in its functions sourcing water rights for new or changing program needs, including new facilities (e.g., Ft. Lyon Correctional Facility) and coordinating compliance with new statute, policies and rules relating to water use and water rights.

In expansion of the Water Resource Management function, a consulting engineer was hired and data collection was implemented to develop an engineering report until the loss of funding in 2006. Knowing that continuation funding was not forthcoming, several final reports have been developed and will be presented to the Office of the Attorney General (OAG) for consideration, generally addressing which water rights could no longer be protected and would be subject to abandonment. With the loss of funding, the Water Resource Management function is simply attempting to mitigate losses in its water assets and will only be focusing on the crisis needs within the Department. The legal services needs of the Water Resource Management subprogram are being provided through the Office of the Attorney General.

Shared Functions and Activities

The Utilities subprogram shares functions and activities with Maintenance (including safety, grounds, irrigation); Housing and Security (personal hygiene, sanitation, housekeeping, solid waste disposal); Food Service; Laundry; Facility Management Services (new facilities and modifications to existing facilities); Labor; and Correctional Industries.

Goal - Physical Plant Efficiencies: To build, manage, and operate the physical plant of the DOC in an efficient and cost-effective manner consistent with applicable statutes, regulatory agencies, building codes, and ACA accreditation standards.

Prioritized Objectives and Performance Measures

Objective: Manage and operate the Utilities – Energy Management Program (EMP) in an efficient and cost effective manner to maintain facility operations impacted by projected utility rate increases through FY 08-09.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Budget Expenditures. Definition: This number represents the annual cost to operate the Utilities subprogram. It represents the cost of funding utility units consumed, projects, plant investments fees and administrative costs. Demonstrates: The trend of all categories of utility costs. Trending data is used to monitor changes in cost and identify potential problems.	Target	$20,331,323	$19,672,283	$19,919,872	$20,915,865
	Actual	$20,289,326	$19,819,500		
MEASURE: Building Space. Definition: This number represents the total of building space owned and operated by the DOC. It represents the square footage (SF) for which utilities are managed. Demonstrates: The trend of all space owned and operated by the DOC. Trending data is used to monitor changes in square footage and identify need or potential problems.	Target	6,971,337 SF	6,971,337 SF	6,971,337	6,971,337
	Actual	6,971,337	6,971,337		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Utilities (All Costs) Cost/SF. Definition: This number represents the average annual cost/SF to operate the Utilities subprogram. It represents the cost of funding utility units consumed, projects, plant investments fees and administrative costs. Demonstrates: The trend of all categories of utility costs. Trending data is used to monitor changes in cost to identify potential problems and project funding requirements.	Target	2.78	2.82	2.96	3.11
	Actual	2.91	2.84		
MEASURE: Offender Beds Definition: This number represents the number of offender beds in DOC buildings only. Demonstrates: The growth trend of offender bed space. Trending data is used to monitor changes in the number of beds to identify potential problems and project funding requirements.	Target	14,400	14,827	15,048	15,048
	Actual	14,287	14,632		
MEASURE: Utilities (All Costs) Cost/Offender Beds. Definition: This number represents the average annual cost/offender beds to operate the Utilities subprogram. It represents the cost of funding utility units consumed, projects implemented, plant investments fees and administrative costs by bed. Demonstrates: The trend of all categories of utility costs. Trending data is used to monitor changes in cost to identify potential problems and project funding requirements.	Target	$1316.70	$1,283.42	$1,459.47	1,459.47
	Actual	$1,420.13	$1,323.86		

OPTIONAL ELEMENTS

Existing Conditions

In 2006, the DOC did not require a supplemental appropriation and was able to operate all facilities and perform various cost avoidance projects within its appropriation.

New Legislation

The most current legislation affecting the Energy Management Program is HB 01-1381 which created a new option for governmental agencies regarding utility cost implementation of savings measures. The bill authorizes the Department of Personnel/GSS to establish criteria for a state agency to contract with an entity experienced in the design and implementation of energy conservation for an energy analysis and recommendation pertaining to measures that would significantly increase utility cost savings and operation and maintenance cost savings in building

or facilities owned or rented by the agency. Executive Order D014 03 mandates this practice known as Performance Contracting. There have been a number of additional Governor's Executive Orders issued which drastically affect the Energy Management Program. At this point, the DOC operates under the Greening of State Government Executive Orders # D005 05, D008 07, D0010 07, D0011 07, D0012 07.

Accomplishments

- Continued the practice of reviewing each metered utility invoices and pre-approval by the EMP program administrator prior to payment.
- Performed utility invoice auditing and analysis that resulted in cost reductions and several significant corrections due to errors in billing.
- Implemented and managed natural gas utility contracts and agreements.
- Completed another facility building and meter survey to determine building/meter associations within the DOC.
- Organized and input survey data collected into the utility data tracking system.
- Furthered negotiations concerning utility service agreements for a variety of utility types for new construction projects.
- Implemented savings and cost avoidance measures to insure the EMP program was entirely self supporting as intended.
- Continued to perfect a conditional decree for water rights developed with the construction of RCC Reservoir No. 1.
- Continued to administer a Capacity and Energy Agreement in the ECCPC that had less than a one-year payback period.
- Appointed Greening Government Manager for the DOC. This individual is on the Greening Government Council.
- Achieved approximately 25% completion of the TCF waterline replacement (Capital Construction funded).
- Assisted in the funding and procurement process for the waste pond liner at RCC.
- Achieved approximately 33% completion of a new water loop system at SCC.
- Completed the agreements to purchase Plant Investment Fees and Water Tap Fees for double bunking needs at SCF/FCF/CTCF/BVCF.
- Completed the agreement to purchase Plant Investment Fees and Water Tap Fees for CSP II.

Action Plan

Utilities: The Department's plan is to continue implementing savings and cost avoidance measures to control utility costs, and to identify and implement appropriate equipment and systems necessary to empower the DOC facilities to manage their utility consumption and costs, while improving facility conditions.

Water Rights Management (WRM): Develop a strategy to reduce the loss of water rights due to loss of funding, including transferring and exchanging water rights to entities that have the resources to protect the property interest. Continue to attempt to meet the critical water needs of the Department.

Comments
Projected budget figures are based on annualizing utilities at rates obtained from vendor rate surveys, projected decision items and the following year's annualization for newly constructed buildings, completion of new construction, as currently planned, and assumes normal weather conditions.

Subprogram Specific Goals and Objectives

Goal #1: Manage and operate the Utilities-Energy Management Program (EMP) in an efficient and cost effective manner to maintain facility operations impacted by projected utility rate fluctuations through FY 2008-09.

Assumptions: Demands on utility systems will increase as prison utility system continue to age and risk of interrupted services from private sector vendors will increase.

Objective 1.1: By January 1, 2009, develop custody specific design standards for utility services for new and existing facilities to permit adequate redundancy that allows for simultaneous scheduled maintenance and partial service failure.

Objective 1.2: By July 1, 2008, identify a plan for assessing infrastructure condition.

Goal #2: Create and maintain an Energy Management Program that reduces both the cost and per capita consumption of utilities.

Objective 2.1: By July 1, 2008, initiate a Departmental Energy Conservation Program which results in reduced energy usage to comply with the Governor's Executive order D011 07 which directs 20% reduction in energy consumption from FY 05-06 levels by FY 11-12.

Objective 2.2: By July 1, 2008, develop potential strategies for changing operational practices that impact utility cost without negatively affecting the Department.

Objective 2.3: By July 1, 2008, solicit and implement on-going private sector involvement in energy management planning and implementation, funded through avoided costs in the purchase of utilities. *(Governor's Executive Order D 014 03 Energy Performance Contracting to Improve State Facilities).*

Similar or Cooperating Programs and Stakeholders
In FY 1998/99, the Department began the process of designing a Utility Data Warehouse, now known as enSight. The capability now exists to compare costs to square foot by unit of delivery.

The Department is member of a team consisting of the Office of State Purchasing, Department of Corrections, Department of Human Services, Department of Law and Department of Higher Education concerning natural gas procurement.

Stakeholders

Customer	Requirement
Offenders, Administration and Facility Staff	Safe reliable utility services for systems providing work and living environments.
Governor and the Legislature	Technical and fiscal responsibility in procurement and utility management.
Contract businesses and vendors	Appropriate contract management.
General Public	Uninterruptible operation of a sizable taxpayer investment.
Allied agencies relating to the DOC	Safety, security, and reliability in utility services.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
A) UTILITIES	20,255,872	0	13,358	0	(4,493)	0	(336,000)	19,928,737	1.0	0.0	1.8	2.8
Personal Services	149,469	0	0	0	166,841	0	0	316,310	1.0	0.0	1.8	2.8
Operating	0		13,358	0	(171,334)	0	0	(157,976)				
Contract Services	0		0	0	0	0	0	0				
Start-up	336,000		0	0	0	0	(336,000)	0				
Utilities	19,770,403		0	0	0	0	0	19,770,403				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Utilities
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Energy Management Program											
General Professional VI			88,429	1.0			100,068		1.0	100,068	1.0
Salary Subtotal			88,429	1.0			100,068		1.0	100,068	1.0
PERA @ 10.15			8,976				10,157			10,157	
PERA @ 10.04%											
Medicare Tax @ 1.45%							0			0	
Base Reduction -.2%											
Other Personal Services											
Part-Time/Temporary											
Contract Services			51,849								
Retirements/Payouts											
2252 Vehicle Mileage Charge			102								
Subtotal of Personal Services	0		149,356	1.0			110,225		1.0	110,225	1.0
General Fund	0		149,356	1.0			110,225		1.0	110,225	1.0
POTS - Expenditures											
Shift Differential											
Health/Life Insurance	0		6,785				0				
HB 00-1215							0				
Short-term Disability @ .21%	0		100				0				
AED/SAED			643								
Salary Survey							0	*			
Anniversary	0						0	*			
Pay for Performance							0	*			
Difference							39,244			39,244	
Total Continuation Personal Services	0		156,884	1.0	149,469	1.0	149,469		1.0	149,469	1.0
General Fund	0		156,884	1.0	149,469	1.0	149,469		1.0	149,469	1.0
ANNUALIZATION ITEMS - PERSONAL SERVICES											

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Utilities
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
TOTAL ANNUALIZATION ITEMS									0	0.0
Grand Total Continuation Personal Services	0		156,884	1.0	149,469	1.0	149,469	1.0	149,469	1.0
General Fund	0		156,884	1.0	149,469	1.0	149,469	1.0	149,469	1.0
DECISION ITEM - PERSONAL SERVICES										
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									166,841	1.8
TOTAL DECISION ITEMS									166,841	1.8
TOTAL PERSONAL SERVICES			156,884	1.0					316,310	2.8
General Fund			156,884	1.0					316,310	2.8
Cash Fund										
Cash Fund Exempt										
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							0	0.0	149,469	1.0
Previous Year Supplemental							0			
PERA BILL - HB 00-1458							0			
PERA Reduction/Increase							0			
Base Reduction										
Salary Survey - classified employees										
Medicare Increase										
Base Adjustment - .5%							(531)			
Annualization										
Pay for Performance										
Adjustments (Decision Items, other)							150,000	1.0	166,841	1.8
Total Personal Services Appropriation/Request							149,469	1.0	316,310	2.8
General Fund							149,469	1.0	316,310	2.8
Cash Fund										
TOTAL PERSONAL SERVICES									316,310	
General Fund									316,310	
Cash Fund										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Utilities
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Cash Fund Exempt										
Personal Services Reconciliation										
Long Bill Appropriation		0.0	150,000							
Special Bills										
Supplemental										
Roll-forwards										
Additional Federal Funds										
Reversions										
General Fund										
Subtotal	0		150,000							
General Fund	0		150,000							
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary							0			
Anniversary							0			
Pay for Performance							0			
Shift Differential										
Medicare change										
Health/Life Insurance			6,785				0			
HB 00-1215							0			
Short Term Disability			99				0			
AED										
POTS Subtotal			6,884				0		0	
General Fund			6,884				0		0	
Total Personal Services	0		156,884				149,469	1.0	316,310	2.8
Total Personal Services Detail	0		156,884				149,469	1.0	316,310	2.8
Difference (explain)	0		0				0	0.0	0	0.0
Operating										
1110 Regular Wages	54,507								0	
1140 Annual Leave Payout	14,614									
1141 Sick Leave Payout	3,566									

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Utilities
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
1142 Sick Leave Conversion Pay									0	
1510 Dental Insurance	147								0	
1511 Health Insurance	2,795								0	
1512 Life Insurance	33								0	
1513 Disability	11								0	
1520 Medicare	992								0	
1522 PERA	11,708								0	
1523 Matchmaker									0	
1524 AED	123									
1910 - 20 Contract	18,064		4,664				56,512		56,512	
1961 P/S - IT Software	216,600								0	
2110 Water & Sewage Service	3,096,348		3,019,451				3,019,451		3,019,451	
2210 Other Maintenance/Repair									0	
2220 Building Maintenance/Repair			2,770				2,770		2,770	
2230 Equip. Maintenance/Repair	1,858		381				381		381	
2231 ADP Equipment Repair									0	
2232 Software Maint.									0	
2240 Vehicle Maintenance	1,909								0	
2252 Vehicle Mileage Charge			14,191				14,294		14,294	
2512 Travel									0	
2610 Advertising/Publicity									0	
2630 Communications									0	
2631 Communication Services OT	8,002		7,057				7,057		7,057	
2660 Insurance									0	
2680 Printing and Reproduction									0	
2820 Other Purchased Services									0	
3112 Automotive Supplies									0	
3115 Data Processing Supplies									0	
3116 Purchase/Lease Software									0	
3120 Library Books/Period./Subs.									0	
3121 Office Supplies			971				971		971	
3126 Repair/Maint. Supplies									0	
3128 Non-capitalized Equipment	(170)								0	
3140 Non Capitalized IT Purchases - PCs									0	
3141 Non Capitalized IT Purchases - Servers									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Utilities
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
3143 Non Capitalized IT Purchases - Other									0	
3910 Other Energy Charges	1,127,509		2,165,365				2,165,365		2,165,365	
3920 Bottled Gas	185,093		207,791				207,791		207,791	
3940 Electricity	7,303,064		7,087,226				7,146,178		7,146,178	
3950 Gasoline			6,544				6,544		6,544	
3960 Heating Oil	31,345		54,855				54,855		54,855	
3970 Natural Gas	8,311,208		6,999,391				6,999,391		6,999,391	
3980 Steam			81,311				81,311		81,311	
6130 Land Improvements			7,533				7,533		7,533	
6212 IT Servers - Direct Purchase									0	
6214 IT Other Direct Purchase									0	
6230 Motor Vehicle									0	
6280 Other Capital Equipment									0	
Operating	20,389,326		19,659,500		19,770,403		19,770,403		19,770,403	
General Fund	19,461,441		18,689,619		18,800,522		18,800,522		18,800,522	
Cash Fund Exempt	927,885		969,881		969,881		969,881		969,881	
ANNUALIZATION ITEMS - OPERATING										
External Capacity Impacts - Annualization									10,356	
Male Double Dunking DI & Supplemental-Annualization									3,002	
TOTAL ANNUALIZATION ITEMS									13,358	
Grand Total Continuation Operating					19,770,403		19,770,403		19,783,761	
General Fund					18,800,522		18,800,522		18,813,880	
Cash Fund					969,881		969,881		969,881	
DECISION ITEMS - Operating										
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									(171,334)	
TOTAL DECISION ITEMS									(171,334)	
Legal/Engineering Consultants - 096	0		0		0		0		0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Utilities
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
DECISION ITEMS - Engineering Consultants										
Start-up- Total Funds			511,071		336,000		336,000			
General Fund			511,058							
Cash Funds			13							
Reconciliation										
Long Bill Appropriation	17,807,120		20,340,854							
Supplemental	2,624,202		(3,783)							
Special Bills - HB 97-1082										
Transfers			6,884							
Restrictions										
Reversions	(41,995)		(16,500)							
Subtotal	20,389,326		20,327,455							
TOTAL UTILITIES SUBPROGRAM	20,389,326		20,327,455	1.0	20,255,872	1.0	20,255,872	1.0	19,928,737	2.8
General Fund	19,461,441		19,357,561	1.0	19,285,991	1.0	19,285,991	1.0	18,958,856	2.8
General Fund Exempt										
Cash Funds			13							
Cash Fund Exempt	927,885		969,881		969,881	0.0	969,881	0.0	969,881	0.0
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: UTILITIES SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**20,389,326**	**20,327,455**	**20,255,872**	**20,255,872**	**19,928,737**
General Fund	19,461,441	19,357,561	19,285,991	19,285,991	18,958,856
General Fund Exempt	0	0	0	0	0
Cash Funds	0	13	0	0	0
Cash Fund Exempt	927,885	969,881	969,881	969,881	969,881
Federal Funds	0	0	0	0	0
Other	0	0	0	0	0
CI Utilities					
Fund Lists					
Cash Funds					
General Fund # 100					
Utilities Start Up		13			
Total Cash Funds	*0*	*13*	*0*	*0*	*0*
Cash Funds Exempt					
Correctional Industries #507					
Correction Ind - Enterprise	927,885	969,881	969,881	969,881	969,881
Transfer from other Lines		0			
Total Cash Funds Exempt	*927,885*	*969,881*	*969,881*	*969,881*	*969,881*

2B Maintenance

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(B) Maintenance Subprogram

Line Items: Personal Services
Operating Expenses
Purchase of Services

Change Request(s): DI #9 Maintenance and Food Service Operating Adjustments

Federal/State Statutory and Other Authority: CRS 17-1-105 - Powers of executive director.

Program Description: Maintain and operate the physical assets of the Colorado Department of Corrections (DOC), its buildings, grounds, equipment, and other systems; and provide a secure and safe living and working environment.

Total FTE: 308.4

Services Provided
The Maintenance Subprogram provides uninterrupted operation of basic building services, such as heat, power, and light; and of basic systems, such as security hardware and fire alarms, which is absolutely essential to the operation of a correctional facility and, therefore, to the achievement of the overall departmental mission.

Maintenance services are provided in general maintenance, life safety, special facilities (boiler plants, chiller plants, water treatment plants, and wastewater treatment plants), janitorial services, vehicle maintenance, and grounds maintenance.

Services are delivered through a program of routine and preventive maintenance activities designed to preserve the operation of the various building systems and extend their effective life. In addition, and perhaps most importantly, response to maintenance needs is required on an immediate, emergency basis to ensure the continual operations of facilities in a safe and secure condition as required by the DOC mission.

The principal services provided by the Maintenance subprogram are as follows:

- Maintain and operate the overall physical facilities within the DOC including general building systems, electrical, plumbing, heating, ventilating, air conditioning systems and controls, energy management and conservation, support services equipment, security and safety electronics including door operators, perimeter detection and fence systems, cameras, intercoms, fire and smoke alarms, man-down staff safety systems;

- Manage utility distribution systems including water, wastewater, electricity, gas, communications, central heating/chiller plants, water treatment, wastewater treatment plants, vehicles, heavy equipment, and grounds maintenance;
- Preserve public safety by maintaining safety and security elements in working condition;
- Maintain a safe, healthy physical environment for the staff and inmates;
- Provide meaningful work assignments for the inmates;
- Assist in inmate management through their observation;
- Assist in inmate training through apprenticeship and certification programs;
- Assist in minor construction efforts not within other construction programs; and
- Support the maintenance needs of other DOC functions including Information Services (DCIS), Facility Management Services (FMS), Food Service, Laundry, etc., generally through the maintenance of equipment and infrastructure owned or operated by these other services and including Correctional Industries through owner-tenant relationships.

Functions and Activities Summarized

Because of the nature of the services provided by the Maintenance subprogram to correctional facility users, it is difficult and inappropriate to prioritize maintenance services in the typical manner. For example, it is not possible to prioritize electrical work over plumbing work. Therefore, rather than as individual activities, these maintenance services are shown below as a single group.

The priority ranking of functions and services is based on inmate confinement as first priority, inmate control second, and, only then, the preservation and conservation of assets and aesthetics.

Priority	Function
1	Maintenance Services - General Building Systems, Electrical, Plumbing, HVAC Systems and & Controls, Equipment, Security and & Safety Electronics, Civil Structures, Utility Distribution Systems, Communications, Central Plant Operations
2	Life Safety
3	Administration and Clerical
4	Housekeeping/Janitorial
5	Vehicle and Heavy Equipment

Analysis of Functions and Activities

Maintenance Services: This function includes the typical maintenance services - maintenance of general building, electrical, plumbing, heating/ventilating/air conditioning (HVAC) systems, HVAC controls, support systems equipment, security and safety electronics, civil structures, utility distribution systems, communications, inventory and asset management, and central plant operations. Maintenance is operated on a decentralized basis with each facility being responsible for the maintenance of that facility within certain centralized guidelines and regulations. Although "Life Safety" is a function listed below, all staff in all situations addresses life safety issues. The physical plant of all facilities is maintained with the safety of the inmates, visitors, staff, and the general public as the highest priority.

Life Safety: This function includes Life Safety Officers who are responsible for ensuring compliance with the various codes and regulations which govern the operation of DOC facilities such as building, fire, life safety, health, and sanitation codes and standards.

Administration and Clerical: This function includes the administrative and clerical efforts necessary to support and manage the other functions and activities within the subprogram.

Housekeeping/Janitorial: This function includes the true cleaning (not repair or maintenance), efforts related to DOC facilities.

Vehicle and Heavy Equipment: This function includes maintenance not normally handled through other state agencies, primarily on specialized, heavy equipment but also on passenger vehicles where geographic location demands, i.e., no other state agency is available to perform the work.

Shared Functions and Activities

The Maintenance Subprogram shares a variety of functions with other subprograms in a variety of ways.

Foremost is the relationship with the Housing and Security Subprogram. Maintenance personnel are required to perform many functions and activities directly related to inmate accountability and inmate management. The Maintenance Subprogram is charged with planning and providing work assignments for inmates, monitoring inmate work, performing the required searches of inmate laborers, and the necessary inmate counts. These activities of inmate management require the application of the Housing and Security Subprogram's associated contraband and tool control measures. Maintenance is tasked with the repair and maintenance of various pieces of security equipment including camera systems and supports the activities of the facility locksmith. Further, maintenance personnel serve as Duty Officers, routinely perform formal inmate counts, staff essential security posts, and perform other security functions as required during emergencies or periods of custody and control staff shortages. Budget shortfalls have caused an increased necessity for maintenance personnel to perform essential security functions, thereby causing other maintenance functions (some significant) to suffer proportionately.

The Maintenance Subprogram provides various services on behalf of the Laundry and the Food Service Subprograms. While most equipment is purchased by the aforementioned Subprograms, the maintenance and repair of the equipment is performed almost solely by Maintenance Subprogram personnel. Budget reductions to both personal services and operating funds have caused unpredictable problems to these and other subprograms. Reductions in the ability to purchase new equipment to replace older, failing equipment has caused the continued use of equipment that has increasingly higher maintenance demands. These are now being met by fewer maintenance staff with increased outside responsibilities.

The Maintenance Subprogram is integrally involved with the Utilities Subprogram through the maintenance and repair of the utilities infrastructure at all DOC facilities and particularly at the East Canon City Prison Complex (ECCPC). Further, the implementation of many energy management and conservation programs, administered by the Utilities Subprogram, must involve the Maintenance Subprogram. Efforts will continue to be made by both the Maintenance and the Utilities Subprograms to create opportunities to accomplish projects with long term benefits to

the State through the historically effective Energy Management Program. The Maintenance Subprogram continues to support efforts of energy conservation directed toward energy savings and cost avoidance and the improvement and upgrade of physical plant assets associated with energy usage.

One of the objectives of the Facility Services Subprogram is to provide a mechanism for centralizing and sharing personnel and equipment resources, primarily in the ECCPC, but at all facilities as well. The nature of these activities and functions requires extensive cooperation with the Maintenance Subprogram. Reductions of the Facility Services budget created the need for consolidation, centralization, and sharing of personnel and equipment. Budget reductions in Facility Services have restricted collaborative efforts between the Facility Services and the Maintenance Subprograms. Presently, the Maintenance Subprogram is required to accomplish many of these responsibilities solely within its own resources.

Although some fleet services are handled by the Transportation Subprogram, costs associated with fleet vehicles (all fleet charges) and costs associated with the DOC-owned heavy equipment and various non-fleet equipment are paid by the Maintenance Subprogram. As per mile and fleet maintenance costs increase, fewer dollars are available to address remaining facility maintenance needs.

Maintenance personnel positions that were created in the Intensive Labor Work Program share functions with the Labor Subprogram. Grounds maintenance personnel have also been identified under these subprograms. However, the hard costs or expenses associated with these efforts are identified under the Maintenance Subprogram. The scope of this work and these programs has been dramatically reduced in order to first meet essential security and safety needs.

Communications and information systems efforts, which are in the Information Systems Subprogram, historically have required support from the Maintenance Subprogram. This support may range from installation and maintenance of fiber optic cabling to computer and network hardware and software support.

Most subprograms, including Medical and Education, at some point or to some degree, also require work to be performed by the Maintenance Subprogram. This often involves the installation of equipment or materials purchased by the other subprograms. Repairs, preventive maintenance, and maintenance on medical and educational equipment are performed by maintenance. The true total costs are shared between the subprograms and must be identified and tracked, if possible, in both.

Prioritized Objectives and Performance Measures

Objective: Improve the condition of the DOC's buildings, as measured by the Facility Condition Index (FCI), through available Maintenance Subprogram funding for normal maintenance, as well as available Controlled Maintenance and Capital Renewal appropriations (by July 2009).

Action Plan:

- Prepare a Controlled Maintenance Request in FY 07-08 for consultant services for existing condition analysis relative to 2005 CDOC-wide Facility Condition Audit to develop FCI tracking methodology and routine/preventative maintenance level objectives (by July 2007).
- Track two-year historic FCI average CDOC-wide and two year projected improvement (by FY 07-08)
- Complete Five Year Controlled Maintenance Plan, Controlled Maintenance Requests, and Capital Renewal Requests consistent with facility condition trends and facility project requests (by FY 2008/09)

Objective: Manage resources for maintenance of the Physical Plant to sustain facility maintenance operations impacted by cost escalation due to inflationary increases in fleet fuel costs, maintenance contracts, and maintenance supplies materials (by July 2008).

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
TOTAL CDOC Building Area - Square Footage of CDOC facilities	Target			6,961,243	6,961,243
	Actual	6,808,139	6,961,243		
Fleet Vehicle Variable Mileage Annual Cost	Target			$2,444,670	$2,444,670
	Actual	$1,914,832	$2,222,427		
Construction Material Index (ENR Building Construction Index)	Target	0%	0%	3.8%	3.8%
	Actual	3.8%	3.8%		

Objective: Manage resources sufficient to enable regularly scheduled replacement of CDOC capital, movable, and laundry equipment, consistent with accepted useful life estimates for each such item (by July 2008).

Action Plan

- Establish replacement schedule based on capital and movable equipment inventory and age.
- Request and secure funding to implement replacement of capital and movable equipment.
- Develop a measure to monitor actual vs. scheduled replacement.

NOTE: This is the 6th year utilizing actual, physical audit assessments of each building; prior years utilized a purely mathematic method. The audits estimate the condition, on a scale of 0-100, of all major systems within each building and are then compiled for each building, then each facility, and finally are summarized as an average for the Department as a whole. For example: an FCI value of 80 indicates that about 20% (100-80) of the estimated replacement cost of the system, building, or facility would be required to be spent on repairs to, and/or replacement of, portions of the system, building, or facility to return it to a nearly, or reasonably, as-new condition.

In an effort to correlate the condition of DOC buildings, an effort is being made to "grade" within the audits in a manner more like audit scoring by other state agencies on other state buildings. Therefore, the reduction, for example, in the Target Value from 90% to 85% does not represent an actual decline in the value of DOC buildings, but, instead, demonstrates the attempt to have DOC's FCI comparable to comparable buildings in other state agencies.

The FCI documents where problem areas may exist and highlights these areas for further investigation. The audits form a basis for Controlled Maintenance and Capital Construction requests. While it is not possible to compare precisely the indices between different departments because of differing information needs, criteria, and methodologies, the Facility Condition Indices for the DOC continues to properly show the relative conditions within the department. Perhaps most valuable is the potential to observe trends in the conditions of the buildings. It is the DOC's intent to steadily and consistently improve the condition of the buildings. However, because of the recent, severe budget reductions, it is likely and predicted that the FCI of DOC assets will decline over the next few years reflecting the increased difficulties in accomplishing needed maintenance tasks and the increased level of deferred maintenance to future budget years.

OPTIONAL ELEMENTS

Accomplishments

Received FY 07-08 funding requested for the beginning of Maintenance Subprogram budget restoration.

Developed a process to manage the physical plant assets in a more efficient manner by implementing a capital replacement process for those items requiring replacement less than annually and are not of a size qualifying for Capital Construction or Controlled Maintenance consideration.

Improvements or repairs made in FY 06-07 through Maintenance Funding:

ACC - Arrowhead Correctional Center: Clinical Building structural integrity evaluation.
AVCF - Arkansas Valley Correctional Facility: Blizzard expenses; Roof patching material; Visiting booth.
BT - Business Technologies Support; UPS Batteries (communications room CMHI-P)
Buena Vista Correctional Complex: ADA Wall mount grab bars; Epoxy shower floor; Shower fixture, toilet; Stainless Corner; Wall mount grab bars.
CHP - Central Heating Plant: Steam heating coil.
CID - Correctional Investigation Division: Stabilize NE corner of building.
CMC - Colorado Minimum Centers: Repair fiber network - ACC, FMCC; CTU Heating Units.
CSP - Colorado State Penitentiary: Tube bundle hot water generator; Laundry hot water storage tank; Repair power system for fan speed controllers; Replace domestic water supply back-up pump.
CTCF - Colorado Territorial Correctional Facility: Hot Water tube bundle; Heat Pumps Infirmary & Central Admin; Labor, clean up, recharge to replace compressor #2 chiller; Commercial water softener tank.
CWCF - Colorado Women's Correctional Facility: Gobbell Hays-air sampling; Heat circulation pump & supplies.
DCC - Delta Correctional Center: Tanker Truck Axle, shocks, and brake adjustment; Repair Fire Alarm System.
DWCF - Denver Women's Correctional Facility: Flow Meter - Boiler Room
ECCPC - East Canon City Prison Complex: Land Title Search; Light & receptacles back flow North Pump Station.

FCF - Fremont Correctional Facility: Transfer Switch; Hydronic heat to Mental Health offices; Heaters in cell houses 2-4; HVAC main entry; High Voltage job.
FLCF - Fort Lyon Correctional Facility: 1 new pump and repair 2 pumps; Replacement Tube Bundle; Roof patching material; Sandblast & Recoat Water tower.
HQ - Headquarters: Condensation pump for HQ Em Generator; Maint/Inspection Svc Emergency Generator; keys; service call; scan cards; Hybrid vacuum/tile cleaning equipment.
LCF - Limon Correctional Facility: Blizzard expenses; Resin beads & gravel for softeners; Repair cooling tower Ph II; 6" Schrader pressure valve.
RCC - Rifle Correctional Center: Bus engine; Fire alarm smoke detectors (6).
SCF - Sterling Correctional Facility: Bonding for Repair Stun Fence; Vocational tubing equipment; Consent Decree Settlement; water pressure pump.
TCF - Trinidad Correctional Facility: Compressors in Dunham Bush Chiller; Blizzard expenses; 1,000 gallons propylene glycol for hydronic heating loops; Con-Vault Hook-up; Bucket Truck.
Various Facilities: Non-contact visiting booths.

Subprogram Specific Goals and Objectives
The Legislative directive is that controlled maintenance funding is to be linked with the Facility Condition Indices (FCI) based on facility audits. The continuing performance of sophisticated and thorough facility audits will have a budget impact.

Subprogram Goal #1: To manage, operate, and build the physical plants of the DOC in an efficient and cost-effective manner consistent with applicable statutes, regulatory agencies, building codes, and American Correctional Association (ACA) accreditation standards.

Assumptions: The prison population will increase; prison facilities and equipment will continue to age; expectations of the physical plant will increase; maintenance will need to do more with less; the square footage of buildings will continue to increase, and more systems and equipment will come online with these increases.

The number and complexity of codes, regulations, and standards will increase; compliance with ACA standards will continue to be sought, and compliance will be crucial.

Public scrutiny will increase, and technological systems will require increased skill-related training.

Technology may increase efficiency and effectiveness; demand for technology will increase; this will result in a demand for higher skill levels and training; and as new systems are required, designed, and used, technology upgrades of equipment and systems will be required.

Because better trained staff members become better resources, physical plant issues should become subjects of training at every level of the Department. Times are tougher, but there are still considerable resources available. As new construction becomes more limited; the importance of

maintaining existing assets is even more important; buildings and systems will have to live well past their designed or useful life spans.

The single greatest challenge facing the Maintenance Subprogram is how to cope with the current inflationary cost increases and appropriation shortfalls. These shortfalls affect the facilities in the following ways:

- Some facilities have had planned capital construction expansion projects postponed indefinitely. Included within these projects were numerous controlled maintenance projects deferred in anticipation of the overall expansion project.

- Many facilities have controlled maintenance projects that are now not funded and are similarly postponed indefinitely.

- All facilities already were operating under the principle of "doing more with less" as a result of several years of static or reduced Maintenance Subprogram allocations. Therefore, the current objectives of the Maintenance Subprogram relate directly to accomplishing the best possible stewardship of the physical plant within available resources.

- It is possible that life safety and security issues will be affected, dependent upon the severity and duration of the restriction and reductions to the Maintenance Subprogram.

Objective 1.1: Improve the condition of the DOC's buildings, as measured by the Facility Condition Index (FCI), through available Maintenance Subprogram funding for normal maintenance and through available Controlled Maintenance appropriations (by July *2009*).

Objective 1.2: Maintain security and safety as highest priority.

In order to cope with the allocation shortfalls by being more effective and efficient, the Maintenance Subprogram will endeavor immediately to increase the input by Maintenance Subprogram staff in the number and nature of transfers of trained, experience inmates.

Objective 1.3: Each fiscal year, the Physical Plant Staff will work with the Training Academy and other resources to insure that:

- Basic training properly introduces trainees to equipment in DOC facilities. This includes control consoles, closed circuit television, graphic monitors, perimeter protection, etc.

- Facility orientations and other facility training include instructions on the best, safest, and most efficient methods to operate equipment. This effort should include training staff to know how and when to call maintenance, and how to avoid exacerbating a problem. This training should include the goal of demonstrating that the conscientious use of equipment preserves limited resources for other facility uses.

- In-service training will include physical plant issues for interested operators and for physical plant staff that want to develop the skills and knowledge of the technical and fiscal aspects of physical plant operations. Again, this training should include the goal of demonstrating that the conscientious use of equipment preserves limited resources for other departmental uses.

- Almost every physical plant staff member is also a supervisor, either of other staff or of inmates. General supervision courses are available, but one area needing emphasis is organization and efficient use of time.

Similar or Cooperating Programs: None.

Stakeholders

Customer	Requirement
Inmates, administration, and staff of the facilities; various businesses and vendors with whom the DOC has contracts; and various allied agencies with whom the DOC must relate - the service users.	A significant degree of safety and security which must be provided by the buildings, equipment, and systems.
Governor and General Assembly	A significant degree of technical and fiscal responsibility in maintaining these facilities in an appropriate manner.
General Public	Preserve and protect a sizable taxpayer investment in building, equipment, and land, estimated at 6.9 million square feet of buildings (not including leased buildings or Correctional Industries buildings) valued at $945,000,000 and 11,000 acres of land.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
B) MAINTENANCE	23,518,452	704,285	85,785	0	350,000	(93,136)	0	24,565,385	308.4	0.5	0.0	308.9
Personal Services	17,515,816	704,285	63,969	0	0	(93,136)	0	18,190,933	308.4	0.5	0.0	308.9
Operating	4,891,212		21,816	0	350,000	0	0	5,263,028				
Purchase of Services	1,111,424		0	0	0		0	1,111,424				
Montez Project	0		0	0	0		0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Maintenance
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Position Detail											
Gen Prof III/IV	580,627	10.8	582,800	10.1			685,896		12.5	685,896	12.5
Gen Prof V/VI	927,515	12.0	974,984	11.9			1,029,864		12.0	1,029,864	12.0
CS Supv III/CS LTS III/Elec Spec III	1,983,052	34.9	2,100,531	33.9			2,262,672		35.0	2,262,672	35.0
CS Supv II/CS LTS II/Elec Spec II	2,867,904	52.0	3,067,550	53.8			3,356,340		57.0	3,356,340	57.0
CS Supv I/CS LTS I/Elec Spec I	5,877,362	123.6	5,824,427	119.5			8,040,751		163.4	8,040,751	163.4
Structural/Pipe/Elec Trades I/II	283,246	6.8	300,125	7.1			348,564		8.0	348,564	8.0
Utility Plant Operator II	65,376	1.0	109,179	1.9			100,260		2.0	100,260	2.0
Utility Plant Operator I	1,087,444	24.5	1,194,313	24.9			94,632		2.0	94,632	2.0
Admin Assistant III	580,069	15.0	565,609	14.7						0	0.0
Admin Assistant II	28,238	1.0	29,838	1.0			640,944		16.5	640,944	16.5
Subtotal: (M05)	14,280,832	281.6	14,749,355	278.8			16,559,923		308.4	16,559,923	308.4
Salary Subtotal	14,280,832	281.6	14,749,355	278.8			16,559,923		308.4	16,559,923	308.4
PERA @ 10.15%	1,432,845		1,487,370				1,680,832			1,680,832	
Other Retirement Plans			1,071								
Medicare Tax @ 1.45%	195,914		202,781				240,119			240,119	
Compensation Match											
Base Reduction -.51%										(93,136)	
Other Personal Services											
Part-time/Temporary			23,688								
Contractual Services 1910,1920,1950	19,437		600,655								
Overtime Pay	84,242		96,637								
Retirements/Payouts	65,621		44,340								
Sick Leave Conversion											
Subtotal of Personal Services	16,078,891	281.6	17,205,896	278.8	17,515,816	308.4	18,480,874		308.4	18,387,738	308.4
General Fund	16,078,891	281.6	17,205,896	278.8	17,515,816	308.4	18,480,874		308.4	18,387,738	308.4
General Fund Exempt											
POTS - Expenditures											
Shift Differential	121,948		124,585				114,193				
Health/Life Insurance	834,406		1,075,825				1,277,472				
HB 00-1215											
Short-term Disability @ .21%/.045%	21,160		17,204				20,724				
AED/SAED	28,969		104,987				219,963				
Salary Survey							537,216	*			
Anniversary								*			
Pay for Performance							208,836	*			
Unemployment Security Payments											

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Maintenance
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Difference							(219,006)		(260,773)	
Total Continuation Personal Services										
General Fund					17,515,816	308.4	19,894,220	308.4	18,126,964	308.4
Cash Fund Exempt					17,515,816	308.4	19,894,220	308.4	18,126,964	308.4
ANNUALIZATION ITEMS - PERSONAL SERVICES										
Male Double Bunking Annualization									42,314	
DWCF Double Bunking Annualization									21,655	0.5
TOTAL ANNUALIZATION ITEMS									63,969	0.5
Grand Total Continuation Personal Services	17,085,374	281.6	18,528,497	278.8	17,515,816	308.4	19,894,220	308.4	18,190,933	308.9
General Fund	17,085,374	281.6	18,528,497	278.8	17,515,816	308.4	19,894,220	308.4	18,190,933	308.9
Cash Fund Exempt										
DECISION ITEMS - Personal Services										
TOTAL Maintenance - DI									0	0.0
TOTAL PERSONAL SERVICES									18,190,933	308.9
General Fund									18,190,933	308.9
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							16,378,432	295.5	17,515,816	308.4
Previous Year Special Bills/Supplemental							(36,446)	(1.0)		
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Base Reduction										
Salary Survey - classified employees							631,830		537,216	
Annualized Anniversary (Option 8)-classified										
Pay for Performance									167,069	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							518,595	11.4	63,969	0.5
Base Adjustment - .51%							(84,869)		(93,136)	
Adjustments (Decision Items, other)							108,274	2.5	0	0.0
Total Personal Services Appropriation/Request							17,515,816	308.4	18,190,933	308.9
General Fund							17,515,816	308.4	18,190,933	308.9
Cash Fund										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Maintenance
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
Personal Services Reconciliation										
Long Bill Appropriation	15,491,075	287.1	16,378,432	295.5						
PERA BILL - HB 98-1242										
Supplemental		0.0	(282,120)	(1.0)						
Roll-forwards										
Additional Federal Funds										
Transfers										
Reversions			(95,998)							
Subtotal	15,491,075	287.1	16,000,314	294.5						
General Fund	15,491,075	287.1	16,000,314	294.5						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	654,504		1,194,599				537,216			
Anniversary							0			
Pay for Performance							208,836			
Senior Executive Service (SES)										
Shift Differential	46,650		96,953				114,193			
Medicare change										
Health/Life Insurance	834,406		1,075,825				1,277,472			
HB 00-1215							0			
Short Term Disability	21,159		17,060				20,724			
AED	37,580		143,746				219,963			
POTS Subtotal	1,594,299		2,528,183				2,378,404			
General Fund	1,594,299		2,528,183				2,378,404			
Total Personal Services	17,085,374		18,528,497				19,894,220	308.4	18,190,933	308.9
Total Personal Services Detail	17,085,374		18,528,497				19,894,220	308.4	18,190,933	308.9
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2110 Water/Sewer	27,282		22,556				22,556		22,556	
2150 Other Cleaning Service	5,232		210				210		210	
2160 Custodial Service	2,360								0	
2170 Waste Disposal Svc	295,554		326,236				326,236		326,236	
2180 Grounds Maintenance	355,664		356,914				356,914		356,914	
2190 Snow Plow Service									0	
2210 Other Maintenance/Repair	14,737		14,242				14,242		14,242	
2220 Building Maintenance/Repair	91,543		30,440				30,440		30,440	
2230 Equip. Maintenance/Repair	69,905		44,873				44,873		44,873	
2231 ADP Equipment Maintenance	54		1,282				1,282		1,282	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Maintenance
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
2232 ADP Software Maintenance	1,601		25,836				25,836		25,836	
2240 Motor Vehicle Maint/Repair	10,976		4,879				4,879		4,879	
2250 Vehicle Lease Payments	760		1,002				1,002		1,002	
2251 Rental/Lease Motor Pool Veh			46				46		46	
2252 Vehicle Mileage Charge	643,782		772,256				822,256		822,256	
2253 Rent for Equipment	10,749		7,802				7,802		7,802	
2255 Rent for Bldgs.									0	
2259 Parking Fee Reimbursement									0	
2512 Travel - IS Per Diem			149				149		149	
2532 Travel - OS Per Diem			223				223		223	
2610 Advertising/Publicity									0	
2631 Telephone and Telegraph	4,243		5,379				5,379		5,379	
2660 Insurance	1,637		1,465				1,465		1,465	
2680 Printing and Reproduction	313		357				357		357	
2710 Purchased Medical Services	300								0	
2810 Freight Storage and Moving	50		512				512		512	
2820 Other Purchased Services	143,146		7,482				7,482		7,482	
2831 Storage - Purchase of Services									0	
3110 Other Supplies & Materials	58,917		39,367				39,367		39,367	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies	131,460		64,570				64,570		64,570	
3113 Clothing/Uniform Allowance	11,456		19,508				19,508		19,508	
3114 Custodial/Laundry Supplies	257,293		235,430				235,430		235,430	
3115 Data Processing Supplies	2,547		2,058				2,058		2,058	
3116 Purchase/Lease Software	9,285		4,909				4,909		4,909	
3117 Educ./Rec. Supplies/Service	372		2,009				2,009		2,009	
3118 Food & Food Service Supp.	356		414				414		414	
3119 Medical/Dental/Hosp/Lab Supp.			3				3		3	
3120 Library Books/Period./Subs.	2,350		2,278				2,278		2,278	
3121 Office Supplies	20,443		38,933				38,933		38,933	
3122 Microfilm Photo Supp./Service									0	
3123 Postage	2,002		1,738				1,738		1,738	
3124 Printing	6,486		9,047				9,047		9,047	
3125 Recreational Supplies	25		1,678				1,678		1,678	
3126 Repair/Maint. Supplies	1,903,094		1,989,211				2,414,924		2,414,924	
3127 Road Maintenance Materials	192		7,141				7,141		7,141	
3128 Noncapitalized Equipment	80,353		81,085				81,085		81,085	
3139 Noncapitalized Fixed Asset other			3,408				3,408		3,408	
3140 Non Capitalized IT Purchases - PCs	29,212		74,081				74,081		74,081	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	9,844		11,238				11,238		11,238	
3216 Leased Software									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Maintenance
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
3920 Utilities	252		28				28		28	
3950 Gasoline			232				232		232	
3960 Heating Oil			2,393				2,393		2,393	
4100 Other Operating Expense			100				100		100	
4110 Awards, Judgments, Losses	149		565				565		565	
4111 Prizes, Awards Inmate Kick out)									0	
4140 Dues and Memberships	337		800				800		800	
4151 Interest - Late Payments									0	
4170 Miscellaneous Fees & Fines	2,162		52,760				52,760		52,760	
4180 Official Functions	90		420				420		420	
4200 Purchase Discounts Lost	(33)								0	
4220 Registration Fees	4,885		6,980				6,980		6,980	
6110 Bldgs./Improvements to Bldgs.									0	
6130 Land Improvements									0	
6210 ADP Capital Equipment									0	
6212 IT - Servers	17,039								0	
6214 IT Other Direct Purchase									0	
6220 Office Furniture/Equip.									0	
6230 Motor Vehicle - Dir. Purchase			15,000				15,000		15,000	
6280 Other Capital Equip.	5,181		23,978				123,978		123,978	
Total Operating Expenses					4,891,212		4,891,212		4,891,212	
General Funds					4,891,212		4,891,212		4,891,212	
Cash Funds										
Federal Funds										
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									15,684	
DWCF Double Bunking Annualization									6,132	
TOTAL ANNUALIZATION ITEMS					0	0.0	0	0.0	21,816	0.0
Grand Total Continuation Operating	4,235,636		4,315,499		4,891,212		4,891,212		4,913,028	
General Funds	4,235,636		4,315,499		4,891,212		4,891,212		4,913,028	
Cash Funds							0		0	
Federal Funds										
Reconciliation										
Long Bill Appropriation	4,200,470		4,324,997							
Supplemental	52,531		(9,495)							
Restrictions	(17,365)									
Reversions			(3)							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Maintenance
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Subtotal	4,235,636		4,315,499							
DECISION ITEM - OPERATING										
DI # 9 Maintenance & Food Service Operating Adj									350,000	
TOTAL OPERATING - DI									350,000	
Purchase of Services - M55	168,877		1,023,537		1,111,424		1,111,424		1,111,424	
DECISION ITEM - Purchase of Services										
Reconciliation										
Long Bill Appropriation	168,877		1,032,048							
Reversions			(8,511)							
Subtotal	168,877		1,023,537							
Contract Services Pueblo Campus										
Montez Construction Project							0			
Reconciliation										
Long Bill Appropriation										
Reversions										
Subtotal	0		0							
TOTAL START-UP DI	0		0		0		0		0	
TOTAL MAINTENANCE SUBPROGRAM	21,489,887	281.6	23,867,534	278.8	23,518,452	308.4	25,896,856	308.4	24,565,385	308.9
General Fund	21,489,887	281.6	23,867,534	278.8	23,518,452	308.4	25,896,856	308.4	24,565,385	308.9
General Fund Exempt										
Cash Funds										
Cash Fund Exempt	0		0							
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **MAINTENANCE SUBPROGRAM**

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**21,489,887**	**23,867,534**	**23,518,452**	**25,896,856**	**24,565,385**
General Fund	21,489,887	23,867,534	23,518,452	25,896,856	24,565,385
General Fund Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds Exempt					
Health Benefit		0	0	0	0
Total Cash Funds Exempt	*0*	*0*	*0*	*0*	*0*

2C Housing & Security

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(C) Housing and Security

Line Items: Personal Services
Operating Expenses

Change Request(s): DI # 10 Utilities, SAFE, Personnel, Facility Services FTE

Federal and State Statutory Authority: CRS: 17-1-102 - Definitions; 17-1-103 - Duties of the Executive Director; 17-1-104.3 - Correctional Facilities-locations-security level; 17-1-105 - Powers of Executive Director; 17-1-109 - Duties and functions of the warden; 17-1-119 - Lethal perimeter security systems for correctional facilities-governmental immunity - limitations; 17-19-101 - Visitors at correctional facilities (* Note: Cross references 17-20-124 - Visitors at Correctional Facilities); 17-19-102 - Employees of Correctional Facilities; 17-20-114.5 - Restriction of privileges in correctional facilities - restriction of privileges because of lawsuit filed without justification; 17-20-122 - Justification of officer (*Note: Cross references 18-1-703 (1)(b) for the use of physical force by an authorized official of a jail, prison, or correctional institution; and 18-1-707 (2) and (8) Use of physical force in making an arrest or in preventing escape); 17-25-101 - Definitions; 18-1.3-1202 - Death Penalty Inflicted by Lethal Injection; 18-1-704 – Use of physical force in defense of a person.

Federal and state statutory authority provides parameters for the duties and functions of the Executive Director and wardens, security levels of facilities, security systems, and justification/authorization for DOC employees to use force.

Program Description: The Housing and Security Subprogram is responsible for the safety and security of the public, staff, and offenders by managing and communicating with offenders while maintaining a safe, humane, and appropriately secure living environment. This subprogram handles both day-to-day management as well as long-term living conditions for the offender population.

Total FTE: 3,000.3

Services Provided
The Colorado Department of Corrections (DOC) Housing and Security Subprogram provides professional operation of systems throughout the DOC, thereby providing for the safety of the public, staff, and offenders; the control of institutions; and preservation of state property. It services all stakeholders by utilizing professional staff to provide for the operation of critical systems; documentation and auditing of systems performance; response to emergencies; control of harmful materials; and management of access and egress to facility property.

This Subprogram provides for counseling, disciplinary actions, grievance resolution, and effective classification and management of offenders resulting in a safe and controlled environment throughout each correctional facility in the DOC. Direct staff and offender interaction includes, but is not limited to, counseling for personal issues, family issues, work assignments, educational needs, behavioral expectations, explanations of rules, problem solving and grievance resolution. Offender management systems such as classification, discipline, case management and "earned time" awards to guide offenders into appropriate behavior patterns are utilized by Housing/Security staff.

Staffing in the Housing and Security Subprogram is determined by the need to accomplish routine and critical duties on a regular basis. Many of the activities covered in this Subprogram must be done every day of the week at any hour of the day or night. The following differentiation is made in staffing protocols to account for the specialized nature of work and the scheduling that must be followed:

- A *post* is a location, an area, or an accumulation of tasks requiring surveillance, supervision, or control by DOC employees specifically assigned. Relief DOC employees are necessary to provide continuous occupancy. When the demand for relief exceeds the supply available at a point in time, prioritization of posts determines coverage. Some typical post designations are tower, perimeter, and master control.

- A *position* is a set of tasks performed by one person within each facility/office. These tasks are considered essential to the operation of the facility/office but do not require a relief factor in order to ensure continuous presence on the job. Some typical designations are administrative head, manager, housing supervisor, armorer, community parole officer, accountant, etc.

Staff assigned to the Housing and Security Subprogram posts are scheduled to operate one or more of those posts during the course of each work day. Periodically, posts are collapsed or temporarily closed down to reassign a staff member to another work area. This action may be taken due to staff shortages in other areas or a change in the work tasks determined to have priority over those in the work area that is shut down. The following posts are frequently collapsed when staffing levels in other parts of the facility are low: Tool Control, Property, Dock Officer, and Armorer. There is no standard pattern by which posts are collapsed.

The following prioritization of posts is a result of using the staffing template. The staffing template is a tool used to monitor staffing resources on an ongoing, department-wide basis and to provide accurate, documented information pertaining to those resources. Information was also compiled by polling Housing and Security Managers and Administrative Heads across the DOC for information related to staffing practices. Based upon daily facility activities, incidents, emergency or unscheduled transportations, post priorities will fluctuate.

Functions and Activities Summarized

Priority	Function	Activity/Post
1	Security	Master Control Post
2	Security	Tower Post

3	Security	Perimeter Patrol Post
4	Housing	Housing Control Center Post
5	Security	Shift Commander Post
6	Security	Zone Post
7	Housing	Housing Floor Post
8	Security	Check Point Post
9	Security	Inside Control Point Post
10	Security	Vehicle Sally Port Post
11	Housing	Shift Supervision Post
12	Housing	Living Unit Supervision
13	Security/Housing	Custody and Control Management
14	Security	Intelligence/Security Threat Groups
15	Security	Locksmith
16	Security	Armorer
17	Security	Visitation
18	Security	Transportation
19	Security	Dock Officer
20	Security	Mail Room
21	Security	Main Entry Post
22	Security	Tool Control Post
23	Security	Clerical Support
24	Security	Intake Post
25	Security	Property Services
26	Security	Hazardous Materials
27	Security	External Security
28	Security	Medical Security
29	Security	SORT
30	Security	Weapons Training

Analysis of Functions and Activities

Critical to an overall understanding of the Housing and Security Subprogram is the concept of common activities. Common activities are not listed as a function in the table above, and have no specific person or persons assigned to the function in the form of a post or position. The common activities are critically and consistently required of the Housing and Security Subprogram. These activities are performed by a broad range of people throughout the facility with the Housing and Security Subprogram as the group with primary responsibility for the system.

Common activities include: Meal Service, Offender Recreation, Cell & Area Searches, Security Inspections, Facility Communications, Incident Management Systems and Practices, Training Program, Administrative Services, Offender Accountability, Key Control, Tool Control, Contraband Control and Evidence Management, Offender Movement, Non-routine Offender Transport, and Clerical.

The activities of Housing and Security staff are a combination of tightly scheduled activities performed around the clock and every day of the week. Frequently, activities are punctuated by an emergency (offender fight, escape search efforts, special training events, etc.).

Some examples of the combined activities are as follows:

Meal Service - Offenders are provided three meals during the 24-hour period. Under high risk conditions, offenders are fed in their cells by a team of staff delivering meal trays and drinks to the cell. Upon completion of the meal, the trays, cups, and utensils are retrieved and returned to Food Services. Under lower levels of security, offenders are released to a dining area for meals. Routinely, a portion of the Housing and Security staff follow the offenders to the dining area, or are waiting for the offenders to arrive, and provide supervision during the eating period. Some staff remain in the housing unit to provide supervision over offenders in the area and for those returning from the dining area. Meal service typically consumes one and one half to three hours of a facility's schedule.

Offender Recreation - In order to provide the required DOC recreational opportunities to offenders on a regular basis, the larger facilities must recreate 200 to 400 offenders for one to two hours in a session. The sessions occur 10 to 15 times weekly. Housing and Security staff typically provides supervision to those large numbers of offenders. As with meal service, a portion of the staff must remain in the housing unit to provide supervision to offenders who choose not to recreate or who are returning from an activity.

Cell & Area Searches - Housing and Security provides the system by which numerous types of searches (body, pat, strip searches, vehicular, cell, common area, etc.) are performed. Staff performs the searches and the records the activity, including the nature and type of contraband discovered. This is a comprehensive program based upon DOC policy that covers the entire correctional facility and all functions.

For safety and general management purposes, DOC requires that all housing unit common areas (offices, day rooms, tiers, janitor closets, etc.) be thoroughly searched at a minimum of once per week. Offender cells, including offender property, are to be thoroughly searched at least every 90 days. Searches are normally conducted by teams of officers and are documented upon completion. The Housing and Security supervisor schedules the common area searches to be completed as part of the night shift activity when offenders are asleep and in their cells. The remainder of the searches are scheduled with a specific goal in mind for each shift.

When the routine common area search tasks are difficult to accomplish due to emergencies or staffing shortages, the Housing and Security manager or supervisor must focus upon the highest priorities such as offender management and problem solving.

Security Inspections - Housing and Security provides frequent inspections of security devices (metal detectors, masks and hoses on self-contained breathing apparatus, restraints, emergency key sets, high security door locks), security barriers (doors, walls, windows, cell bars, perimeter fence materials), facility lighting systems, and electronic security devices (fence detection, cameras, fire alarm systems, emergency communication systems).

Facility Communications - Communication among staff is an essential feature of a secure facility. The Housing and Security subprogram helps to maintain a reliable communications

system with a special focus on radio communications. Responsibilities for the maintenance, deployment, and use of radios are monitored through the Housing and Security subprogram.

Incident Management Systems and Practices - The Housing and Security program is instrumental in emergency planning; helping to provide equipment; and training the correctional facility staff and offenders on emergency procedures. The extremely detailed Emergency Operation Plan covers all aspects of incident management in the correctional facilities and surrounding communities. They are reviewed and updated frequently. The emergency plans include development and maintenance of emergency systems such as: a)"off-duty call back", b) emergency accountability of staff and offenders, c) Incident Command System organization and deployment, and d) emergency communications.

The Housing and Security Subprogram develops facility Emergency Response Teams (ERTs) which are specially selected and trained volunteer teams at each facility. The mission of the ERTs are to contain and control the immediate crisis area in an emergency or to regain control of an area by force, if necessary. ERTs provide specialized services in management of all emergencies. Some of these services are: crowd control during disturbances, use of force, armed perimeters, building searches, cuffing and retention, offender escort, fugitive search, and contraband search. These teams are organized, equipped, and trained by the Housing and Security staff and the DOC's Special Operations Response Team (SORT). The Housing and Security subprogram is responsible for the immediate deployment of these teams by the Incident Commander (the facility Warden or designee in charge of the facility). The Incident Commander assigns, directs and coordinates all critical activities in managing the emergency. The teams are operated in coordination with SORT which is a designated, specially selected, and trained volunteer team of DOC employees who provide highly specialized tactical resources to DOC facility emergencies. At the direction of the DOC, SORT conducts operations that include a) planned use of force, b) hostage extraction, c) building assault, and d) high risk transport.

Training Program - All Housing and Security training activities are performed in accordance with DOC Training Academy standards and requirements. The Housing and Security subprogram provides a broad range of training and exercises that prepare staff to respond to emergencies in accordance with the Emergency Operations Plan.

An Incident Alert Drill (IAD) is required monthly for each facility. Appropriate staff are qualified and trained regularly in the use of all weapons associated with their duties. The weapons training is required by law and driven by strict standards. The Housing and Security program organizes and involves all ERT (Emergency Response Team) members in an ongoing training program tailored to the mission of the team (crowd control, gas dispersion, lethal force (if necessary), building search, cuffing and retention, fugitive search, etc.) Housing and Security provides training for all "forced cell entry" activities, radio communications, offender transportation, incident management, use of force, and tool and key control.

Administrative Services - The Housing and Security subprogram provides a broad range of policy publication and records management services. Post Orders are a listing of detailed responsibilities for staff at each area of work. The orders are consistent with daily schedules and are different between shifts. Post Orders reference the policy and equipment necessary for staff

to do the job in the assigned area. There are Post Orders for each post (housing unit control, master control, floor officer, zone officer, operational specialist, and Shift Commander, etc.). Post Orders related to Housing and Security are regularly reviewed and published through facility administration. Frequently, information and review is provided in the production of Administrative Regulations and facility Operational Memoranda or facility Implementation/Adjustments.

The following records are maintained: (a) search records, (b) offender count records, (c) work schedules, (d) contraband storage records, (e) equipment and supply records, (f) property storage records, (g) transport records, (h) mail activity records, (i) emergency plan training records, (j) expenditure records, (k) employee performance records, (l) offender disciplinary records, (m) inspection records, (n) sign off sheets, (o) shift activity and log reports, and (p) key and security equipment issue logs. Additionally, information to support the Security Audit Program, American Correctional Association Standards, and the incident reporting system must be supplied.

Operational Rules are the offender rules by which each Housing and Security area of the facility operates. Housing unit rules include: cell cleanliness, lights out time, use of state property such as TV's, offender behavior such as a limit to the number of offenders allowed to socialize in an offender's cell, and Housing and Security area procedures such as mail call, laundry exchange, and offender visiting.

Offender Accountability - Housing and Security performs a physical count and identifies all offenders on a routine and random basis (daily and on all shifts). The counts are taken at both specific and random times over a 24-hour period. Housing and Security ensures that the count is properly performed, accurate, and officially recorded. Housing and Security is responsible for the status and location of all offenders housed in the DOC.

Housing and Security staff (typically daily on day and swing shifts) provide monitoring, controlling and managing of offender movement within facilities and off grounds. The system has to accommodate major facility activities. For the purposes of safety, Housing and Security attempts to ensure that offenders are not allowed to congregate in large numbers or in unauthorized areas without appropriate supervision and control. Housing and Security sets the times and direction of all movement for all offenders.

Key Control - This is a program based upon Departmental policy and is accomplished daily on all shifts. Housing and Security distributes, retrieves, and enforces policy with respect to routine duty and emergency key sets throughout the facility. Housing and Security also provides frequent inventories and tracking services of lost or stolen keys for proper reporting and replacement.

Tool Control - This program is also based upon Departmental policy. On a daily basis and prior to the end of each work period, Housing and Security provides for the oversight of all tools at each correctional facility.

Contraband Control and Evidence Management - Contraband is defined as nuisance materials and as dangerous objects (weapons, explosives, drugs, escape devices, etc.). Housing and Security provides the system by which searches occur for discovery and removal of contraband from the offender population, and to intercept efforts to introduce contraband into the facility. The system requires routine and random pat search activities throughout the facility and is associated with numerous facility activities. Additionally, Housing and Security provides a contraband storage system and the capability to manage any substance as evidence for a facility hearing or court of law.

Clerical - Clerical staff provide the office systems support to the Housing and Security subprogram in the following areas: (a) Master Program Scheduling input, (b) assisting in offender count calculations, (c) monitoring offender housing changes within the facility, (d) assisting in offender transportation planning, (e) processing security work orders, (f) supporting the staff scheduling system, (g) acting as telephone clearing house for operations communications, (h) providing records management for the entire shift command operation, and (i) providing initial organizational services for the Shift Commander at the onset of all facility emergencies. Clerical Support is also responsible for the accurate and timely filing and record keeping of logs and routine operational documents. Clerical staff process and track requisitions, work order requests and other necessary documents.

In addition to the "common activities" described above (those which define the essence of providing for security and maintaining an infrastructure of routine correctional operations procedures no matter which staff are involved), two distinct functions can be defined in the Housing and Security Subprogram.

They are the Housing Function and the Security Function, and are described in detail as follows:

Housing Function - The Housing Function operates all facets of the cell houses within the facility/center and consists of the following posts:

Housing Control Center Post - Priority 4 - (Typically daily, all shifts) The Housing Control Center Post provides physical security in the Housing Units. Depending on custody level and facility design, this post typically operates all entry/exit doors into the Housing Units, the offender living areas, and the cell doors. This post is critical for controlling offender traffic and maintaining security and order in the facility. It provides sight supervision of offender activities and staff traffic in the housing units, and is responsible for identifying all persons entering and leaving the housing unit. This post is typically responsible for key control/issue, security equipment inventory and control/issue (i.e., mechanical restraints, chemical agents, electronic restraint devices). This post has responsibility for monitoring and responding to alarms from life safety equipment such as smoke/fire alarms, air flow equipment, air heating/cooling equipment, and water temperature monitoring equipment. This post must complete the shift report logs, inventory logs, and the Incident Reports for unusual events that occur during the assigned shift. It provides observation to the officers on the floor.

Housing Floor Post - Priority 7 - (Typically daily, all shifts) The floor posts in the housing units are critical posts in terms of effective offender management. The floor post provides first line

contact with offenders twenty-four hours a day, seven days a week. It is responsible for offender counseling on personal issues, behavioral issues, security issues and other concerns as they arise. This post provides direct offender supervision in all activities that occur in the housing units. This post conducts frequent welfare/security checks in each living area; conducts and documents health, safety, hygiene, and fire safety inspections in all areas of the living units; and gains compliance from offenders in maintaining standards in each of these areas. This post conducts formal and informal offender counts, conducts/documents searches for contraband in the housing units and is responsible for the appropriate disposition of any contraband discovered. The Floor Post is responsible for maintaining security of critical equipment such as keys, locks, tools, and chemicals. This post performs a number of routine tasks such as the pick-up and distribution of laundry, mail, property, canteen orders, food trays, hygiene supplies, etc. This post also must document via shift logs, pass on books, Incident Reports, search logs and inspection logs both routine and unusual events that occur during the assigned shift. This post conducts informal disciplinary hearings under the Code of Penal Discipline (COPD) and provides input into classification and earned time awards decisions. This post provides first response to emergency situations that occur in the offender living areas.

Shift Supervision Post - Priority 11 - (Typically daily, day and swing shift) The Shift Supervision Post provides first line supervision of staff and staff activity on an assigned shift. This post, under the direction of the Housing Unit Supervisor, is responsible for assuring the completion of routine tasks that must be performed during the course of the assigned shift and to respond as Shift Leader to any unusual/emergency events which may occur during the course of the shift. This post is responsible for directing initial staff responses to unusual/emergency situations that occur in the housing units and for directing the immediate reporting of such incidents as they occur. This post is responsible for the accuracy of all counts that occur and that count reporting sheets are accurately and appropriately completed prior to being forwarded to Master Control Center. This post is responsible for completing performance evaluation plans and ratings for staff assigned to their direct supervision and for the accurate recording of work periods and stations of staff assigned to their supervision. This post typically researches all unusual incidents by communicating with involved staff and offenders, prepares Notice of Charges when appropriate, and presents disciplinary cases to the facility Hearing Officer. This post is responsible for direct input to classification and job boards and other offender management decision making systems. This post is the direct liaison with posts such as the Shift Commander in routine operating issues and decision making.

Living Unit Supervision - Priority 12 - (Typically 5 days, office shift) This position is responsible by direct action and through first line supervision, for scheduling and monitoring of all staff and offender activities in a housing unit on a twenty-four-hour, seven-day a week basis. This position is responsible for the development of performance plans and ratings of all employees assigned under its supervision. This position must maintain accuracy of all time keeping and scheduling of staff assigned to the housing unit. It is responsible for the consistency and appropriateness of staff enforcement of operational rules and the code of penal discipline in the housing unit. This position must develop post orders and operational rules for the housing unit. This position has direct contact with offenders when dealing with personal, behavior and programmatic issues and assignments. This position deals with formal offender grievances at the Step 1 level, and where possible, resolves grievances prior to reaching the formal resolution

process. This position requires direct intervention in staff issues and grievances. This position must monitor, track and resolve all physical plant issues to maintain the housing units within the state, federal and American Correctional Association (ACA) Standards. This position must serve on classification/job boards, fact-finding boards, disciplinary hearing boards and other such assignments as directed. This position tracks and takes necessary action on all issues that arise regarding the operation of the housing unit(s) to which it is assigned.

Housing/Security Management - Priority 13 - (Typically 5 days, office shift) Through Housing Unit Supervisors, Security Shift Commanders, and by direct action, the Housing/Security manager position is responsible for the overall operations of Housing and Security in a facility on a twenty-four hour a day, seven-day a week basis. This position is responsible for the consistent application of case management, classification, code of penal discipline, posted operational rules and other offender management tools in all housing units in the facility. By monitoring logs, reports and inventories, this position is responsible for the security and orderly operation of the facility. This position develops and implements staff accountability systems such as operational memorandums and post orders. It monitors staff schedules, facility functions, activities, and operations to ensure adequate, efficient practices exist. This position evaluates and modifies Housing and Security operations and makes corrections of anticipated problem areas through inspections and directing subordinate staff. This position recommends staff corrective/disciplinary actions to the Appointing Authority. It responds to staff and offender grievances. This position formulates budget requests and utilizes approved budget allocations. It conducts strategic planning to improve security operations within the facilities. Typically this position serves as chairperson of the facility classification and job board. It formulates operating plans, Housing and Security objectives, Operational Memorandums, and Post Orders.

Security Function - The Security function operates within the setting of each facility or center and works in conjunction with the Wardens (Superintendents) Subprogram to provide a safe and secure environment for offenders and staff. The Security function consists of the following posts:

Master Control Post - Priority 1 - (Typically daily, all shifts) Master control posts are provided at all major facilities. This is a highly secure work station where staff and guests may be processed through a pedestrian sally port which is the final security barrier to the interior security zone of each facility.

Additionally, this area provides several specific services: 1) monitoring and controlling facility communications; 2) issuing, retrieving, and tracking facility keys and key sets; 3) operating remote controlled camera and door systems that protect interior security zones; 4) issuing emergency response equipment (pepper spray gas, restraints, additional radios, emergency response checklists, etc.); 5) recharging and recycling radio batteries; 6) calculating final offender count reports; 7) tracking inter and intra facility offender transfers; 8) operating the facility public announcement system; 9) operating as the initial Incident Command Post for all facility emergencies; 10) monitoring and coordinating response to all facility electronic alarms (fire, HVAC, emergency power, security detection, etc.); and 11) closely coordinating security operations with other control stations in housing, checkpoints, visitation, and offender intake.

The coordination of security operations may include the ability to take over control stations for lock-down purposes. During peak periods, this area is staffed with more than one full time person. The master control center provides an optimal surveillance point at facilities.

Tower Post - Priority 2 - (Typically daily, all shifts) The Tower Post position provides secure, armed enforcement of the perimeter barrier, high grounds supervision, protection for staff on the ground within the facility perimeter, assistance in operating perimeter gates, and a visible deterrent to offenders and conspirators wishing to escape or aid in escape. The tower post serves as one of several components of security to ensure the integrity of the perimeter barrier. This area is normally equipped with lethal weapons such as a rifle and/or shotgun.

Perimeter Patrol Post - Priority 3 - (Typically daily, all shifts) The perimeter patrol duties provide mobile supervision of the facility perimeter and outer grounds. Additionally, the post provides immediate staff presence to any area of the perimeter where an electronic alarm has been activated or where unauthorized persons may have entered state property. The perimeter post provides close and frequent inspection of the perimeter security hardware. Finally, this post provides back-up search services to vehicular sally ports and pedestrian gate operations during peak periods of operation. This area is normally equipped with lethal weapons such as a rifle and/or shotgun which are secured within the vehicle.

Shift Commander Post - Priority 5 - (Daily, all shifts) The Shift Commander post provides facility operational leadership and presence on a 24 hour, 7 day schedule of shifts which include provision of the following services: oversight of all facility activity and offender movement schedules and activities, direction of security work activities, acting as the onsite "Incident Commander" for all facility emergencies, and provides supervisory services to an assigned portion of security staff.

Zone Post - Priority 6 - (Typically daily, all shifts with emphasis on days and swings) Security provides supervision in all areas of the facility and during times where there are high concentrations of offenders moving through or participating in program activities. These staff provide a presence that deters offenders from illegal and dangerous activity on facility grounds. They inspect areas of high concentration of offenders, monitor offender movement and activities in program areas, perform security inspections of sensitive areas throughout the facility, perform security searches of "hot spots" and common areas, and provide assurance of safety to program staff and offenders. Most importantly, they are the first staff available to respond to any emergency in the facility and to provide emergency transportation outside of the facility as needed. Staff presence throughout the facility is considered a key element in promoting safety in the correctional environment. Some zone posts provide guidance to other zone officers and move throughout the facility to ensure operations are appropriately safe and secure.

Check Point Post - Priority 8 - The checkpoint officers are usually stationed at a point in the facility defined by the architecture in the form of physical barriers and gates. As offenders pass the checkpoints, the checkpoint officers maintain a roster, check for permission slips allowing offenders to be moving through the area, and perform body searches of offenders moving in either direction. The search and control methods assist in keeping dangerous contraband from

moving through the facility and assist in preventing offenders from congregating in unauthorized areas.

Inside Control Point Post - Priority 9 - (Typically daily, day and swing shifts) Security staffs the inside control points. These are work stations situated at passages from one security zone in a facility to another zone. An example would be from the main yard area adjacent to living and eating areas to the work areas which include the maintenance shops, industrial work places, vocational classrooms, warehouse, and food production areas. This work station serves as a funnel point to allow careful examination of persons passing through in order to prevent the passage of contraband from one place to the other. Staff working in this area conduct identity checks, body searches, and operate electronic search devices.

Vehicle Sally Port Post - Priority 10 - (Typically weekdays, day shift) Vehicular sally ports are typically double-gated enclosures that contain vehicles as they move through the facility perimeter for staff to conduct searches for contraband and to ensure proper registration/authorization. This area is staffed during high traffic periods. This area frequently provides the service of searching and registering offender work crews through the perimeter.

Intelligence/Security Threat Groups - Priority 14 - (Typically weekdays, day shift) This unit classifies all Security Threat Group associates, suspects and members, and coordinates all offender Security Threat and Disruptive Group information on behalf of the facility. It conducts offender interviews to investigate gang affiliation and drug introduction activity; updates records as information changes or is received; and communicates new and ongoing Security Threat Group information to the facility Administrative Head and the DOC.

Locksmithing and System Maintenance - Priority 15 - (Typically weekdays, day shift) Security duties include maintenance and service to all facility locks and related equipment (identification, tracking, and reporting system problems related to all keys and locks throughout the system through the utilization of computer databases). A typical facility has thousands of keys and hundreds of locks in various locations. Data for system analysis and proposals for change and improvement based upon security needs are generated by personnel in this area.

Facility Armory Services - Priority 16 - (Typically weekdays, day shift) The security program provides the service whereby all facility weapons are stored, controlled, maintained and issued in accordance with Departmental regulations. All weapons are kept secure, issued and utilized according to stringent guidelines. This service includes ammunition, non-lethal munitions, and non-lethal weaponry (batons, electronic control devices, gas canisters, etc.).

Facility Visitation Services - Priority 17 - (Typically 3 to 7 days, day shift) At major facilities, security programs provide the method by which offenders are allowed to visit with authorized members of the public. Security authorizes and conducts visitor searches, supervises the visiting process, address offender and visitor problems as they arise, and manages offender visiting records. Security personnel manage searches, contraband, and escape concerns associated with visitation.

Transportation Post - Priority 18 - (Typically day shifts, weekdays) With the exception of specialized missions (extremely high security, mass transport, air transport, etc.), security provides offender transportation needs to and from other facilities, court systems, hospitals, and other jurisdictions. All operations follow applicable policy, law, and operational direction with respect to staffing, offender property, use of restraints, and vehicle operations. Security normally controls the process by which intra-facility movement is tracked and balanced with local changes in offender population.

Dock Officer Post - Priority 19 - Dock officer post duties include the thorough search of all materials coming into the facility (bulk foods, cleaning supplies, construction materials, hazardous materials, linen, bedding, offender property, etc.) for contraband. Many facilities use x-ray technology to assist in the process. Additionally, this post also searches all outgoing materials for possible contraband and escape attempts. In some facilities (Colorado State Penitentiary and Centennial Correctional Facility), this area also doubles as a control point to protect the facility perimeter.

Facility Mail Services - Priority 20 - (Typically weekdays, day shift) The security program provides mail service for staff and offenders. All incoming mail and packages are opened and inspected for monetary instruments, contraband, and property compliance. All legal mail is properly managed and documented. Additionally, mail is scanned for intelligence information related to unlawful activities, offender Security Threat Group/gang activities, escape plans and introduction of contraband. This is a comprehensive program based upon DOC policy, Federal Law related to the US Mail System, and facility procedure.

Main Entry Post - Priority 21 - (Typically daily, day and swing shift) The main entry post operates during peak traffic periods as pedestrians move through the facility perimeter. The post ensures proper identification of DOC employees, contract workers, volunteers, visitors and facility guests and gives directions as they move in and out of the perimeter. Additionally, appropriate contraband searches of all persons and property are conducted under the direction of the facility administration. This post is sometimes complemented or performed entirely (as an alternative for facilities without a main entry) by a lobby/receptionist within the perimeter.

Tool Control Post - Priority 22 - (Typically weekdays, day and swing shift, daily, monthly, quarterly) Security provides the system by which all tools within the facility are required to be registered, tracked, and accounted for on a frequent basis. This system provides identification of all tools and procedures for ensuring the security of the tools when not in use or under supervision. Additionally, this system provides a process for managing tools used by private contractors during facility construction and renovation projects. Security provides a central information system for tracking tools, searching for lost tools, and properly managing the tool replacement process. This is a comprehensive program based upon Departmental policy that directs staff performance throughout each correctional facility.

Offender Intake Post - Priority 24 - Intake posts are performed by at least one officer in the intake area of the facility. The officer officially transfers outgoing and incoming offenders, processes the offender's personal property according to Departmental policy, may handle the

initial issue of mattresses and clothing, and coordinates offender movement and related paperwork with the facility and Departmental movement coordinators.

Facility Offender Property Systems - Priority 25 - (Typically weekdays, day shift) Security provides the system by which all offender property is managed. The property is inventoried, monitored for policy compliance, and temporarily stored. Unauthorized property is confiscated and disposed of according to procedure. This is a comprehensive program based upon DOC policy that directs staff performance throughout each correctional facility.

Hazardous Materials Management - Priority 26 - (Typically weekdays, day shift) The security program, in consultation with the facility or Departmental Life/Safety Officer, monitors, and enforces procedures for storage and use of toxic materials within the facility. The program (HazMat) is a comprehensive facility wide effort to prevent hazardous materials from causing injury or destruction within the facility. The Hazardous Materials Officer classifies, labels and secures hazardous materials as they enter the facility. Additionally, the officer monitors the system throughout the facility and maintains the recordkeeping for the system.

External Security - Priority 27 - (Typically weekdays, day shift, on call for escape operations) Canon External Security is the program that provides security services on the perimeter for the 5,600 acre East Canon Complex (ECC). The program provides the following services: monitoring and maintaining the 30 mile perimeter, monitoring offender program activity outside the perimeter, monitoring vehicle and person access/egress related to the complex, providing interface with outside agencies related to security and emergency management issues, and managing the fugitive search efforts for the complex.

Medical Security Post - Priority 28 - (Typically daily, evening shift) Medical Security provides for safety within Clinical Services. This post monitors the distribution of medication, insulin line and syringe control, conducts rounds in this area, and maintains overall security for employees and offenders in Clinical Services.

Special Operations Response Team (SORT) - Priority 29 - (Weekdays, day shift, on call for emergencies) The Special Operations Response Team (SORT) is intended to provide highly specialized tactical services to the DOC for emergencies and high security operations. The team is primarily a volunteer group of employees stationed in various locations throughout the DOC. The team may be deployed as a highly specialized component of the total emergency management effort anywhere in the DOC. Deployment is intended where local resources are inadequate for resolving a crisis. Specific services provided are as follows: highly specialized use of lethal weapons systems, highly specialized operations in the form of hostage rescue, specialized capability for armed assault, specialized capability for high security transportation and escort, and specialized training and resources for the local level Emergency Response Teams (ERTs) at each facility. In addition, SORT provides training and tactical assistance to outside law enforcement agencies.

Weapons Training - Priority 30 - The weapons training activity provides specialized training on a year around basis for specific groups of correctional staff. The training is provided according to Departmental guidelines under the supervision of qualified staff. The activity provides training

on the use of force and on specific lethal and non-lethal weaponry approved for deployment within the DOC. The activity is primarily provided as a portion of the facility Armorer's job or is distributed among a number of qualified staff at each facility.

Comparative Information

Variations across the DOC exist due to the security level of the facility, architectural design, facility size, and staffing philosophy. In Housing and Security, the following are variations among the different activities:

- Master Control - Most facilities have one person in the master control at all times, some facilities add a second person during peak periods of the work load, the remainder have two persons on duty at all times due to contemporary designs that provide more electronics reporting to one focal point in the facility. The major variation is CMC which is actually a complex consisting of three (3) facilities, each with its own control room.

- Tower - The smaller, less secure facilities have no towers on their perimeters. Major variations in staffing are driven by the fact that remaining facilities have from one to six towers operating on their perimeters. Variations depend upon perimeter design, architecture of the facility, and available technology. CTCF has six (6) towers operating on their perimeter at various times. Of the facilities rated as medium security and higher custody level, LVCF, FLCF, CWCF, SCCF, CSP, and SCF operate without a tower. CSP, SCF, and SCCF are higher custody level facilities that are based upon an entire design concept.

- Perimeter Patrol - All large, high security facilities deploy one perimeter patrol post. Smaller, less secure facilities have either no perimeter patrol, or patrol on 2nd and 3rd shifts for isolated facilities. Major variations are CSP and SCF which need additional support for maximum security facility perimeters due to no towers, and CTCF for grounds patrol and inspection of security issues on the prison wall.

- Control Center - Variations across the DOC are primarily driven by facility architecture. Modern facilities at medium custody or Level III Security, or above, have protected control rooms for each housing unit. Older facilities have fewer of these kinds of design features.

- Shift Commander - Each facility has staff serving as Shift Commanders with 7 day, 24 hour coverage. The major variation is at CMC which is a complex of three correctional facilities. It has one Shift Commander on duty for the operation of each facility.

- Floor - Variations across the DOC are due directly to the size of the facility, staffing philosophy at each facility, the custody level of offenders, the security level of the facility, and the architectural design of the facility. Given those factors as qualifiers, staffing numbers across the DOC for floor posts at all facilities are very similar.

- Zone - Most zone staffing varies based upon the size, the custody level, and the mission of the facility. The major variation is again CMC, which is a complex of three facilities.

Use of Force Review: Develop and enhance a standardized process for the review of use of force incidents within the DOC to ensure compliance with federal law, Colorado Revised Statutes and Administrative Regulations governing use of force.

Development of the Emergency Support Center at HQ: To provide support to any critical incident the DOC is involved with and act as an alternate Emergency Operations Center (EOC) for state critical incident management.

Vulnerability Assessment: This assessment reviews the potential/probability of various avenues/means of escape for all Level III facilities and above during the next four years. It can also be modified to assess contraband introduction, access into critical security areas, etc.

Prison Rape Elimination Act (PREA): CDOC established an advisory board to write a zero-tolerance policy, review existing procedures, develop training guidelines, educate offenders and establish new procedures to prevent, reduce, investigate, treat and prosecute incidents of sexual abuse, assault or misconduct. The advisory board will coordinate and monitor implementation of these changes as well as be responsible to continually evaluate and seek out new methods to prevent and reduce sexual assault/rape and sexual misconduct within the Department's facilities, private prisons, community corrections, ISP, YOS programs and parole. To date, CDOC has established a partnership with the University of Colorado at Colorado Springs Beth El College of Nursing and Health Sciences. The college will identify existing Sexual Assault Nurse Examiner programs that can provide forensic medical examinations and services. Beth El College will also work with the training academy to provide specialized education for CDOC staff members that addresses crime scene preservation, eliminates contamination and adheres to the Colorado Forensic Evidence Collection Protocol, as it applies to sex assault/rape victims and/or sexual predators and addressing the dynamics of sexual victimization, signs/symptoms associated with sexual violence and appropriate interventions and responses for victims of sexual assault/rape and/or sexual predators.

A confidential telephone system using a CIPS number of 1-877-DOC-TIPS-0 and a toll-free number 1-877-DOC-TIPS (362-8477) has been implemented for any offender under the supervision of CDOC to call and report incidents of sexual assault/rape or sexual misconduct.

Offenders with Mental Illness Program (OMI): The CDOC provides mentally ill offenders in Administrative Segregation the opportunity to develop the skills necessary to function in the general population. Through this program, offenders will progress to the general population and be afforded an aftercare program.

Security Issue Tracking System: Computerized system and database for tracking, developing plans of action and follow up on issues pertaining to ACA/Security Audits, Vulnerability Assessments, IADs and use of force incidents. This will improve safety and security through reporting processes.

Initial Response/Facility Mobilization: Develop an Initial Response and Facility Mobilization policy for each CDOC facility. An Administrative Regulation will be developed to

ensure initial staff response, incident verification, weapon issue, and facility mobilization procedures are in a written format. Staff will be trained with these facility specific processes.

Shared Functions and Activities

Shared activities are tasks that the Housing and Security Subprogram staff join with other subprograms to perform. This is work performance that the facility depends upon to operate on a routine basis. Some examples are as follows:

Subprograms	Activities Shared
Housing and Security/Food Service	Offender dining supervision.
Housing and Security/Clinical Services	Emergency offender transport, offender supervision in Clinical Services, use of force, Montez compliance.
All Subprograms at facilities	Special search efforts within the facility.
All Subprograms at facilities	Facility emergencies and training for emergencies for situations such as riot, fire, hostage, bomb threat, natural disaster, and escape.
Housing and Security/Programs	Offender count, supervision and recreation.
Housing and Security/Correctional Industries	Tool control, offender count, offender supervision.
Housing and Security/Transportation	Court appearances, non emergency medical, facility moves.

Prioritized Objectives and Performance Measures

OBJECTIVE: Manage and allocate staff and operating resources to preserve and enhance public, staff and offender safety (by July 2010).
OBJECTIVE: Complete implementation of the SAFE Program consisting of a focus on the fundamentals to enhance performance in basic security and safety practices through the provision of resources, training, and performance measures (by July 2008).
OBJECTIVE: Implement an Initial Response and Facility Mobilization policy for each CDOC facility (by July 2008).

These performance measures are for state owned facilities only and do not include the private prisons.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: % of facilities with a written initial response and facility mobilization policy. Definition: Percent of correctional facilities which have a written initial response and facility mobilization policy. Demonstrates: DOC's level of preparedness to respond to emergencies. *New performance measure for FY 07-08.	Target	N/A*	N/A*	100%	100%
	Actual	N/A*	N/A*		

- CSP, DRDC, and the Administrative Segregation portion of SCF and DWCF are the facilities with the highest level of security. All offenders moved out of the living area for any reason are in full restraints and under double staff escort. This unique mission is staff intensive in order to achieve appropriate levels of safety with this type of offender. LCF is a facility that has opted to staff somewhat differently than other facilities with similar size and mission. They prefer to have a larger escort group with less staff on the housing side. To compensate, many duties (search, supervision of offender movement, meal time supervision) normally performed by housing staff are attached to the Roving Patrol & Escort staff.

- Check Point - Variations in staffing are primarily due to large, high security facilities having the campus style, architectural design to segregate large areas using the check point process. CTCF, FCF, and LCF have both checkpoints to industrial work areas as well as mid-way or yard posts to monitor offender movement in and out of major areas of the compound. The CMC Complex includes the checkpoint operation for the East Canon Complex.

- Locksmith - Typically, in smaller facilities, the locksmithing function is performed as a portion of the duties of a maintenance person. In medium to large facilities, the workload requires a full time individual.

- Management - The Housing and Security subprogram at each facility is run by one administrative person. At some facilities, that person may be depicted to be supported by an additional administrative staff due to the broader span of the "Housing and Security" model. A major variation is CMC which is three facilities in a complex, the Denver Complex, which is also comprised of three facilities, and SCF. Sterling Correctional Facility has two managers who oversee this subprogram due to the size of the facility.

- Visitation - Variations are primarily due to facility size and reporting method. Those with higher numbers in visitation show lower numbers in transportation, mail, or intake. These staff often crossover in terms of coverage, depending on the occurrences of peak work periods during the day and week.

- Dock Officer - A major variation is CCF which includes staffing for a control room associated with the receiving area and exterior wall which serves as a portion of the perimeter.

- Intake - Large facilities have workloads large enough to justify an intake officer. Major variations are CSP which includes the inside control room operator for that floor on day shift and DRDC which includes the officers that run the Intake process for the entire DOC. DRDC's operation is completely unique within the DOC.

- Living Unit Control Centers - Variations across the DOC are primarily driven by facility architecture. Modern facilities at medium custody level or above have protected control rooms for each housing unit. Older facilities have fewer of these kinds of design features.

- Living Unit Floors - Variations across the DOC are due directly to the size of the facility, the staffing philosophy at each facility, the custody level of the offenders, and the architectural

design of the facility. Given those factors as qualifiers, staffing numbers across the DOC for floor posts at all facilities are very similar.

Improvement Strategies

SAFE Program: The SAFE Program focuses on enhancing safety throughout the DOC environment. Public safety is accomplished through the daily activities of every staff member. The goal of this department-wide initiative is to heighten employee sensitivity and focus even further. It will provide the knowledge, skills, and essential resources to promote personal safety and wellness to all involved in a continually evolving and challenging workplace. Focus on fundamentals concept, a continual evaluation of current procedures and strategic implementation of best practices and effective training programs, will significantly enhance safety and security through the use of multi-disciplinary teams.

Security: The Colorado DOC is implementing improved technologies to deter, detect, and manage the offender population as funds are available. This is accomplished through additional cameras, perimeter/fence detection systems, incident reporting software, and portable towers. Scheduled security audits, vulnerability assessments, internal assessments and inspections enhance security and safety for staff and offenders.

Incident Reporting System: The implementation of an automated incident reporting system allows for the compilation of critical incident statistics. Every facility in the Colorado DOC can make entries for reportable incidents. This system allows for real time reporting of incidents, removing the need for handwritten reports and reducing the need for paper copies and staff time. This system will also reduce the error factor in the manual computation of incident statistics. Data mapping software is being researched to include listing Hot Spot Locations for staff safety issues.

Security Monitoring System: Program by which security systems are tested and monitored to evaluate the effectiveness of security functions within facilities.

Specialized Team Development: Develop specialized teams comprised of selected, trained, and equipped personnel capable of resolving emergency situations which may occur within the DOC. These teams would include SORT (Special Operations Response Team), ERT (Emergency Response Teams), CNT (Crisis Negotiations Team), Escape Teams and CIRT (Critical Incident Response Teams).

Regional Incident Alert Drills: This system provides for incident alert drills to be conducted regionally for better incident management response by multiple correctional facilities and mutual aid agencies.

Update DOC Emergency Operations Plan: The updating of the DOC Emergency Operations Plan will include adopting and institutionalizing the National Incident Management System/Incident Command System. It will be utilized for incident management and emergency mitigation, preparedness, response, and recovery activities including terrorism.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of escapes at Level III or higher perimeters. Definition: Number of offenders who without authorization, move beyond the facility perimeter and/or grounds or remove themselves from official custody while beyond the confines of the institution. Level III or above perimeters are double fenced, razor wire, detector devices, and/or towers, and perimeter patrols Demonstrates: Effective functioning of all security systems.	Target	0	0	0	0
	Actual	0	0		
MEASURE: Number of escapes from Level 2 or lower perimeters. Definition: Number of offenders who without authorization move beyond the facility perimeter and/or grounds or remove themselves from official custody while beyond the confines of the institution. Level 2 or lower perimeters have designated boundaries, or single or double fence, and periodic patrols. Demonstrates: Effective functioning of all security systems.	Target	0	0	0	0
	Actual	4	2		
MEASURE: Total number of escapes through all facility perimeters. Definition: Combined total of Level 3 and above facilities plus Level 2 and below facilities' measures. Demonstrates: Effective functioning of all security systems.	Target	0	0	0	0
	Actual	4	2		
MEASURE: Number of assaults on staff per fiscal year. Definition: An offender commits this offense when he intentionally or through negligence or recklessness causes injury to another person or applies any physical force, offensive substance (feces, urine, mucous, blood, or saliva) or any other item or hazardous substance against any person regardless of whether or not injury occurs. Demonstrates: Effectiveness of security systems/ operations, staff problem solving, and proper classification.	Target	N/A	<217	<248	<236
	Actual	228	261		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of assaults on offenders per fiscal year. Definition: An offender commits this offense when he intentionally or through negligence or recklessness causes injury to another person or applies any physical force, offensive substance (feces, urine, mucous, blood, or saliva) or any other item or hazardous substance against any person regardless of whether or not injury occurs. Demonstrates: Effectiveness of security systems/ operations, staff problem solving, and proper classification. * This decrease may be accounted for by corrected reporting processes where some fights had been included in assault totals.	Target	<511	<485	<346	<329
	Actual	511	*364		
MEASURE: Number of drug tests performed on Offenders per year Definition: Total number of tests administered to offenders to determine the presence of illegal/controlled substances. Demonstrates: The DOC's commitment to control the presence of illegal/controlled substances inside DOC facilities and the effort to deter offender use of illegal substances. * Grant funding for drug testing ended in September 06. Future funding will impact this number.	Target	>12,700	>18,000	>18,356	>18,356
	Actual	17,839	*11,931		
MEASURE: % Positive drug test results. Definition: A drug test that produces positive results. Formula: Total number of positive drug test results ÷ Total number of offenders tested = percent of positive drug test results. Demonstrates: Effectiveness of security systems, contraband searches, intelligence, etc. in the prevention of drug introduction, drug trafficking and use. *Percentage included refusals **Percentage is positives only	Target	<2.58%	<2%	<2%	<2%
	Actual	*2.86% Average between facilities	**1.4% Average between facilities		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of follow-up security audit reviews. Definition: Total number of facility follow-up reviews of critical issues discovered during security audits. Demonstrates: The Department's commitment and adherence to security related policies, practices, and procedures.	Target	<4	0	0	0
	Actual	4	3		
MEASURE: # Security Monitoring Exercises (SME). Definition: Total number of exercises completed monthly to monitor and evaluate security practices, policies, and procedures. Demonstrates: DOC's level of sound security practices, emergency management, and staff safety.	Target	>580	>850	992	1,041
	Actual	847	945		
MEASURE: Total number of cell searches per year. Definition: Total number of searches performed by DOC staff of living areas "cells" for the purpose of discovering contraband and inspecting the condition of the area. Demonstrates: The DOC's intention to maintain correctional facilities free of dangerous drugs and other contraband.	Target	>145,000	>142,000	>146,281	>146,281
	Actual	141,791	146,281		
MEASURE: Number of Common Area Searches. Definition: Total number of searches performed by DOC staff of multi-purpose rooms and other common areas used by offenders (lobby, day-hall, recreation space). Demonstrates: The DOC's intention to maintain correctional facilities free of dangerous drugs and other contraband.	Target	>145,000	>172,000	>194,454	>194,454
	Actual	171,768	194,454		
MEASURE: Dangerous Contraband Items Found. Definition: A firearm, knife, bludgeon, or other weapon, device, instrument, material or substance, whether animate or inanimate, which is readily	Target	<1,000	<500	<476	<476

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
capable of causing or inducing fear of death or physical injury. This may include needles and Class "A" and "B" tools (escape paraphernalia or weapons). Demonstrates: Successful operations of the security systems in place. *The definition of dangerous contraband was clarified in FY 05/06. Facilities are reporting these items when found in common areas so the number has increased.	Actual	414	476		
MEASURE: Nuisance Contraband Items Found. Definition: Any item that an offender is not specifically authorized to have in his possession. Any item that has been altered and/or is being used for other than its intended purpose; or any item identified in the superintendents declaration of contraband. Demonstrates: Successful operations of the security systems in place. *Improved tracking of nuisance contraband items accounts for this increase in number.	Target	<170,000	<200,000	<240,000	<240,000
	Actual	216,565	240,221		
MEASURE: # Step 1 Grievances Filed. Definition: Total number of first step written complaints by an offender on the offenders own behalf regarding a policy applicable within an institution, a condition in an institution, an action involving an offender of a institution, or an incident occurring within an institution. Demonstrates: Issues of concern by offenders not resolved at an informal level. *The informal grievance step was removed from the process.	Target	<10,000	<11,000	<12,008	<12,128
	Actual	11,588	11,889		
MEASURE: % Grievances Filed at Step 2 (not resolved at Step 1). Definition: Next step of formal grievance process. Formula: Step 1 grievances ÷ Step 2 grievances filed department-wide. Demonstrates: Percent of issues of concern of offenders not resolved at Step 1.	Target	<38%	<35%	<31.6%	<31.3%
	Actual	35.2%	32%		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: # Incident Alert Drills (IAD). Definition: Total number of exercises completed yearly to simulate emergency situations to test and evaluate different elements of the facility Emergency Operations Plan and staff performance. Demonstrates: DOC's level of preparedness to respond to emergencies. *22 separate reporting facilities (separate physical plant) 1 IAD each month – required by policy.	Target	>286	264	264	264
	Actual	295	234		
MEASURE: Average Adult Daily Population in DOC facilities (on-grounds only). Definition: Average number of offenders on grounds. Formula: Calculated by counting the number of offenders each day of the period, adding the daily counts, and dividing by the number of days in the period. Demonstrates: Trends and growth in offender population.	Target	14,104	14,266	14,715	14,715
	Actual	14,266	14,359		
MEASURE: # of Use of Force Incidents. Definition: Total number of use of force incidents in response to offender's resistance or non-compliance. Demonstrates: Control methods used as necessary, reasonable and appropriate responses to control offenders based upon the type of resistance/non compliance encountered. *New measure for FY 05/06	Target	<700	<800	<807	<815
	Actual	809	799		
MEASURE: # of Emergency and Unscheduled Transports. Definition: Total number of emergency and unscheduled transports conducted. Demonstrates: Additional and increasing duties DOC employees complete to maintain offender health and the safety of the public. *New measure for FY 07/08.	Target	N/A*	N/A*	3,140	3,171
	Actual	N/A*	N/A*		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: # of Hours of Hospital Supervision of Offenders. Definition: Total number of hours DOC employees supervise offenders in a hospital setting. Demonstrates: Additional and increasing duties DOC employees complete to maintain offender health and the safety of the public. *New measure for FY 07/08	Target	N/A*	N/A*	unknown	unknown
	Actual	N/A*	N/A*		

OPTIONAL ELEMENTS

Trends

Population Increase - The impact of sentencing changes is evident in the population increase in the DOC. Some examples are: mandatory parole, sentencing increases for habitual offenders, legislation affecting the sentencing and length of stay of sex offenders, and the increase in technical returns from parole all have increased the offender population. Admissions to the adult prison system in the DOC have increased every year and it is expected that this will continue into the foreseeable future.

The Colorado prison population continues to grow. Colorado's average incarceration growth for FY 06 was 7.2%. The prison population grew by 1308 offenders, excluding offenders sentenced to the Youthful Offender System (YOS), during FY 06. This equates into a 109 per month growth rate in FY 06. The FY 05 monthly growth rate was 95 and in FY 04, the monthly growth rate was 60.

Gang Activity/Violent Offenders/High Security Bed Increase - The increase in Security Threat Group activity/participation, drug use, violence, and other critical incident related behavior has placed increased strain upon available facility bed space and offender management capabilities. The Colorado DOC has obtained approval and funding for the construction of CSP II. Increased gang activity is of concern as offenders committed to DOC often maintain previous gang affiliations. The STG population within the DOC continues to increase.

The department projects an increase in the demand for high custody beds. Alternative methods for housing and management of high custody offenders continue to be developed. At the end of fiscal year 2006, the department was short over 900 high custody beds. Construction of additional high custody security housing at CSP II will provide 948 high custody beds. Offenders classified as administrative segregation are currently being managed at lower security level facilities which are not designed to house them. Also, where this occurs, the staff to offender ratios are below identified levels to safely and securely manage these offenders.

Number of Female Offenders - The female population shows a greater percentage of moderate to high mental health and medical needs than the male population. Increased medical needs can result in increased needs for medical transport to medical providers.

Public Awareness - Sex offender notification is of continuing legislative and social concern.

Staff Recruiting Issues - The huge growth in the number and size of DOC facilities in recent years has resulted in some real challenges in recruiting and retaining qualified staff.

Special Needs Offenders - The number of special needs offenders is increasing. More elderly and mentally ill offenders are in the prison system. These populations require increased levels of mental health and medical treatment which directly impacts facility operations. There is also an increase in medical transports. The management of these offenders is staff intensive.

A screening and appraisal process has been implemented to meet new ACA Standards. One outcome has been an increase in the number of offenders identified with mental illness (OMI). This process has identified 3,590 or 18.9% of the offender population with mental illnesses. This is an increase of 180 offenders from the 3,410 offenders with mental illnesses counted in July, 2005. OMIs are defined by diagnoses and level of impairment. OMI diagnoses are those that are most likely to cause significant impairment, primarily major depressive disorders, bipolar disorders, schizophrenia, and organic mental disorders. Offenders with other diagnoses often also require mental health attention which increases the overall need to 4,588 as of July 2006.

Court Decisions - The Montez v. Romer class action lawsuit involving allegations that the DOC was in violation of the American Disabilities Act was settled in August 2003. The 38 page Remedial Plan gives the department two years in which to come into substantial compliance with the mandates of the plan and an additional two year period of compliance monitoring by the Court. Currently, the DOC is in the process of defending claims by offenders that they have qualifying disabilities and are therefore entitled to damages. Approximately 1,550 claims were filed. At present, there are approximately 175 remaining claims.

The Montez court decision will directly impact the operations of the facilities through the training of staff, maintaining ADA compliance with the accommodation of those offenders meeting specific medical criteria, and ongoing medical needs for these offenders during their incarceration.

1ST Amendment Issues - *New Times, Inc. v. DOC*, a lawsuit filed by the ACLU and numerous publishers involved allegations that DOC violated offender's 1st Amendment rights by not allowing them to receive certain publications pursuant to Administrative Regulation (AR) 300-26, "Reading Material". Following considerable negotiation, the case was settled in August 2004. One mandate of the Settlement Agreement required the Office of Correctional Legal Services and the Training Academy to develop and implement a new training curriculum to insure that all DOC staff were trained in the new review process. The training has been completed; however, there are major issues of concern for the DOC which involve the lack of staff and resources to review "reading materials" as required. The monitoring phase of the litigation should have ended in November 2006, however, there is at present a dispute as to that date. Plaintiff's counsel contends the end date is November 2007. DOC Executive Staff continue to struggle to find adequate resolutions to operational issues raised by this litigation. The time alone that is required of staff to review all incoming and outgoing "reading materials" is impossible.

Religious Land Use and Institutionalized Persons Act - The Religious Land Use and Institutionalized Persons Act (RLUIPA) of 2000 requires that corrections officials not impose a substantial burden on the religious exercise of an offender unless the department can demonstrate that the imposition (1) is in furtherance of a compelling governmental interest; and (2) is the least restrictive means of furthering that compelling governmental interest. This legislation has a serious operational and fiscal impact to the department involving issues such as religious diets, clothing, paraphernalia, and reading material.

Aging Facilities - Maintaining security operations within aging facilities is becoming more difficult. The physical plant of each facility requires continual preventative maintenance. Physical security systems sometimes malfunction.

Current Technologies - Some of security systems can be improved through the use of current technologies which include perimeter fence detection devices, increased numbers of cameras for deterrence, "real time" emergency assessment through SPRITE (camera/LAN based) systems, and monitoring offender activities.

Capital and Canteen Funds - The decrease in funds has resulted in the cancellation of several expansion and renovation projects to improve security and programs within the facilities. This results in increased offender idleness and the deterioration of some structures. Many of these projects have just recently been funded.

Workload Assumptions

Facilities will be funded for sufficient staff to effectively and efficiently operate security systems required by policy and professional standards.

Housing unit living environments will be managed to meet National and State Standards as defined by Federal and State Courts, Federal and State Legislative action, State Executive Branch decisions and American Correctional Association Standards.

Adequate funding will be available to assure that staff and offender needs will be addressed.

That application of security technology will be used to enhance the safety of staff and offenders, but will never be substituted for human contact.

That staff will work collectively through the Continuous Quality Improvement process to enhance both quality and efficiency of correctional systems.

Incident Alert Drills (IAD) will be conducted on a monthly and quarterly basis.

Security Monitoring Exercises will be conducted monthly.

Staff safety and facility security will be enhanced through the full implementation of the CDOC SAFE Program which focuses on correctional fundamentals.

Budget Impacts
Based upon observations and findings from Security Monitoring Exercises, Incident Alert Drills, Focus on the Fundamentals, Security Audits, and Vulnerability Assessments, there may be impacts upon facility budgets. These impacts will be for the enhancement of safety and security for the public, employees, and offenders, and the reduction of and enhanced resolution of critical incidents. A prevented escape could save thousands of dollars in emergency response expenses and prevent potential litigation when these incidents expand into and affect the general public.

Accomplishments
Objective: Implement an Initial Response and Facility Mobilization policy for each CDOC facility (by July 2008). Completed August 2007

- Developed, implemented, and improved auditing systems for private contract prisons which included a computerized tracking and routing system which verifies compliance and contractual provisions, applicable to DOC Administrative Regulations and the ACA Standards for Prison Operations.

- ACA/Security auditing instruction was provided throughout the state. This effort raised the level of understanding of safety and security within the facilities and developed a larger pool of prospective auditors for the Colorado DOC.

- The Security Auditing Instrument is current and will be updated on an annual basis.

- Vulnerability Assessments have occurred at multiple Level III facilities to assess escape potential. This will continue during FY 07-08.

- Measured effective staff problem solving with offenders by quarterly comparisons of numbers and types of critical incidents with the previous year or with an established baseline. This comparison will not be a sole determination of performance and will be considered in conjunction with offender population dynamics, facility mission, and other mitigating factors at the time of the assessment.

- Develop High Risk Offender Management Programs: Through the construction of CSP II and the merger of CSP and CCF, cognitive programs are being developed to better manage high risk offenders within the DOC. These programs include the reintegration of offenders classified as administrative segregation back into a general population setting through the PRO Unit. Another program, the Diversion Program, provides general population offenders, whose behavior indicates a need for placement in administrative segregation, an opportunity to divert/return to Level III facilities instead of placement at Colorado State Penitentiary or Sterling Correctional Facility.

- Security Audits: Private prisons have been added to the master security auditing schedule which includes the implementation of audits at each of the private prisons.

Information Technology Requirements Including Hardware, Software, and Staffing
An automated incident reporting system has been implemented for the state facilities. It will compile critical incident statistics. This system will allow for incident entry from each and every facility in the Colorado DOC. It will allow for real time reporting of incidents, removing the need for handwritten reports reducing the need for paper copies and staff time. This system will reduce the error factor in the manual computation of incident statistics, and research is being conducted to include data mapping which indicates Hot Spot Locations for staff safety issues.

An Incident Summary tracking system is utilized to monitor incidents within the facilities on a weekly, monthly, quarterly, and annual basis. This gives CDOC another instrument to determine potential problems and facility conditions.

The percentage of facilities with completed Master Plans identifying minimum staffing levels is one hundred percent (100%).

Assessments of facility perimeters each year is one hundred percent (100%).

A process has been established where every state facility perimeter is assessed for security and structural improvements on an annual basis. This occurs during the annual security audit and is included in the Security Audit Instrument.

Subprogram Specific Goals and Objectives

Goal # 1: Protection - To protect the general public, staff, and offenders by consistent confinement within appropriate facilities or alternate placement programs based on adequate security, safety, and emergency response corresponding to offender classification, assignment, and special requirements.

Goal # 2: Cost Effectiveness - To maintain and improve management, operations, support services, and long-term private service partnerships through budgeting and performance analysis to ensure cost effective and efficient use of appropriated funds utilizing zero-based budgeting.

Assumptions:	That Housing and Security program operations will be managed to meet National and State standards as defined by Federal and State Courts, Federal and State Legislative action, State Executive Branch decisions and American Correctional Association Standards.
Objective 1.1:	To ensure CDOC Incident Management Systems are National Incident Management System/Incident Command System compliant.
Objective 1.2:	To ensure all CDOC staff are trained in appropriate NIMS/ICS courses.
Objective 1.3:	To ensure applicable Department policies include NIMS/ICS verbiage.

Objective 1.4: To ensure Emergency Response Teams receive standardized training which will enhance emergency preparedness and response capabilities.

Objective 1.5: To ensure each CDOC facility Security Audit is comprehensive and is conducted with an assessment document based upon current policy and necessary follow-up activities are completed.

Objective 1.6: To continue to conduct Vulnerability Assessments on Level III facilities and above and ensure identified deficiencies are addressed within reasonable time frames.

Objective 1.7: To ensure the Focus on the Fundamentals Teams are assessing and inspecting facilities and agencies and their "best practices" are disseminated throughout the CDOC.

Objective 1.8: To ensure reportable/critical incidents are reported and compiled to provide statistical indicators of potential issues.

Objective 1.9: To continue to conduct Security Threat Group interdictions and planned facility searches to assist with managing the offender population and control contraband.

Objective 1.10: To ensure the required number of Incident Alert Drills are conducted and a 1% increase in Security Monitoring Exercises occurs during FY 07/08.

Similar or Cooperating Programs

Federal Prisons - Florence, CO and Littleton, CO: Networking and information sharing between agencies are beneficial to DOC staff. Federal Prison Administration staff have toured Colorado State correctional facilities, and DOC prison staff have toured the Federal Prison System. DOC officials have given program presentations to Federal Prison staff. Both exchange information for gang awareness and like treatments.

Other jurisdictions - Many other states and countries have visited Colorado's State prison system. Colorado has worked closely with several states and countries to help them develop policies and procedures. Local law enforcement and military personnel conduct a portion of their training at the East Canon Complex Range which assists with mutual aid training and potential future resource sharing and assistance.

Relevant stakeholders include the public, DOC employees and their family members, offenders and their family members, local and state governmental agencies, law enforcement and other correctional agencies, and federal as well as international agencies.

Stakeholders

Customer	Requirement
Staff	Clearly defined job responsibilities, performance expectations, critical training opportunities, safe working environment through adequate staffing.

Facility Management	Clear mission direction; provide clearly defined responsibility/authority parameters, allocated sufficient fiscal resources to meet mission demands.
Offenders	Create environment that emphasizes safety, order, and fairness. Consistent enforcement of rules.
Citizens of Colorado	Personal safety, maintaining order in society by the removal and safekeeping of those who disrupt order in society.
Offender Advocate Groups/Offender Families	Favorable responses to issues and concerns brought forth by this group.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
C) HOUSING & SECURITY	149,575,188	5,076,772	624,085	0	36,069	(781,199)	0	154,530,915	3,000.3	2.0	0.9	3,003.2
Personal Services	146,508,277	5,076,772	603,961	0	31,464	(781,199)	0	151,439,275	3,000.3	2.0	0.9	3,003.2
Operating	1,817,864		20,124	0	500	0	0	1,838,488				
Start-up	0		0	0	4,105	0	0	4,105				
SPECIAL BILLS TOTAL	1,249,047		0	0	0	0	0	1,249,047				
HB 03-1004 Child Abuse Include Manufacture of Controlled	118,516		0	0	0	0	0	118,516				
HB 03-1138 Unborn Child	107,228		0	0	0	0	0	107,228				
HB 03-1213 No Commercial Purpose Child Exploitation	56,436		0	0	0	0	0	56,436				
HB 03-1317 Controlled Substance (Housing)	84,654		0	0	0	0	0	84,654				
HB 04-1003 Impersonating a Peace Officer	61,200		0	0	0	0	0	61,200				
HB 04-1016 Obscenity to Minor	27,824		0	0	0	0	0	27,824				
HB 04-1021 Blood Alcohol Content	42,425		0	0	0	0	0	42,425				
HB 06-1011 Internet Crimes Against Children	160,878		0	0	0	0	0	160,878				
HB 06-1092 Sexual Exploitation of a Child	134,065		0	0	0	0	0	134,065				
HB 06-1145 Methamphetamine Task Force	26,813		0	0	0	0	0	26,813				
SB 06S-005 Prohibit Coercion of Immigrants	53,626		0	0	0	0	0	53,626				
SB 06S-007 Unlawful Voting a Felony	26,813		0	0	0	0	0	26,813				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Housing and Security
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Position Detail											
Correctional Officer V	1,976,017	25.0	2,207,568	27.8			2,371,380		29.0	2,371,380	29.0
Correctional Officer IV	5,012,514	78.5	5,736,337	85.7			6,345,864		90.0	6,345,864	90.0
Correctional Officer III	14,113,374	242.3	14,541,713	248.6			15,517,086		257.0	15,517,086	257.0
Correctional Officer II	30,347,588	612.5	30,632,978	610.3			33,670,048		656.8	33,670,048	656.8
Correctional Officer I	69,466,737	1,753.9	71,134,793	1,810.3			79,323,526		1,955.5	79,323,526	1,955.5
Admin Assistant III	134,752	4.0	99,875	2.7			140,664		4.0	140,664	4.0
Admin Assistant II	220,877	9.0	261,844	8.5			239,244		8.0	239,244	8.0
Subtotal: (H05)	121,271,859	2,725.2	124,615,108	2,793.9			137,607,812		3,000.3	137,607,812	3,000.3
Salary Subtotal	121,271,859	2,725.2	124,615,108	2,793.9			137,607,812		3,000.3	137,607,812	3,000.3
PERA @ 10.15%	12,405,668		12,826,292				13,967,193			13,967,193	
Other Retirement Plans			7,116								
Medicare Tax @ 1.45%	1,719,591		1,784,553				1,995,313			1,995,313	
Compensation Match											
Base Reduction -.51%										(781,199)	
Other Personal Services											
Part-time/Temporary	15,787		54,282								
Contractual Services	135,196		278,261								
Overtime Pay	250,931		614,112								
Retirements/Payouts	545,386		667,954								
Conversion Sick Leave											
Other Emp. Wages											
Tuition Reimbursement	133,616		98,546								
Unemployment Compensation											
Vacancy Savings							0			0	
Subtotal of Personal Services	136,478,033	2,725.2	140,946,224	2,793.9	146,508,277	3,000.3	153,570,318		3,000.3	152,789,119	3,000.3
General Fund	136,478,033	2,725.2	140,946,224	2,793.9	146,508,277	3,000.3	153,570,318		3,000.3	152,789,119	3,000.3
POTS - Expenditures											
Shift Differential	4,649,528		4,804,930				4,377,944			0	
Health/Life Insurance	8,048,146		10,198,915				12,455,741			0	
HB 00-1215											
Short-term Disability @ .21%	183,736		147,348				190,097			0	
AED/SAED	252,068		899,032				1,855,535				
Salary Survey							3,707,713	*			
Anniversary								*			
Pay for Performance							1,711,324	*			
Medicare Change								*			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Housing and Security
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Unemployment Security Payments										
Difference							(1,643,004)		(1,985,269)	
Total Continuation Personal Services					146,508,277	3,000.3	170,806,631	3,000.3	150,803,850	3,000.3
General Fund					146,508,277	3,000.3	170,806,631	3,000.3	150,803,850	3,000.3
Cash Fund Exempt										
ANNUALIZATION ITEMS - PERSONAL SERVICES										
Male Double Bunking Annualization									431,885	
DWCF Double Bunking Annualization									85,950	2.0
Housing Restoration Annualization									86,126	
TOTAL ANNUALIZATION ITEMS									603,961	2.0
Grand Total Continuation Personal Services	149,611,511	2,725.2	156,996,448	2,793.9	146,508,277	3,000.3	170,806,631	3,000.3	151,407,811	3,002.3
General Fund	149,611,511	2,725.2	156,996,448	2,793.9	146,508,277	3,000.3	170,806,631	3,000.3	151,407,811	3,002.3
Cash Fund Exempt										
SPECIAL BILLS TOTAL					1,249,047	0.0	1,249,047	0.0	1,249,047	0.0
HB 03-1004 Child Abuse Include Manufacture of Controlled Substance					118,516		118,516		118,516	
HB 03-1138 Unborn Child					107,228		107,228		107,228	
HB 03-1213 No Commercial Purpose Child Exploitation					56,436		56,436		56,436	
HB 03-1317 Controlled Substance (Housing)					84,654		84,654		84,654	
HB 04-1003 Impersonating a Peace Officer					61,200		61,200		61,200	
HB 04-1016 Obscenity to Minor					27,824		27,824		27,824	
HB 04-1021 Blood Alcohol Content					42,425		42,425		42,425	
HB 06-1011 Internet Crimes Against Children					160,878		160,878		160,878	
HB 06-1092 Sexual Exploitation of a Child					134,065		134,065		134,065	
HB 06-1145 Methamphetamine Task Force					26,813		26,813		26,813	
HB 06-1151 Felony Child Abuse					26,813		26,813		26,813	
HB 06-1326 Identity Theft					187,691		187,691		187,691	
SB 06-206 Prohibit Smuggling Humans					53,626		53,626		53,626	
SB 06-207 Prohibit Trafficking Humans					53,626		53,626		53,626	
SB 06S-004 Prohibit Extortion of Immigrants					26,813		26,813		26,813	
SB 06S-005 Prohibit Coercion of Immigrants					53,626		53,626		53,626	
SB 06S-007 Unlawful Voting a Felony					26,813		26,813		26,813	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Housing and Security
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
DECISION ITEM - PERSONAL SERVICES										
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									31,464	0.9
TOTAL DECISION ITEMS									31,464	0.9
TOTAL PERSONAL SERVICES	149,611,511	2,725.2	156,996,448	2,793.9	147,757,324	3,000.3	172,055,678	3,000.3	152,688,322	3,003.2
General Fund	149,611,511	2,725.2	156,996,448	2,793.9	147,757,324	3,000.3	172,055,678	3,000.3	152,688,322	3,003.2
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							138,964,734	2,884.6	147,757,324	3,000.3
Previous Year Special Bills/Supplemental							(157,741)	(5.4)		
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							3,414,808		3,707,713	
Salary Survey adjustment -										
Annualized Anniversary (Option 8)-classified										
Pay for Performance									1,369,059	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							4,874,393	111.1	603,961	
Base Adjustment - .51%							(711,109)		(781,199)	2.0
Adjustments (Decision Items, other)							1,372,239	10.0	31,464	0.9
Total Personal Services Appropriation/Request							147,757,324	3,000.3	152,688,322	3,003.2
General Fund							147,757,324	3,000.3	152,688,322	3,003.2
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	131,730,553	2,798.5	137,135,378	2,884.6						
PERA BILL - HB 98-1242										
Supplemental	74,906	1.8	(1,007,741)	(5.4)						
Additional Federal Funds										
Transfers										
Other	1,971,680		1,829,356							
Restrictions										
Reversions			(667,634)							
Subtotal	133,777,139	2,800.3	137,289,359	2,879.2			0		0	
General Fund	133,777,139	2,800.3	137,289,359	2,879.2			0		0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Housing and Security
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	3,070,229		4,298,495				3,707,713			
Anniversary							0			
Pay for Performance							1,711,324			
Senior Executive Service (SES)										
Shift Differential	4,213,766		3,848,372				4,377,944			
Medicare Increase							0		0	
Health/Life Insurance	8,054,197		10,198,914				12,455,741			
HB 00-1215							0			
Short Term Disability	183,717		147,342				190,097			
AED	312,463		1,213,966				1,855,535			
POTS Subtotal	15,834,372		19,707,089				24,298,354			
General Fund	15,834,372		19,707,089				24,298,354			
Total Personal Services	149,611,511		156,996,448				172,055,678	3,000.3	152,688,322	3,003.2
Total Personal Services Detail	149,611,511		156,996,448				172,055,678	3,000.3	152,688,322	3,003.2
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2160 Custodial Services	6,951								0	
2170 Waste Disposal Svc	1,111		1,698				1,698		1,698	
2180 Grounds Maintenance									0	
2210 Other Maint. Repair Svc	44								0	
2220 Bldg. Maint. Repair Svc.			2,134				2,134		2,134	
2230 Equip. Maintenance/Repair	12,976		13,490				13,490		13,490	
2231 ADP Equipment Maintenance	312		2,230				2,230		2,230	
2232 ADP Software Maintenance	460		40				40		40	
2240 Motor Vehicle Repair	1,878		3,811				3,811		3,811	
2250 Miscellaneous Rentals	7,070		7,002				7,002		7,002	
2252 Vehicle Mileage Charge	64,593		64,489				85,595		85,595	
2253 Rent for Equipment	11,055		5,250				5,250		5,250	
2258 Parking Fees	(28)								0	
2259 Parking Fees Reimbursement	52								0	
2512 Travel - IS Per Diem	15,337		10,185				10,185		10,185	
2532 Travel - OS Per Diem			427				427		427	
2610 Advertising/Publicity			5				5		5	
2630 Telephone and Telegraph			255				255		255	
2631 Communication Services	5,559		10,325				10,325		10,325	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Housing and Security
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
2660 Insurance	834		746				746		746	
2680 Printing and Reproduction	8,681		4,577				4,577		4,577	
2710 Purchased Medical Services	300		27				27		27	
2810 Freight Storage and Moving	2								0	
2820 Other Purchased Services	22,975		17,715				17,715		17,715	
2830 Office Moving	5,000								0	
3110 Other Supplies & Materials	802,259		852,333				877,333		877,333	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies	1,276		542				542		542	
3113 Clothing/Uniform Allowance	49,149		35,205				55,205		55,205	
3114 Custodial/Laundry Supplies	108,032		108,151				138,151		138,151	
3115 Data Processing Supplies	8,997		9,855				9,855		9,855	
3116 Purchase/Lease Software	11,898		12,667				12,667		12,667	
3117 Educ./Rec. Supplies/Service	2,110		2,702				2,702		2,702	
3118 Food & Food Service Supp.	977		48				48		48	
3119 Medical/Dental/Hosp/Lab Supp.	11								0	
3120 Library Books/Period./Subs.	204		729				729		729	
3121 Office Supplies	125,828		115,387				125,387		125,387	
3122 Microfilm Photo Supp./Service	5,583		4,008				4,008		4,008	
3123 Postage	59,109		56,684				56,684		56,684	
3124 Printing	59,135		61,828				61,828		61,828	
3125 Recreational Supplies	200		464				464		464	
3126 Repair/Maint. Supplies	51,224		60,128				80,128		80,128	
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equipment	52,041		81,566				111,566		111,566	
3132 Noncapitalized Furniture Systems	500		3,595				3,595		3,595	
3140 Non Capitalized IT Purchases - PCs	54,426		57,671				57,671		57,671	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	21,116		18,101				18,101		18,101	
3920 Bottled Gas	92		151				151		151	
3950 Gasoline									0	
4100 Other Operating Expense									0	
4110 Awards, Judgments, Losses	6,569		4,980				4,980		4,980	
4111 Prizes, Awards Inmate Kick out)	116		100				100		100	
4116 Judgment Interest									0	
4119 Claimant Attorney Fees									0	
4140 Dues and Memberships	302								0	
4150 Interest Expense									0	
4170 Miscellaneous Fees & Fines	29								0	
4180 Official Function	315		158				158		158	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Housing and Security
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
4200 Purchase Discounts	(300)								0	
4220 Registration Fees	5,966		3,119				3,119		3,119	
4240 Employee Moving Expense									0	
6220 Office Furniture/Equip.									0	
6280 Other Capital Equip.	2,000		22,178				27,178		27,178	
Total Operating Expenses					1,817,864		1,817,864		1,817,864	
General Funds					1,817,864		1,817,864		1,817,864	
Cash Funds										
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									13,434	
DWCF Double Bunking Annualization									6,690	
TOTAL ANNUALIZATION ITEMS									20,124	
Grand Total Continuation Operating	1,594,324		1,656,758		1,817,864		1,817,864		1,837,988	
General Funds	1,594,276		1,656,758		1,817,864		1,817,864		1,837,988	
Cash Funds	48									
Reconciliation										
Long Bill Appropriation	1,552,981		1,665,810							
Supplemental	41,382		(9,050)							
Special Bills										
Restriction										
Reversions	(39)		(2)							
Subtotal	1,594,324		1,656,758							
DECISION ITEM - OPERATING										
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									500	
TOTAL OPERATING - DI	0		0						500	
Reconciliation										
Long Bill Appropriation										
Supplemental										
Special Bills										
Transfer (HLD)										
Restriction										
Reversions										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Housing and Security
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
Subtotal	0		0							
Insurance Claims Payments CFE	125,649		503,779							
Roll Forwards	218,277		67,359							
TOTAL START-UP DI	2,684				0		0		4,105	
TOTAL HOUSING SUBPROGRAM	151,552,445	2,725.2	159,224,344	2,793.9	149,575,188	3,000.3	173,873,542	3,000.3	154,530,915	3,003.2
General Fund	151,426,748	2,725.2	158,720,565	2,793.9	149,575,188	3,000.3	173,873,542	3,000.3	154,530,915	3,003.2
General Fund Exempt	0		0							
Cash Funds	48		0							
Cash Fund Exempt	125,649		503,779						0	
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: HOUSING & SECURITY

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**151,552,445**	**159,224,344**	**149,575,188**	**173,873,542**	**154,530,915**
General Fund	151,426,748	158,720,565	149,575,188	173,873,542	154,530,915
General Fund Exempt	0	0	0	0	0
Cash Funds	48	0	0	0	0
Cash Fund Exempt	125,649	503,779	0	0	0
Federal Funds	0	0	0	0	0
Other					
Cash Funds					
Revenues	48				
Total Cash Funds	*48*	*0*	*0*	*0*	*0*
Cash Funds Exempt					
Insurance Claims	125,649	503,779			
FLCF CI Maint. Contract					
Health Benefit					
Total Cash Funds Exempt	*125,649*	*503,779*	*0*	*0*	*0*

2D Food Service

Program Crosswalk

FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(D) Food Service

Line Items: Personal Services
Operating Expenses
Purchase of Services

Change Request(s): DI #9 Maintenance and Food Service Operating Adjustments

Federal/State Statutory and Other Authority: CRS 17-1-103 - Duties of executive director. Colorado Retail Food Establishment Rules and Regulations, Colorado Department of Public Health and Environment.

Program Description: The DOC Food Service program supports facility operations by providing offenders with nutritious, palatable meals prepared in a safe, secure and controlled environment within budgetary parameters. In addition to regular diets, modified diets are provided for medical and religious reasons and additional calories are provided to offenders in the Boot Camp (CCAP – Colorado Correctional Alternative Program) and Youthful Offender System (YOS) programs. Nutritious meals are essential to maintain health and help control medical costs.

Food Service is one of the largest single operating budget areas within the facility. Food Service is a significant employer of offender workers and provides meaningful training and work experience to the offenders. An adequate Food Service program is a significant contributor to the effective management of the offender population.

Total FTE: 266.0

Services Provided
Food Service is critical to the physical well-being, morale, and the effective management of prison populations. Furthermore, Food Service is one of the largest employers of offenders in the Department of Corrections. The Food Service program affects every offender in every facility three times a day occupying about four hours of their time.

Offender Management & Security: Food Service staff is responsible for maintaining security in kitchen facilities to include tool and knife control, chemical safety, and prevention of theft or sabotage of food, supplies and expensive equipment. In addition, DOC Food Service staff supervises and trains offenders in all aspects of food service operations to include acquisition, pre-preparation, production, inventory control, service, medical diets, religious diets, and sanitation.

Basic Operations: Systems exist to ensure meals meet minimum nutritional requirements, and are properly prepared and served in safe, secure and sanitary kitchens. Policy and procedures are developed to ensure the security of the institution and to minimize risk of any harm to offenders and staff employed in correctional facilities. The DOC Food Service Program is committed to providing meals to offenders at the lowest possible cost.

Medical & Religious Diets: In addition to the general diet, the DOC Food Service Program provides medical and religious diets and special meals for offenders with varying caloric or nutritional needs such as work crews, the CCAP offenders, and youthful offenders.

Budget: Program costs include personal services, raw food, operating supplies, and equipment replacement and maintenance.

Functions and Activities Summarized

Priority	Function
1	Offender Supervision/Training
2	Sanitation & Food Safety
3	Food Service Operation Management
4	Procurement
5	Storage and Inventory Management
6	Production
7	Service

Analysis of Functions and Activities

Offender Supervision/Training: The use of offenders in Food Service provides cost savings in terms of labor and reduces offender idleness. However, it is essential that each Food Service operation be staffed adequately to ensure the operation is safe and secure. Food Service Staff supervise offenders in nearly all aspects of the food service operation. Supervision also includes interviewing, hiring, evaluating performance, and training.

Food Service staff is responsible for maintaining security in the kitchen and dining areas. They perform most of the security functions that go on in a facility during the course of their shift due to their supervising offenders in meal production. Such tasks include shakedowns, tool control, E-Scan performed by the Colorado State Penitentiary (CSP), incident reporting, offender counts, and key and lock control.

Sanitation & Food Safety: Good sanitation and food safety practices are a continual process, and an ongoing concern. This involves all areas of food service production including food storage, preparation, service techniques, physical plant, equipment, and staff hygiene. Kitchen supervisors conduct sanitation inspections after each meal. The Consumer Protection Division of the Colorado Department of Public Health and Environment conducts inspections semi-annually. At the end of every meal all trays, flatware, and pots and pans are washed. All equipment, and the kitchen itself, must be properly washed and sanitized throughout each day as needed.

The DOC Food Service Program employs food safety methods established by the FDA and USDA utilizing the Hazard Analysis and Critical Control Point (HCAAP) system.

Food Service Operation Management: Facility Food Service Managers and Supervisors are responsible for kitchen operations. They are responsible to the Warden of the facility in which they work. Duties include food, equipment and supplies acquisition, production, service, storage, sanitation, preventative maintenance, equipment replacement, policy and regulation compliance, security, training, offender evaluations, hiring and terminating, personnel actions, and response to grievances. A significant component of this area is the responsibility for policy development, coordination with other facility staff, budget management and quality assurance. Finally, management is responsible for personnel management of FTE and offender workers.

The activities of this function encompass planning meals and ensuring food and supplies are on hand for regular and special diets. Supplies must also be ordered to maintain equipment and sanitation in the operation. Throughout the work day and at the conclusion of each meal, an evaluation takes place for quality assurance and to ensure that waste is minimized. Offenders are queried as to their meal preferences and plate waste studies are conducted. Effective management includes the design and use of accounting systems for planning and reporting the cost of producing offender meals in terms of raw food, supplies and labor.

Other management activities include communications, attending meetings, writing policies and procedures, filing reports, personnel activities, training, physical plant maintenance and coordination with "other staff" within the institution. "Other staff" includes: security/housing staff, case managers, physical plant manager, laundry, clinical services, volunteer programs coordinator, central office, training coordinator, offender programs manager, warehouse management, and the purchasing office.

Responsibilities for kitchen maintenance and repair and the scheduled replacement of food service equipment are critical. Facilities in disrepair are unsanitary and unsafe. Many DOC facilities are old and have older equipment which breaks down and needs costly repairs. Activities associated with this function include:

- Preventative Maintenance
- Daily, Weekly Sanitation Inspections
- Safety Inspections/Improvements
- Writing Work Orders
- Planning for renovations, expansions, new facilities
- Repairs per the Department of Public Health and Environment
- Housekeeping planning, implementation and evaluation

Facilities built where hard water conditions exist are especially problematic. Hard water conditions result in more frequent equipment problems, particularly for steam equipment and dish machines. A dramatically increased need for cleaning and sanitation chemicals exists in these facilities.

Finally, Food Service Operation Management provides effective, appropriate responses to offender grievances and litigation as well as verbal responses required to avoid–potentially serious confrontations in the kitchen or dining room.

Procurement: The Central Food Service Office provides food and supplies specifications to the Purchasing Department. Bids are let three times a year for the majority of food and supplies needed for menus. New food products are tested before being selected for acquisition. Kitchens order from the local warehouse. They also receive direct deliveries (not through the warehouses) of bread and milk. Purchasing also involves acquisition of trash service, clothing for kitchen staff and offender employees, custodial supplies, and equipment.

Storage and Inventory Management: Kitchens receive deliveries from warehouses and vendors daily or weekly, depending on their storage capability. Kitchen storerooms issue food and supplies daily to the production area depending on what the menu requires. One of the most important functions in a food service operation is inventory management. Food and supplies must be strictly controlled to prevent theft, contamination or spoilage. A complete inventory is conducted once per month with inventories of high cost items occurring on an ongoing basis. The movement of food and supplies from the storeroom to production and/or service is on a tightly controlled schedule.

Production: Pre-preparation and food production can start as early as 3:30 AM and is ongoing until 7:00 PM, 365 days a year. FTE's provide administration, management, supervision, security and training, while offenders do most, if not all, of the preparation and cooking of meals and special diets. This category includes production of regular and special diet meals along with the bakery operations.

Service: The Service Function is the process of getting the meals to the offender. Food items are moved to the point of service where they are controlled as to portion and temperature. The DOC has three types of service:

- Dining Room: This occurs where the dining room is located adjacent to the kitchen and the security level allows offenders to travel to a dining room for meals. Food is placed on serving lines and served by staff or offenders. Serving lines are closely supervised to ensure offenders do not succeed in passing contraband, food or kitchen tools (which could be used as weapons) across the serving line. This service includes supervision of special diet meal preparation and service.

- Satellite: Food is transported to another part of the facility to be served, or to another building. CSP has its own kitchen, but offenders eat in their cells. The kitchen places food in trays, which are then delivered to the cellblock. Housing/Security staff members distribute the trays.

  Centennial Correctional Facility (CCF) does not have a kitchen. The food is prepared at Fremont Correctional Facility (FCF) kitchen, dished up into trays and transported to CCF for distribution where offenders eat in the day rooms. The Buena Vista Correctional Facility (BVCF) kitchen sends food to the CCAP via food carts. BVCF Food Service staff members

supervise the service of meals. Offenders in administrative segregation in all facilities are fed in their cells on trays prepared in advance. These trays must be carefully inspected to ensure less secure offenders do not pass contraband to offenders in segregation. Offenders in infirmaries are also served in their unit.

- Sack lunches: Some kitchens prepare sack lunch type meals for labor/work crews that may be consumed on or off prison grounds. Work crew staff members usually pick the lunches up from the kitchens. Sack lunches are also prepared for offenders being transported or waiting in receiving units.

Central Office Administration: The Central Food Service & Laundry Programs Office consists of six staff: Food Service & Laundry Program Manager, Laundry Services Coordinator, two Registered Dietitians, an Accounting/Information Systems/Special Projects Coordinator, and an Administrative Assistant. This office guides the operation of Food Service and Laundry programs in all correctional facilities and recommends appropriate programmatic changes and courses of action to ensure compliance with applicable laws and regulations. This includes the design of facilities and the development of policies and procedures, accounting systems, training programs, effective systems of communication and systems for determining overall effectiveness of program delivery.

- The Food Service & Laundry Program Manager manages the Central Food Service and Laundry Programs Office and is responsible for policy development, budget management, new kitchen construction design, layout and equipment identification, training and staff development, quality assurance through auditing, oversight of religious diets program, and capital equipment replacement for all Food Service and Laundry operations.

- The DOC Registered Dietitians are responsible for the formulation and implementation of the master, medical, and religious diet menus, diet instruction/education to offenders in all facilities, professional consultation to Clinical Services and Food Service Managers, recipe standardization, diet training for staff and offender diet technicians, the development of operational memorandums relative to regular and medical diet preparation, the development of forms and reports, and for conducting quality assurance audits.

- The General Professional (Accounting/Information Systems/Special Projects Coordinator) is responsible for budgetary tracking of the Food Service subprogram, costing the regular, medical, religious, labor crew and other special menus, fiscal reports, special projects, and the development, training, implementation, and maintenance of a standardized DOC wide Food Service computerized information system.

- The Administrative Assistant is responsible for the routine clerical duties of the Central Food Service and Laundry Programs Office, including conducting information surveys, organizing statewide meetings, filing, answering the telephone, report distribution, etc. The growth of the DOC and the need for frequent communication with facilities has significantly expanded this position's work load. This position is also responsible for handling the religious diets request paperwork and records.

In recent years, the amount of time and work involved in handling medical and religious diets has increased dramatically. Approximately 25 staff hours per week are consumed with the handling of religious diet requests, correspondence, grievances, lawsuits and other administrative matters. An increase in medical diet needs and responsibilities due to the Montez lawsuit, which includes offenders with diabetes, has significantly increased the workload for the DOC's two dietitians.

Shared Functions and Activities
Food Service shares functions and activities with most other subprograms within the DOC.

Administrative Services: Management works closely with Administrative Services on all budget matters.

Correctional Services: Food Service is an integral part of Correctional Services and shares responsibility for policy development, program compliance, and overall offender management.

Maintenance: Successful food service delivery is dependent on maintenance of the physical plant and equipment repair and upkeep. In addition, maintenance is responsible for pest control, utilities and waste management.

Housing and Security: Meal service is an important aspect of facility scheduling, and offender counts and movement. Food Service works with Housing/Security staff to ensure offender workers are available to the kitchen when necessary. During meal periods, Housing/Security staff share the responsibility of maintaining security in dining rooms. Food Service staff is responsible for all security functions within kitchen operations. Housing/Security and Food Service staff work together to ensure Food Service operations are managed effectively with respect to security. Food Service personnel call on Housing and Security staff when necessary to assist with problems in the kitchen or dining room. In satellite meal service situations (e.g. CCF) or in administrative segregation (e.g. CSP), housing staff directly assist in meal delivery.

Medical Services: Food Service and Medical Services work closely together to provide medical diet therapy, as necessary, to offenders with medical conditions.

Laundry: In some facilities, Laundry and Food Service are managed by one supervisor with the availability for some cross-training. Food Service uses the Laundry operation for the effective cleaning and sanitizing of offender cook's uniforms, aprons and cleaning cloths.

Boot Camp: Food Service provides meal service to the CCAP offenders with attention given to the increased caloric needs of this population primarily due to increased physical activity.

Youthful Offender System: Youthful offenders, primarily due to their age and physical activity, require additional calories and some menu modifications to meet their special nutritional needs.

Case Management: Food Service staff work with Case Managers regarding job assignments and, in some instances, regarding offenders' medical or religious dietary needs.

Mental Health: Some offenders with mental health challenges require a modified diet or, more commonly, a snack to be taken with psychotropic medications.

Inmate Pay: All offenders employed in DOC Food Service operations are paid.

San Carlos: Offenders at SCCF are served meals as in other facilities, with an increased percentage of those offenders receiving a medical diet.

Business Operations: Food Service and Business Operations work together closely. Two of the biggest functions affected are Purchasing and Warehousing.

Human Resources: All subprograms work with Human Resources. Food Service has a higher than average turnover rate for the entry level Correctional Support Supervisor I. Food Service staff members have become more involved in recruitment efforts during the past few years.

Transportation: Carry out sack lunches are provided to offenders being transported.

Information Technology: Food Service has implemented a plan to have all facilities on a networked computer software system within the next five years. Food Service works closely with Information Technology in the design for implementation of the system.

Facility Services: Capital construction and controlled maintenance projects frequently involve new or renovated kitchen components. Food Service works closely with Facility Services during the planning, design, and construction phases.

Labor: Food Service provides special carry-out meals for inmate labor crews.

Education: The Education subprogram operates four vocational food service programs.

Volunteer Services: The Food Service subprogram works very closely with Volunteer Services in the design and implementation of religious programs which involve special diets and the observance of religious holidays.

Correctional Industries: Food Service buys all milk and some produce items from CI.

Canteen Operation: Food Service works with the Canteen subprogram to assess the appropriateness of food choices made by offenders receiving diet therapy. Canteen now offers some religious diet foods such as kosher and halal entrees.

Prioritized Objectives and Performance Measures

Objective: Operate within the budget appropriation.
Objective: Provide adequate regular and special diet meals to offenders.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Total number of offender meals prepared. Definition: Total projected number of offenders times 3 meals per day times 365 days per year. Demonstrates: Workload that must be accomplished.	Target	15,948,675	15,846,840	16,209,285	16,310,025
	Actual	14,237,023	14,574,591		
MEASURE: Number of medical and religious diets served. Definition: Total number of medical and religious diets prepared annually. Demonstrates: Special diets are a workload factor. In addition, they represent a significant increase in the baseline cost to provide an offender meal.	Target	<1,275,894 8% of total	<1,267,747 8% of total	<1,296,743 8% of total	<1,223,251 7.5% of total
	Actual	1,086,581	1,020,611		
MEASURE: Average cost per offender per day (food and operating expenses). Definition: Expenditures for raw food, supplies, maintenance, and equipment are totaled and divided by the number of meals prepared. Does not include labor or utilities. Demonstrates: The operating cost to prepare an offender meal.	Target	<$2.96	<$3.05	<$3.09	<$3.17
	Actual	$2.952	$3.018		

OPTIONAL ELEMENTS

Prior Year and Other Performance Measures

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Step I Grievances related to quality of meals. Definition: The total number of official grievances submitted by offenders regarding the quality of meals. Demonstrates: The effectiveness of the program and the quality of meals provided.	Target	<400	<410	<440	<440
	Actual	408	427		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Step II Grievances related to quality of meals. Definition: The total number of official grievances submitted by offenders regarding the quality of meals. Demonstrates: The effectiveness of the program and the quality of meals provided.	Target	<75	<74	<100	<100
	Actual	74	97		
MEASURE: Percent of Staff with "Hazard Analysis at Critical Control Points" Food Safety Training. Definition: The percentage of FTE who have received mandatory HACCP food safety training. Demonstrates: This measures the efficiency of the Department's training program in food safety.	Target	>90%	>90%	>90%	>90%
	Actual	87%	79%		
MEASURE: Offender survey results: General satisfaction. Scale of 0-5. Definition: Offenders are surveyed regarding the DOC food service program on an annual basis. Offenders score the program in a variety of categories on a scale of 0-5. Demonstrates: The quality and acceptability of meals served.	Target	>2.5	>2.5	>2.5	>2.5
	Actual	2.33	2.04		

Trends

Religious Diets: The DOC lost a kosher diet lawsuit resulting in the establishment of a kosher meal program for Jewish Offenders. At present (8/27/07), 423 Jewish and Messianic Jewish Offenders are receiving a kosher diet at an additional cost of approximately $1,500 per year per offender.

Following the decision in the Beerheide kosher diet case, Islamic offenders become more adamant about receiving a special diet that includes specially slaughtered halal meats and poultry. The DOC position was that Islamic offenders can obtain a satisfactory diet using the vegetarian alternatives offered at each meal. DOC officials appeared in Federal Court in May of 2005. The Court ruled in favor of DOC offender Anthony Caruso in Case 1:95-cv-01578-MSK Vashone Caruso v. Zavaras, et al. Mr. Caruso requested that the DOC provide specially procured halal meat slaughtered in accordance with Islamic law. The DOC has implemented a halal diet program for Islamic offenders which consist of the regular diet with halal meat patties in place of beef entrees served general population. As of this writing (8/27/07), 86 offenders are receiving the halal diet. This creative approach has minimized the cost impact to DOC.

Medical Services Impact on Food Service Costs: It is recognized and understood that some medical conditions can be handled at less cost via a special medical diet as opposed to drug therapy. Special medical diets are prepared in collaboration with the Medical Services Subprogram to assist them in providing necessary care in the most cost effective manner. Medical diet meals are provided at significantly higher cost than a regular diet.

In addition, an analysis of pharmacy expenditures revealed some savings could be made by drastically reducing the ordering of the nutritional supplement drink, Resource, for seriously ill offenders, offenders with broken jaws, or offenders recovering from oral surgery. These medical costs have now been passed on to the Food Service Subprogram in the form of an increase in the number of snacks ordered by health care providers.

In May 2007, the DOC implemented a new menu with improvements that will allow the Department to serve most offenders with diabetes from the regular meal line. This change resulted in a slight increase to the menu cost, but the increase is expected to be offset by the decrease in the number of special diet trays needing to be prepared.

Finally, in recent years, the Department has experienced a dramatic increase in the number and type of special diets that must be prepared due to food allergies. This is a challenging area for Food Service and Medical Services because a reliable test for food allergies does not exist. Due to concerns with potential liability, Health Care Providers are inclined to order a variety of allergy diets based on offender claims. In addition, existing medical tests for food allergies tend to produce a large percentage of false positives further compounding this challenge.

Aging Prison Population: As the prison population ages, there will be an increase in the numbers of offenders requiring special diets for health reasons and the medical diets cost more than the regular offender meals.

Waste Water Management: Waste water management is a great challenge for the DOC. To meet environmental regulations, reduce the potential for costly plumbing problems and to improve the quality of waste water from the kitchen going into sewage lagoons and local waste water treatment facilities, the DOC has entered into a contract for routine emptying and cleaning of kitchen grease interceptors. The contract involves regular visits to all facilities, pumping and cleaning of grease interceptors, the removal of water from the grease and food particles pumped from the interceptors and the appropriate disposal of the waste removed. The annual cost of $157,408 for this service is charged to the Food Service Subprogram.

Food Service has experienced increased costs of handling waste water and solid waste removal without an associated increase in operating budget. Waste management challenges are expected to increase.

Qualified Staff Shortage: The DOC is experiencing a very serious challenge finding qualified staff to fill positions. This challenge is compounded by the location of many of the facilities in areas devoid of staff meeting minimal job qualifications. The result is a high vacancy and

turnover rate and some increase in day to day challenges. Increased staff training is needed but hard to conduct when facilities are already short handed.

Vacancy savings requirements increase the severity of this problem with a decrease in staff available occurring at the same time the entry level workforce is relatively inexperienced.

Aging Facilities and Hard Water Conditions: The Colorado Territorial Correctional Facility (CTCF) and Colorado Women's Correctional Facility (CWCF) kitchens are in poor condition and need to be completely renovated. The Limon Correctional Facility (LCF), Arkansas Valley Correctional Facility (AVCF), Arrowhead Correctional Center (ACC), Buena Vista Minimum Center (BVMC), FCF, Denver Reception and Diagnostic Center, and Colorado State Penitentiary kitchens are reaching an age where increased funds are needed for maintenance. There is a significant need for equipment replacement and physical plant repair in facilities built 10-15 years ago. This challenge is seriously compounded when facilities such as LCF and AVCF are built in areas with extremely hard water conditions. Many pieces of kitchen equipment experience half the normal life expectancy when continuously subjected to hard water conditions and chemicals for cleaning and removing mineral deposits.

Food Safety Concerns: The DOC Food Service Department is committed to serving safe meals. Standards for cold storage have been updated by Federal and State authorities requiring that mechanical equipment in coolers be upgraded to allow for consistent cooling at lower temperatures. Due to the present budget situation, some of the planned improvements will have to be postponed.

Raw Food Costs – Explanation of Type Meals Served

General Diet: The general diet served to DOC offenders is planned and nutritionally analyzed by a registered dietitian to ensure meals meet the Recommended Dietary Allowances as established by the National Research Council of the National Academy of Sciences. In addition, menus are balanced in accordance with the US Dietary Guidelines as outlined by the United States Department of Agriculture. At least annually, the DOC Central Food Service Administration Office completes a detailed cost analysis of the standard DOC master menu. This menu costing is used to make adjustments to reduce the cost to provide an adequate, nutritious diet at the lowest possible cost to the State. In addition, the Central Food Service Administration Office works continually with the Central Warehouse Food Purchasing Agent to respond to periodic material fluctuations in food prices and to take advantage of "special buy" opportunities to save money.

Medical Diets: The DOC provides medical diets for offenders as prescribed by Medical Services Health Care Providers. Examples of the types of diet provided are: diabetic, low fat, low sodium, soft, and nutritional support. The DOC operates two infirmaries. Many offenders in the infirmaries require special medical diets. For example, Food Service has provided modified diets to post-surgery cancer patients, brittle diabetics, offenders with AIDS and those on renal dialysis. These types of medical diets are clearly essential. Over one half of the Medical diets include a snack. Diets that require snacks are:

- Diabetic

- PM snack with some medications such as psychotropics and AZT
- Hyper-metabolism due to trauma, infection or AIDS

Frequently, medical diets require more expensive foods such as solid muscle meats in place of processed meats, less processed foods due to sodium content, or fruit in place of less expensive baked desserts for diabetics.
Net Increase to Basic per Meal Rate: 40 %

Religious Diets: The DOC has always attempted to accommodate some religious observances. In addition, the DOC implemented an alternate "vegetarian" entrée program for all offenders several years ago with no increase in the per meal raw food cost. However, the DOC is now experiencing a tremendous number of requests from offenders for special religious meals. Requests are now being met through the alternate entrée program in most facilities and with three vegetarian diet plans where offenders do not have a dining room and therefore cannot make choices through a serving line. The kosher diet requires the purchase of special kosher food, some small preparation equipment and the use of disposable paper products for preparation and service.
Net Increase to Basic per Meal Rate: 15 %
Net Increase for Kosher Diet: 150 %

Work Crew Meals: Outside offender work crews require special sack lunches which increase the per meal rate considerably. The increased cost is due to the need for more calories and the use of pre-packaged condiments which are costly. A 25% increase in calories is indicated given the hard work performed, especially during cold weather. Proportioned and packaged items such as potato chips, carton milk and all condiments increase the per meal cost. Sack lunches use considerably more paper goods and plastics. Paper goods and plastics used to transport these meals average $0.12. Another cost driver is the equipment to safely transport food for consumption later in the day to include insulated beverage containers and coolers. Coolers, beverage containers, etc. are costly and must be replaced annually due to the item losing insulation properties with continued use.

During the kitchen audits last year, it was determined that work crew lunches were inadequate. The DOC has increased the budget allocation to facilities that provide work crew meals to improve this meal provision.
Net Increase to Basic per Meal Rate: 50 %

Segregation: Under lockdown conditions, offenders are sent meals to eat in their cells. These meals require the use of more pre-packaged condiments and paper goods. In addition, offenders in these units are more destructive to trays and service ware. Increased use of paper goods, packaged condiments, carton beverages, etc. result in an average increase in cost of $0.12 per meal.

The greatest cause for increased cost to serve meals to offenders in administrative segregation is the fact that 100 percent of the population must be sent 100 percent of the menu items three times per day whether they will eat the food or not. This results in more waste and a higher average cost.

Equipment and trays used to transport meals to all offenders in segregation three times per day must be replaced using an aggressive replacement schedule. Trays must be replaced annually at a cost of about $30 per offender. Delivery carts must be replaced at least once every four years at an approximate cost of $6,500 each.
Net Increase to Basic per Meal Rate: 20 %

Lockdown Contingencies: Anytime the offender population is locked down, contingency meal service is implemented. The cost to provide meals under this condition is greater due to the use of paper goods, plastics and Styrofoam for service. The impact of providing meals to all offenders in their cells during a lockdown includes all of the issues stated above for segregation feeding. In addition, food service operations which do not have trays appropriate for satellite delivery and do not have offender labor for ware washing use Styrofoam to deliver meals. Styrofoam soup/stew containers are also costly.
Net Increase to Basic per Meal Rate: 25 %

Special Populations: Boot Camp Program-Offenders in the Boot Camp program are extremely active. They require a minimum of 4,000 calories per day due to the amount of physical activity the recruits perform. In addition, the meals must be prepared at a satellite location resulting in greater cost.
Net Increase to Basic per Meal Rate: 20 %

Food Service Operating Requirements and Supplies
In addition to raw food costs, each meal served has associated costs for things such as chemicals for sanitation, supplies, and equipment. The following are definitions of typical object code category expenditures:

Food Service Supplies (non-food): This is a very costly part of Food Service operations. First, each kitchen must purchase paper and plastic goods such as eating utensils, napkins, plastic gloves, and plastic wrap. Each time a facility experiences a lockdown and must feed offenders in their housing units or the kitchen experiences a dish machine breakdown, all meals are served using Styrofoam and/or paper products.

Supplies for maintaining sanitation are essential and include: cleaning cloths, paper towels, mops, buckets, etc. In addition, the Food Service operation incurs considerable expense to procure chemicals to maintain facility sanitation, including dish machine soap, dish machine sanitizer, dish machine rinse agent, flatware presoak, pot and pan soap, general purpose sanitizer, heavy duty degreaser, oven cleaner, glass cleaner, floor care products, and delimer.

Data Processing Supplies: Encompasses the typical purchases to maintain accounting systems used to manage a Food Service operation.

Office Supplies: Given the management functions which go on in a Food Service operation, an allowance must be made for office supplies.

Equipment Maintenance: An efficient, safe Food Service operation must have well-maintained equipment. While Food Service does not spend considerable amounts in this category, some expenditures are essential and can, in some cases, be substantial. This is especially true in older facilities where equipment replacement rates are far behind expectations in the industry.

In addition, the Food Service Subprogram handles the costs of hood system inspections and grease interceptor cleanings.

Non-Capitalized Equipment: Safety and proper sanitation in any food service establishment are paramount. Small equipment used in the prison setting incurs considerable wear and tear and must be replaced. This is especially true in DOC Food Service operations that are operating far over original planned capacity.

Examples of equipment which must be replaced periodically include trays/cups/bowls, eating utensils, pots and pans, preparation tools, knives, serving utensils, shelving, carts, preparation tables, beverage dispensers, and work crew lunch containers.

Equipment: The industry standard for food service equipment replacement is 10 percent per year. The corrections environment is harsh on equipment due to the use of offender labor resulting in some estimates that the replacement rate should be at least 15 percent. The DOC strives to reach a replacement rate of 5 percent per year but actually replaces equipment at a rate of about 2.5 percent per year. Due to the loss of an inflation increase in FY01, FY03, FY04, and FY05 and the budget cuts in FY02 and FY03, the rate of equipment replacement has fallen further away from the goal.

General Diet Cost Projections for FY08

The following is a summary of the "raw food" cost to provide meals to DOC offenders computed in April, 2007. The average per meal costs is for the six-week cycle menu. Not included is supplies such as paper goods, sanitation chemicals, offender uniforms, plastics, janitorial supplies, equipment, etc.

RAW FOOD COST PER MEAL			
BREAKFAST	**LUNCH**	**DINNER**	**AVERAGE**
0.643	0.857	1.004	0.835
		EQUIPMENT & SUPPLIES COST PER MEAL:	0.204
		TOTAL COST PER MEAL:	1.039
		PLUS SPECIAL MEALS: 8% @ 25% increase in raw food costs :	$1.060

Budget Impacts

Inmate Pay: The drastic cut in inmate pay continues to be a major concern at this time. Significant increases are being experienced in facility and equipment damage as well as theft. It is harder to keep the better inmate employees working in Food Service. The nature of the work is difficult and the more skilled workers cannot be paid a higher daily wage.

Budget: The Department received an inflationary increase for food in FY06, FY07, and FY08. The DOC had not received any inflationary increases for food in FY01, FY03, FY04, and FY05. In addition, the Department took significant budget cuts in FY02 and FY03.

In FY05, the DOC made several menu changes and reduced calories by 10 percent. Ground turkey, which can be purchased at 40% of the cost of ground beef, was introduced for some meals during FY06 and FY 07. The DOC made these changes to allow for the addition of more produce to the menu to meet the new US Dietary Guidelines. Very often the most nutrient dense foods are also the most expensive. It is essential that an adequate level of nutrition is maintained as the health status of the inmates directly affects health care costs. Pressure due to the increasing religious and medical diets is exacerbating the problem.

Physical Plant and Equipment: There are a large number of facilities that were built in the early 1990's that are now reaching the point where the physical plant is showing signs that renovations are needed and the majority of equipment is due for replacement. The DOC is currently replacing equipment at a rate far below industry standards. This could eventually lead to significant problems. At the same time, Controlled Maintenance funds are tight.

Staff Safety: All of the aforementioned factors contribute to a higher potential for incidents. Staff safety needs to be a paramount concern.

Accomplishments

- Successfully implemented a new, improved menu which allows nearly all offenders with diabetes to obtain an appropriate diet through the regular line which reduces the number of special diet trays which must be provided.
- Introduced more ground turkey to the menu to reduce costs.
- Added more produce to the regular menu and reduced portions of simple carbohydrates.
- Updated recipes to be more nutritious, easier to prepare and cost effective.
- Designed and implemented a comprehensive diabetes education program consisting of educational materials in dining rooms and libraries, an educational video, diabetes handouts, and education classes.
- Posted a printed version of the menu which shows the level of carbohydrates for each menu item and developed diabetes education programs.
- Implemented several new sustainability initiatives to reduce costs and operate in an environmentally appropriate manner. Developed and implemented an audit tool to assess the state of and improve sustainability practices in facilities.
- Using the PCDCIS program and database, implemented a new medical diet system which allows for medical diet trays to be prepared and served only when necessary as opposed to automatically making up trays three times per day, every day.
- Drafted a 12-hour training class for new staff who will be supervising offenders to increase the chance of success in the first year on the job. The target is to reduce turnover.
- Regularly attended Canteen committee meetings to help get healthier food items on the Canteen list.

Subprogram Specific Goals and Objectives

DOC Objectives/Strategies #1: Protection - To protect the general public, staff, and offenders by consistent confinement within appropriate facilities with adequate security, safety, treatment, and programs corresponding to offender classification, assignment, and special requirements.

Objective 1.1: Implement a new eight-hour training course for new staff that will supervise offenders by January, 2007.

Objective 1.2: Develop additional training plans for Food Service staff. Create a lesson plan for shift supervisors by March 31, 2008.

DOC Objectives/Strategies #3: Operational Cost Effectiveness - To maintain and improve management, operations, support services, and long-term private service partnerships through budgeting and performance analysis to ensure cost effective and efficient use of appropriated funds.

Objective 3.1: Continue to work with Medical Services to reduce medical diets while offering a nutritionally adequate basic diet and inmate nutrition education. Combine some of the specialized medical diets to reduce the overall number of types of diets by February, 2008.

DOC Objectives/Strategies #6: Information Systems Efficiencies - To maintain superior customer service and improve internal DOC communication and information systems by upgrading and maintaining reliable data infrastructure, hardware, software, and network systems with implementation based on standardized department-wide accessibility and operational efficiencies.

Objective 6.1: Train staff and implement a standardized Food Service computer system incorporating menus, recipes, inventories, and budget management throughout the Department by October, 2008.

Objective 6.2: Work with the Business Technologies Office to streamline the handling of religious diets paperwork and records by July, 2008.

Similar or Cooperating Programs

Colorado Mental Health Institute at Pueblo (CMHIP) - The DOC has an interagency agreement with CMHIP for the provision of meals to offenders housed at San Carlos Correctional Facility, Youthful Offender System, and the La Vista Correctional Facility.

Stakeholders

Customer	Requirement
Public	Food Service staff members assist in the control of offenders working in the kitchen and in dining rooms, and control potential weapons thereby contributing to public safety. In addition, Food Service provides offenders with employable job skills.

Facility Management	Adequate, palatable meals are a significant positive contributor to the effective management of the offender population.
Staff	Staff members expect and are entitled to a safe and secure work environment with adequate training and compensation.
General Assembly	The Colorado General Assembly expects the delivery of services in the most efficient, cost effective manner possible.
Offenders	Offenders are provided with a nutritionally adequate diet prepared in safe and sanitary food production areas. Medical diets must be provided to those offenders with serious medical problems. Religious diets are provided as well.
Suppliers	Provide goods and services to the DOC Food Service program.
Volunteers	Volunteers interface with Food Service in the provision of religious services

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
D) FOOD SERVICE	30,791,546	553,828	128,557	0	200,000	(74,443)	0	31,599,488	266.0	0.2	0.0	266.2
Personal Services	14,010,500	553,828	51,003	0	0	(74,443)	0	14,540,888	266.0	0.2	0.0	266.2
Operating	15,921,948		77,554	0	200,000	0	0	16,199,502				
Purchase of Services	859,098		0	0	0	0	0	859,098				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Food Service
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
Position Detail										
Gen Prof VI	92,896	1.0	95,700	1.0			99,984	1.0	99,984	1.0
Gen Prof IV	60,804	1.0	62,448	1.0			65,244	1.0	65,244	1.0
Gen Prof III	57,960	1.0	59,520	1.0			62,184	1.0	62,184	1.0
Dietician III	55,692	1.0	57,756	1.0			60,744	1.0	60,744	1.0
Correctional Officer II							142,812	3.0	142,812	3.0
Correctional Officer I	387,560	10.9	389,111	10.1			319,032	8.0	319,032	8.0
LTC Tn VII	50,322	1.6	33,989	1.1			102,300	3.0	102,300	3.0
Admin Assistant III	116,143	3.0	116,520	3.0					0	0.0
Admin Assistant II							154,404	4.0	154,404	4.0
CS Supv IV	279,438	3.6	303,322	4.0			331,800	4.0	331,800	4.0
CS Supv III	945,498	14.9	986,072	15.2			1,112,964	16.0	1,112,964	16.0
CS Supv II	2,261,597	42.1	2,275,057	42.3			2,376,768	43.0	2,376,768	43.0
CS Supv I	7,382,442	168.3	7,322,258	167.0			8,254,655	181.0	8,254,655	181.0
Subtotal: (F05)	11,690,353	248.4	11,701,753	246.7			13,082,891	266.0	13,082,891	266.0
Salary Subtotal	11,690,353	248.4	11,701,753	246.7			13,082,891	266.0	13,082,891	266.0
PERA @ 10.15%	1,160,630		1,175,899				1,327,913		1,327,913	
Other Retirement Plans			2,337							
Medicare Tax @ 1.45%	160,909		164,668				189,702		189,702	
Compensation Match										
Base Reduction -.51%									(74,443)	
Other Personal Services										
Part-time/Temporary										
Contractual Services			104,164							
Other State Agencies			20,755							
Overtime Pay	26,491		110,737							
Retirements/Payouts	62,193		74,846							
Conversion Sick Leave										
Tuition Reimbursement	2,892		1,323							
Vacancy Savings							0		0	
Subtotal of Personal Services	13,103,469	248.4	13,356,482	246.7	14,010,500	266.0	14,600,506	266.0	14,526,063	266.0
General Fund	13,103,469	248.4	13,356,482	246.7	14,010,500	266.0	14,600,506	266.0	14,526,063	266.0
POTS - Expenditures										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Food Service
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Shift Differential	36,798		38,240				34,716			0	
Health/Life Insurance	654,769		823,076				986,988			0	
HB 00-1215											
Short-term Disability @ .045	17,169		13,434				16,067			0	
AED/SAED	23,800		82,226				175,944				
Salary Survey							424,728	*			
Anniversary								*			
Pay for Performance							161,376				
FMCC & CSP Expansion								*			
Medicare Change								*			
Unemployment Security Payments											
Difference							(3,902)			(36,178)	
Total Continuation Personal Services					14,010,500	266.0	15,810,319		266.0	14,489,885	266.0
General Fund											
ANNUALIZATION ITEMS - PERSONAL SERVICES											
Male Double Bunking Annualization										43,784	
DWCF Double Bunking Annualization										7,219	0.2
TOTAL ANNUALIZATION ITEMS										51,003	0.2
Grand Total Continuation Personal Services	13,836,005	248.4	14,313,457	246.7	14,010,500	266.0	15,810,319		266.0	14,540,889	266.2
General Fund	13,836,005	248.4	14,313,457	246.7	14,010,500	266.0	15,810,319		266.0	14,540,889	266.2
DECISION ITEM - PERSONAL SERVICES											
TOTAL DECISION ITEMS										0	0.0
TOTAL PERSONAL SERVICES	13,836,005	248.4	14,313,457	246.7	14,010,500	266.0	15,810,319		266.0	14,540,889	266.2
General Fund	13,836,005	248.4	14,313,457	246.7	14,010,500	266.0	15,810,319		266.0	14,540,889	266.2
Cash Fund Exempt											
Calculation of Personal Services Appropriation											
Previous Year Long Bill Appropriation							13,226,696		256.3	14,010,500	266.0

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Food Service
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
Previous Year Special Bills/Supplemental							(25,383)	(0.7)		
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Base Reduction 1%									0	
Salary Survey - classified employees							400,568		424,728	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									129,101	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							440,537	9.6	51,003	0.2
Base Adjustment - .51%							(68,009)		(74,443)	
Adjustments (Decision Items, other)							36,091	0.8	0	0.0
Subtotal Personal Services Appropriation/Request							14,010,500	266.0	14,540,889	266.2
General Fund							14,010,500	266.0	14,540,889	266.2
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	12,714,814	251.1	13,226,696	256.3						
PERA BILL - HB 98-1242			(296,383)	(0.7)						
Supplemental SB 99-176										
Other Transfers										
Additional Federal Funds										
Reversions	(1)		(52,317)							
General Fund										
Subtotal	12,714,813	251.1	12,877,996	255.6			0		0	
General Fund	12,714,813	251.1	12,877,996	255.6			0		0	
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	420,289		470,568				424,728			
Anniversary							0			
Pay for Performance							161,376			
Senior Executive Service (SES)										
Shift Differential			29,324				34,716			
Medicare increase										
Health/Life Insurance	653,779		822,466				986,988			
HB 00-1215							0			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Food Service
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Short Term Disability	17,168		13,433				16,067			
AED	29,956		99,670				175,944			
POTS Subtotal	1,121,192		1,435,461				1,799,819			
General Fund	1,121,192		1,435,461				1,799,819			
Total Personal Services	13,836,005		14,313,457				15,810,319	266.0	14,540,889	266.2
Total Actual Personal Services	13,836,005		14,313,457				15,810,319	266.0	14,540,889	266.2
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2110 Water/Sewage Service										
2150 Other Cleaning Services	2,050								0	
2170 Waste Disposal Svc	223,317		179,158				229,158		229,158	
2180 Grounds Maintenance			1,384				1,384		1,384	
2210 Other Maintenance/Repair									0	
2220 Building Maintenance/Repair	114,273		14,613				14,613		14,613	
2230 Equip. Maintenance/Repair	57,506		5,192				5,192		5,192	
2231 ADP Equipment Maintenance									0	
2232 Software Maint./Upgrade			25,020				25,020		25,020	
2240 Motor Vehicle Maintenance	7,899		15,582				15,582		15,582	
2250 Vehicle Lease Payments									0	
2252 Vehicle Mileage Charge	3,899		3,864				3,864		3,864	
2253 Rent for Equipment	5,859		18,680				18,680		18,680	
2254 Rent for Motor Vehicle									0	
2259 Parking Fees Reimbursement			85				85		85	
2512 Travel - IS Per Diem	389		1,063				1,063		1,063	
2513 Travel - IS Vehicle Reimbursement									0	
2531 Travel - OS Common Carrier	376								0	
2532 Travel - OS Per Diem			1,413				1,413		1,413	
Out-of-State reduction 15%									0	
2610 Advertising/Publicity	690								0	
2630 Comm Services	51		215				215		215	
2631 Telephone and Telegraph	917		1,976				1,976		1,976	
2680 Printing and Reproduction	2,572		1,006				1,006		1,006	
2710 Purchased Medical Services									0	
2810 Freight Storage and Moving	3,763		5,503				5,503		5,503	
2820 Other Purchased Services	27,244		1,526				1,526		1,526	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Food Service
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
2830 Office Moving	546								0	
3110 Other Supplies & Materials	42,881		248,163				248,163		248,163	
3111 Agricultural Supplies									0	
3112 Automotive Supplies	683		4,689				4,689		4,689	
3113 Clothing/Uniform Allowance	74,870		102,327				102,327		102,327	
3114 Custodial/Laundry Supplies	506,470		537,994				537,994		537,994	
3115 Data Processing Supplies	5,435		2,002				2,002		2,002	
3116 Purchase/Lease Software	23,276		4,267				4,267		4,267	
3117 Educ./Rec. Supplies/Service	1,684		10,165				10,165		10,165	
3118 Food & Food Service Supp.	12,738,348		12,752,188				13,252,188		13,252,188	
3119 Medical/Dental/Hosp/Lab Supp.	30								0	
3120 Library Books/Period./Subs.	1,250		615				615		615	
3121 Office Supplies	22,915		34,416				34,416		34,416	
3122 Microfilm Photo Supp./Service			382				382		382	
3123 Postage	209		648				648		648	
3124 Printing	11,916		17,165				17,165		17,165	
3125 Recreational Supplies			23				23		23	
3126 Repair/Maint. Supplies	328,875		348,666				448,666		448,666	
3127 Road Maintenance Materials	202,037								0	
3128 Noncapitalized Equipment			342,904				442,904		442,904	
3132 Noncapitalized Furniture Systems									0	
3140 Non Capitalized IT Purchases - PCs	21,819		34,765				34,765		34,765	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	6,092		16,234				16,234		16,234	
3216 Non Capitalized Leased Software									0	
3920 Utilities									0	
4100 Other Operating Expenses									0	
4110 Losses	9								0	
4111 Prizes, Awards									0	
4140 Dues and Memberships	166		336				336		336	
4151 Late Fees									0	
4170 Miscellaneous Fees & Fines									0	
4180 Official Functions	26		431				431		431	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	3,871		2,799				2,799		2,799	
6210 ADP Capital Equipment									0	
6220 Office Furniture/Equip.									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Food Service
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
6280 Other Capital Equip.	280,126		366,484				434,489		434,489	
6480 Other Cap Equip. Lease Pur.									0	
Total Operating Expenses					15,921,948		15,921,948		15,921,948	
General Funds					15,841,948		15,841,948		15,841,948	
Cash Funds										
Federal Funds					80,000		80,000		80,000	
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									53,247	
DWCF Double Bunking Annualization									24,307	
TOTAL ANNUALIZATION ITEMS									77,554	
Grand Total Continuation Operating	14,724,340		15,103,943		15,921,948		15,921,948		15,999,502	
General Funds	14,724,340		15,103,943		15,841,948		15,841,948		15,919,502	
Cash Funds	0		0							
Federal Funds	0		0		80,000		80,000		80,000	
Reconciliation										
Long Bill Appropriation	14,799,330		15,204,156							
Supplemental	6,368		(19,840)							
Transfers										
Increase Federal Spending Authority										
Restrictions	(80,000)		(80,000)							
Reversions	(1,357)		(373)							
Subtotal	14,724,340		15,103,943							
DECISION ITEM - OPERATING										
DI # 9 Maintenance & Food Service Operating Adj									200,000	
TOTAL OPERATING - DI									200,000	0.0
PURCHASE OF SERVICE - F50	483,294		680,256		859,098		859,098		859,098	
							0		0	
DECISION ITEM - Purchase of Services										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Food Service
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Reconciliation										
Long Bill Appropriation	490,322		703,290							
Special Bills - HB 98-1340										
Supplemental			(19,966)							
Reversions	(7,027)		(3,068)							
Subtotal	483,294		680,256							
Start-up	0		32,318		0		0			
TOTAL FOOD SERVICE SUBPROGRAM	29,043,639	248.4	30,129,974	246.7	30,791,546	266.0	32,591,365	266.0	31,599,488	266.2
General Fund	29,043,639	248.4	30,129,974	246.7	30,711,546	266.0	32,511,365	266.0	31,519,488	266.2
General Fund Exempt	0		0						0	
Cash Funds	0		0		0		0		0	
Cash Fund Exempt	0		0		0		0		0	
Federal Funds	0		0		80,000		80,000		80,000	

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: FOOD SERVICE SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**29,043,639**	**30,129,974**	**30,791,546**	**32,591,365**	**31,599,488**
General Fund	29,043,639	30,129,974	30,711,546	32,511,365	31,519,488
General Fund Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	80,000	80,000	80,000
Other					
Fund Lists					
Cash Funds Exempt					
Health Benefit	0				
Total Cash Funds Exempt	*0*	*0*	*0*	*0*	*0*
Federal Funds					
General Fund # 100					
USDA	0	0	80,000	80,000	80,000
Total Federal Funds	*0*	*0*	*80,000*	*80,000*	*80,000*

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(E) Medical Services Subprogram

Line Items:
Personal Service
Operating Expenses
Purchase of Pharmaceuticals
Purchase of Medical Services from Other Medical Facilities
Purchase of Medical Services from State Hospital
Catastrophic Medical Expenses
Service Contracts
Start-up Costs

Change Request(s): BRI #1 Medical/Pharmacy POPM

Federal/State Statutory and Other Authority: U.S. Constitution, Bill of Rights - Amendment #8; 27-10-120 CRS-Records; 12-43-214 CRS-Mandatory Disclosure; 25-3-109 CRS-Quality Management Functions; 12-22-101 thru 120 CRS-Drugs and Druggists; 17-1-103 CRS-Duties of Executive Director; 17-1-101, 17-23-101, 17-23-103 CRS-Correctional Health; 12-40-101 thru 127 CRS-Optometry Practice Act; 12-22-101 to 505 CRS-Pharmacy Practice Act; 12-35-101 thru 134 CRS-Dental Practice Act; 12-38-101 to 130 CRS-Nurse Practice Act; 12-36-101 to 139 CRS-Medical Practice Act; 25-1-801 CRS-Patient Records in Custody of Health Care Facility; 27-10-105 CRS-Emergency Procedures; 17-40-103 CRS-Examination Offenders Report; 15-13-206 CRS-Defendant To Be Advised of Rights; 17-23-103 CRS-Transfer to Department; 16-13-201 CRS-Short Title; 17-2-212 CRS-Duty of Warden; 27-10-101 CRS-Legislative Declaration; Colorado Dental Practice Law; Federal Register vol.56, no.235, pg.64175, Section 1910 thru 1030; Code of Federal Regulations 21 part 1300 to end; 27-10-120, 13-21-110, 25-1-801 to 803, 25-1-312 and 8-4-412 CRS-Medical Records; 23-21-110 CRS-University of Colorado, University Hospital Centers; Ramos v. Lamm, CA#77-K-1093 (1979); Washington vs Harper-494 v.s.210, 110 S. Ct. 1028 (1990); Montez. et al v. Owens. et al.

Program Description: Medical services in the Colorado Department of Corrections (DOC) are structured to function like other managed care organizations, providing a full range of health care services. Internally, care is provided by State FTE's and contract employees, including Physicians, Physician Assistants/Nurse Practitioners, Nurses, and ancillary staff. Primary medical care and dental care are provided within the prisons. Infirmary care is available at the Denver Reception and Diagnostic Center (DRDC) and at the Colorado Territorial Correctional Facility (CTCF). Ancillary care and provider support are available through traditional services such as pharmacy, laboratory, and radiology. Healthcare services outside of DOC facilities are

provided through a managed care network of specialty and institutional providers under contract with Physician Health Partners, LLC.

Total FTE: 442.9

Services Provided

The Bill of Rights, federal case law, and Colorado Statute requires the DOC Medical Services provide a full range of health care services comparable to those in the private sector. This is accomplished by the use of a managed care delivery model that consists of state physicians, physician extenders, nursing staff, and a contracted managed care entity.

All requested services (except emergency) are reviewed against nationally accepted clinical standards and protocols to ensure the care is medically necessary prior to the initiation of treatment. Emergency services are reviewed retrospectively, and the results are used to educate providers in order to reduce unnecessary emergency services.

Infirmary health care services for sub acute inpatient needs are delivered at the CTCF and DRDC infirmaries. Sub acute inpatient needs include: post hospital care, infectious disease isolation, special testing, pre-hospital admission preparation, post accident/stroke/injury rehabilitation, and the treatment of the less resource-intensive acute and chronic medical problems where a hospital admission and standard outpatient care are contraindicated. Additionally, the CTCF Infirmary offers licensed hospice services.

Dental services are provided in Colorado correctional facilities and include intake exams, treatment of dental emergencies, restorations, root canal treatment, dentures, treatment of fractured jaws, prosthetics, and other needed dental services.

Central functions of Medical Services in direct support of health care include administration of medical records, health and dental policy development by the chiefs of service, pharmaceutical services, information systems, finance and overall administrative operations. These central functions must coordinate all activities of the various clinics and infirmaries in order to successfully utilize the managed care concept under Physician Health Partners, LLC.

DOC and its managed care partner, Physician Health Partners, LLC, will continue to seek to revise and/or make changes to make the system more responsive to state needs.

Functions and Activities Summarized

The medical program is a constitutionally and statutorily mandated program. There are eight necessary functions in the medical program that provide for the health care needs of DOC offenders.

Priority	Function
1	Primary Medical Care Services
2	Infirmary Care Services
3	Dental Services

4 Pharmacy Services
5 Laboratory Services
6 Radiology Services
7 Managed Inpatient and Specialty Care
8 Administration and Support Services

Analysis of Functions and Activities

Primary Medical Care Services: Primary medical care is health care provided initially on an outpatient basis by DOC providers and nursing staff. Outpatient Care - Patient care provided on an ambulatory basis (not admitted). Primary Care - The first level of care generally provided on site by DOC FTE or contracted employees.

Primary Care Provider: In the DOC system, "Primary Care Providers" refer to licensed medical professionals (general practitioner, family practitioner, internist, including physician extenders, etc.), employed or contracted by the State, with whom a patient has initial or principal on-going contact and by whom the patient may be referred to a specialist for further treatment.

Infirmary Care Services: Infirmary health care services are limited to acute inpatient services for sub acute patient needs delivered at the CTCF and at the DRDC infirmaries. This service includes post-hospital care, infectious disease isolation, special testing, pre-hospital admission preparation, post-accident/stroke/injury rehabilitation, and treatment of the less resource intensive acute and chronic medical problems when a hospital admission and/or standard outpatient care is contraindicated. Within the CTCF infirmary, DOC operates a licensed hospice facility.

Dental Services: Dental services are provided in all DOC facilities by state FTE and contract positions and include routine dental care and oral surgery, as required.

Pharmacy Services: Pharmacy services are provided to all DOC facilities through one regional pharmacy. Services include: receipt, interpretation, and filling of prescription orders (oral and intravenous); and delivery of medications to the appropriate state facility.

Laboratory Services: This service provides basic laboratory diagnostic services to all DOC facilities. This is a contracted service and is structured to allow DOC clinical units to draw and send out specimens. Reports are generally received the same day.

Radiology Services: Radiology Services provide basic radiographic (X-ray) diagnostic procedures at specific DOC medical clinics.

Managed Care Services: This service focuses on integrating DOC's FTE primary care providers with a complimentary network of specialty and facility network providers that support specialty and inpatient needs of individuals eligible for care through DOC. Utilization and quality assurance management activities, claims processing, management information requirements, and medical management activities are provided. Care is actively managed from primary care, offered by state providers, to specialty and inpatient care, provided by a network of contracted

individual and facility providers through Physician Health Partners, LLC. Offender benefits are in accordance with the Department's Schedule of Covered Services.

Managed Care Services are provided from a contracted network under the managed care program of Physician Health Partners, LLC and include:

Inpatient Care-Out of DOC Facility: Inpatient care requires admission to a hospital capable of providing care at a higher acuity level than DOC infirmaries. Inpatient admissions must be prior-authorized (unless an emergency) and utilize participating network institutions. Emergency admissions are reviewed retrospectively to determine appropriateness. If appropriate, reviews are continued as for any other inpatient stay. Inpatient stays are concurrently reviewed to ensure that the patient's condition supports the need for continued hospitalization. When the condition improves to an appropriate level, the offender is returned to DOC.

Specialty Outpatient Care-Out of Facility: Specialty care is available when diagnostic procedures require review or treatment by a provider specializing in a specific field of care (i.e., orthopedics, cardiology, etc.). The care includes diagnostic and therapeutic procedures provided on an outpatient basis that are beyond the scope of DOC medical facilities.

Utilization Management/Quality Management: Utilization Management (UM) is the term used to describe activities associated with the management of physical, financial, and human resources to ensure their most effective, efficient, and efficacious use in the provision of medical services. UM is necessary to review resource utilization practices in the delivery of health care and to ensure the effective utilization of state medical resources and funding by ensuring that offenders receive cost effective care that is appropriate to their needs. Quality Assessment (QA) techniques are used to identify and establish processes, and to correct health care problems. This program is a team effort shared by Medical Services and Physician Health Partners, LLC.

DOC Clinical Services Administration and Support Services: This function provides centralized medical, dental, nursing administration; medical record administration; QA; information management improvement and enhancement; contract and administrative oversight as required by civil litigation (Ramos v. Lamm) and is essential to the effective administration of a state-wide managed care medical program. These central functions coordinate state activities with contracted managed care assets to ensure DOC and Medical Services strategic objectives are met.

Transportation and Security: Provides for transportation and the security of offenders who require care outside of DOC facilities. Though funding is provided through Medical Services, these activities are directed by Offender Services.

Shared Functions and Activities

The following shared functions and activities exist within the medical program:

Food Service - Provides therapeutic diets in support of medical treatment.

Offender Services - Offender moves are coordinated with medical to assure that the offender's move is appropriate to meet any extraordinary needs.

Canteen - The canteen provides some over-the-counter medications (i.e., aspirin, fungal cream, etc.)

Business Operations - Provides purchasing, business manager, accounts payable services, and contracting services.

Mental Health/Drug & Alcohol/Sex Offender Treatment & Management - Share the health record, provide for a joint approach to meet the physical and mental health needs of the offender.

Information Systems - Maintains the medical data information system. Provide medical alerts to facilities and case managers.

Preventative Medicine - Shared function with the Department of Health to provide for the identification of TB, HIV/AIDS, Hepatitis, and other infectious diseases.

Medical Transportation and Security - There is a Medical Transportation Team assigned to Offender Services. This team provides transportation and security for scheduled patients. Facility staff, as a rule, transports unscheduled emergent patients where an ambulance is not required. Additionally, the Division has a contract with a private security firm, which provides hospital security services to hospitalized offenders and limited transport to offenders across the state.

Prioritized Objectives and Performance Measures

OBJECTIVE: Medical Service and Physician Health Partners LLC will work closely together to achieve a target number of bed days per 1,000.

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY08-09
MEASURE: The number of bed days per 1,000 Definition: The total number of bed days times 1000 divided by the total number of inmates.	Target	193	193	193	193

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY08-09
Demonstrates: A combination of utilization and utilization management between DOC and PHP to achieve the DOC target.	Actual	193	210		
MEASURE: The POPM for Pharmaceutical costs for DOC. Definition: The total expended monthly per offender for the purchase of pharmaceuticals prescribed to offenders. Demonstrates: The trend is a combination inflation, and utilization.	Target	$55.64	$56.98	$58.12	$57.11
	Actual	$56.67	$54.91		

Optional Elements

Workload Assumptions

- No significant changes develop in statute;
- Salaries will not remain competitive with the private sector;
- Funding will be available to support and implement critical medical information management activities and systems including utilization review, electronic health record, and medical information systems designed to support medical management and decision making;
- Private facilities will continue to exclude offenders with high medical needs at the present per diem level, causing a concentration of expensive medical cases in state operated facilities. This will result in a continued increase in patient acuity level;
- Projected offender population growth and health needs, including acuity and utilization levels, will increase.

Accomplishments

During the past three years, the Division has implemented a managed health care model for medical services. The contract for a new managed care contractor was awarded to Physician Health Partners, LLC in September of 2005 for a five year period ending June 30th, 2010.

The Department successfully reduced the overall POPM in FY06 and FY07.

During FY 06-07, the division was unable to come to terms with various vendors regarding a contract to outsource the DOC pharmacy services. The management team decided to keep the pharmacy internally and hire a consultant to review work processes to ensure efficiency and cost-savings. One aspect of keeping the internal pharmacy is to appropriately staff the pharmacy and improve the efficiency of operations. During the third quarter, the Division awarded the Request

for proposal, and the consultants have been collecting data to provide a plan to improve the efficiency and increase staffing. In FY 07-08, a new pharmacy manager will be hired.

Medical Trends
Health Inflation News reports that there has been no net change in Health Care inflation from 4.0% since July 2006.

Budget Impacts
There were no budget reductions from FY07 to FY08, but the DOC Clinical Services is still dealing with the effects of the budget reductions from FY04 & FY05. The decrease of staff necessitated decreasing the hours of coverage in most DOC clinics statewide from 24 hours to 16 or 18 hours per day. In the past, night nurses were not only available to assess the physical conditions of any offenders complaining of acute illness, but they also performed many functions that facilitated the smooth operations of the clinic during the remaining 16 hours. This workload now must be absorbed by others. In addition, closure of the night shift made it increasingly challenging for security staff, because offenders must be transported to local community hospitals for treatment versus receiving on-site medical management. Whenever offenders are transported for medical care during the night, it naturally increases the risk to public safety as well as the security of the facility. Transportation of offenders brings staffing below minimally safe levels for officers.

Recruiting and retaining nursing staff continues to be a challenge for the Department. As the nursing shortage is a national shortage, the recruitment and retention of nursing will be an on going challenge.

Subprogram Specific Goals and Objectives

Goal #1: Restructure CDOC Pharmacy

Objective 1.1: By 12/31/07, hire pharmacy manager, Pharm D, and complete staffing of pharmacy.

Objective 1.2: By 6/30/08 develop policy and procedure manual to standardize pharmacy operations.

Objective 1.3: By 6/30/08 define, develop, and implement a managed care pharmacy program with Pharm D staff to improve efficacy and quality of appropriate prescribing practices.

Goal #2: Restructure the division and its component parts into an integrated managed health care system.

Objective 2.1: By 12/31/07, develop the philosophy of the managed care model for mental health, dental and rehabilitations programs.

Objective 2.2: By 12/31/07, redefine roles and responsibilities of the mental health, dental, and rehabilitation staff to improve the service delivery model.

Goal #3: Increase the efficiency, productivity, and effectiveness of staff through the development and implementation of the Electronic Medical Record.

Objective 3.1: By 06/30/08, standardize and implement policies, procedures, and guidelines for a statewide chronic care program for all the remaining major chronic care diseases, including medical chronic care templates in the Electronic Medical Record.

Objective 3.2: By 06/30/08, standardize and implement policies, procedures, and guidelines for a statewide chronic care program for one mental health diagnosis, including a mental health chronic care template in the Electronic Medical Record.

Similar or Cooperating Programs: Federal Prison System: Florence Colorado. No interaction between systems. Colorado Mental Health Institute in Pueblo (CMHIP), utilize for Clinics, some Same Day Surgeries, Inpatient Rehab and Inpatient Acute Care.

Stakeholders

Customer	Requirement
Offender	Incarcerated felons with need for and constitutional right to adequate health care.
Offender Families	Expect that their loved ones are adequately cared for.
Staff	Safe reasonable work environment and ability to practice health care.
Public	Interest in adequate health care at reasonable cost.
State Government	Competent efficient management of monies allocated for health care.
Contractors	Outside private agencies supplying Medical Services to DOC via legal contract.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
E) MEDICAL SERVICES	71,787,543	1,364,280	88,709	0	0	(140,239)	(7,907)	72,048,710	442.9	0.4	0.0	443.3
Personal Services	26,078,781	1,364,280	88,709	0	(6,053)	(140,239)	0	27,385,477	442.9	0.4	0.0	443.3
Operating	2,764,756		0	0	0	0	0	2,780,480				
Purchase of Pharmaceuticals	10,647,119		0	0	0	0	0	10,166,772				
Purchase of Medical Services	22,247,012		0	0	0	0	0	19,454,738				
Purchase of Medical Services - State Hospital	1,093,116		0	0	0	0	0	1,254,690				
Catastrophic Medical Expense	6,546,300						0	8,584,429				
Contracts	2,402,552		0	0	0	0	0	2,416,071				
Medical Services - Reimbursement Jails	0							0				
Grants	0							0				
Indirect Cost Recovery	0		0	0	6,053	0	0	6,053				
Start-up	7,907		0	0	0	0	(7,907)	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
Position Detail										
Gen Prof VI/VII	97,557	1.0	145,146	1.5			199,332	2.0	199,332	2.0
Gen Prof V	154,426	2.0	225,792	2.8			235,908	3.0	235,908	3.0
Gen Prof IV			63,214	1.0			69,744	1.0	69,744	1.0
Gen Prof III	142,100	2.4	26,537	0.5			45,156	1.0	45,156	1.0
Management	44,095	0.4					76,512	1.0	76,512	1.0
SES	65,169	0.6	113,304	1.0			119,004	1.0	119,004	1.0
IT Professional I							31,494	0.5	31,494	0.5
Budget Analyst III	72,365	1.0	33,985	0.4			84,480	1.0	84,480	1.0
IT Professional II	57,000	0.9	61,620	1.0			64,380	1.0	64,380	1.0
IT Professional III	133,365	1.8	148,212	2.0			137,112	2.0	137,112	2.0
IT Professional IV	88,807	1.0	91,572	1.0			95,676	1.0	95,676	1.0
IT Professional VI	106,159	1.0	105,588	1.0			109,344	1.0	109,344	1.0
IT Tech II	19,884	0.5	48,264	1.0					0	0.0
Cust. Coordinator II	60,012	1.0	60,252	1.0			61,596	1.0	61,596	1.0
Cust. Coordinator I	53,682	1.0	55,080	1.0			55,080	1.0	55,080	1.0
Clinical Team Leader	85,584	1.0	88,752	1.0			128,790	1.5	128,790	1.5
Physician II	1,042,081	8.5	1,531,018	10.7			2,006,304	14.0	2,006,304	14.0
Physicians Asst./Mid Level Providers	2,195,802	32.7	2,254,288	32.2			3,007,824	40.5	3,007,824	40.5
Dentist III	79,338	0.6	21,184	0.2			127,104	1.0	127,104	1.0
Dentist I	791,088	9.5	946,037	10.5			1,359,931	12.2	1,359,931	12.2
Dentist II	85,909	0.7	134,784	1.0			139,068	1.0	139,068	1.0
Dental Hygienist/Dental Care IV	19,215	0.4	54,816	1.0			96,612	2.0	96,612	2.0
Dental Asst. II/Dental Care II	352,985	15.3	368,741	12.9			459,618	14.1	459,618	14.1
Pharmacist III	9,268	0.1	44,775	0.5			87,684	1.0	87,684	1.0
Pharmacist II	78,523	1.0	121,669	1.3			459,432	5.0	459,432	5.0
Pharmacist Technician II	84,109	3.0	124,729	4.3			210,432	7.0	210,432	7.0
Pharmacist Technician I			16,536	0.6					0	0.0
Nurse Administrator I/Nurse VI	96,896	1.0	76,850	0.7			85,332	1.0	85,332	1.0
Nurse III	1,233,940	21.1	881,727	14.2			1,640,474	25.6	1,640,474	25.6
Nurse II	306,284	5.5	312,488	4.5			712,068	11.0	712,068	11.0
Nurse I	4,459,882	91.1	4,730,727	90.0			7,694,572	139.5	7,694,572	139.5
H Prof VII	153,358	2.0	161,744	2.0			180,648	2.0	180,648	2.0

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
H Prof VI	665,964	9.0	772,371	10.2			882,492	11.0	882,492	11.0
H Prof IV			45,101	1.0			73,632	1.0	73,632	1.0
H Prof II	46,260	1.0	44,856	1.0			2,065,590	55.0	2,065,590	55.0
LPN I/Health Care Tech I	1,515,482	46.3	1,256,650	38.0					0	0.0
Health Care Tech II	55,080	1.7	38,306	1.2					0	0.0
Nurse Aide/HCS Trainee I/II/Clnt Care I/II	190,944	8.6	174,339	7.0			291,438	11.0	291,438	11.0
Medical Records Tech. III	54,879	1.0	60,286	1.1			114,012	2.0	114,012	2.0
Medical Records Tech. II	196,949	4.7	184,127	4.7			199,440	5.0	199,440	5.0
Medical Records Tech. I	434,090	13.0	407,960	12.6			488,628	13.5	488,628	13.5
D Pro Tech I/II	89,297	2.2	103,122	2.4			166,830	4.0	166,830	4.0
D Pro Tech III	42,833	1.0	47,125	1.0			49,776	1.0	49,776	1.0
Lab. Tech I	23,199	0.7	39,528	1.0			41,580	1.0	41,580	1.0
Program Assistant II	42,651						38,664	1.0	38,664	1.0
Program Assistant I	56,048	2.0	81,091	2.5			121,836	3.0	121,836	3.0
Tech IV	50,505	1.0	49,426	1.0			51,456	1.0	51,456	1.0
Acct Tech III	41,952	1.0					17,022	0.5	17,022	0.5
Admin Assistant III	142,750	4.0	207,169	6.1			327,876	9.0	327,876	9.0
Admin Assistant II			17,586	0.6			59,748	2.0	59,748	2.0
Admin Assistant I	44,100	2.2	23,784	1.1			24,684	1.0	24,684	1.0
Corr. Specialist / Off III	58,608	1.0	60,868	1.0			63,420	1.0	63,420	1.0
Corr. Technician / Off II	535,248	10.0	434,217	8.0			531,216	10.0	531,216	10.0
Corr. Officer / Off I	552,228	13.0	502,029	11.0			567,708	13.0	567,708	13.0
SS Trainee V/SS Pro Tr I			24,905	0.6					0	0.0
Material Handler II	41,780	1.0	40,260	1.0			41,700	1.0	41,700	1.0
Subtotal: Medical - 004	17,049,730	332.5	17,664,533	316.9			25,999,459	442.9	25,999,459	442.9
Salary Subtotal	17,049,730	332.5	17,664,533	316.9			25,999,459	442.9	25,999,459	442.9
ABCA IntraAgency Transfer										
PERA @ 10.15%	1,843,685		1,933,384				2,638,945		2,638,945	
Other Retirement Plans			21,838							
Medicare Tax @ 1.45%	256,064		270,492				376,992		376,992	
Compensation Match										
Base Reduction -.51%									(140,239)	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Other Personal Services											
Part-time/Temporary	710,125		944,240								
Contractual Services - 1910, 1920	1,190,955		1,035,195				0			0	
Contractual Services - 1940	1,325,569		881,900								
Contractual Services - 2710											
Overtime Pay	325,431		508,856								
Retirements/Payouts	168,120		91,776								
Conversion of Sick Leave											
Tuition Reimbursement	6,914		9,893								
Other Employee Wages			136,177								
Vacancy Savings							0			0	
Subtotal of Personal Services	22,876,594	332.5	23,498,284	316.9	26,078,781	442.9	29,015,396		442.9	28,875,157	442.9
General Fund	22,652,409	329.5	23,238,853	313.9	25,844,102	439.9	28,780,717		439.9	28,640,478	439.9
Cash Fund	224,185	3.0	259,431	3.0	234,679	3.0	234,679		3.0	234,679	3.0
Cash Fund Exempt	0		0								
POTS - Expenditures											
Shift Differential	393,022		340,017				436,982			0	
Health/Life Insurance	864,721		1,157,845				1,418,832			0	
HB 00-1215											
Short-term Disability @ .045%	26,020		21,550				26,295			0	
AED/SAED	38,477		136,394				327,497				
Salary Survey							1,144,968	*			
Anniversary								*			
Pay for Performance							274,140	*			
Unemployment Security Payments											
Difference							(1,517,507)			(1,572,335)	
Total Continuation Personal Services			25,154,090	316.9	26,078,781	442.9	29,707,495		442.9	27,302,822	442.9
General Fund			24,272,191	313.9	25,844,102	439.9	29,472,816		439.9	27,068,143	439.9
Cash Fund			881,900	3.0	234,679	3.0	234,679		3.0	234,679	3.0
Cash Fund Exempt											

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
ANNUALIZATION ITEMS - PERSONAL SERVICES										
Male Double Bunking Annualization									69,006	
DWCF Double Bunking Annualization									19,703	0.4
TOTAL ANNUALIZATION ITEMS									88,709	0.4
Grand Total Continuation Personal Services	24,198,834	332.5	25,154,090	316.9	26,078,781	442.9	29,707,495	442.9	27,391,531	443.3
General Fund	23,974,649	329.5	24,894,659	313.9	25,844,102	439.9	29,472,816	439.9	27,156,852	440.3
Cash Fund	224,185	3.0	259,431	3.0	234,679	3.0	234,679	3.0	234,679	3.0
Cash Fund Exempt										
SPECIAL BILLS										
DECISION ITEM - PERSONAL SERVICES										
Indirect Cost Recoveries - CF									(6,053)	
TOTAL DECISION ITEMS									(6,053)	0.0
TOTAL PERSONAL SERVICES	24,198,834	332.5	25,154,090	316.9	26,078,781	442.9	29,707,495	442.9	27,385,478	443.3
General Fund	23,974,649	329.5	24,894,659	313.9	25,844,102	439.9	29,472,816	439.9	27,156,852	440.3
Cash Fund	224,185	3.0	259,431	3.0	234,679	3.0	234,679	3.0	228,626	3.0
Cash Fund Exempt	0		0							
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							24,545,672	424.0	26,078,781	442.9
Supplemental							648	0.1		
Previous Year Special Bills									0	0.0
HB 98-1331 Montez Remedial Plan									0	0.0
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction 1%										
Medical inflation for 1940							26,511		0	
Salary Survey - classified employees							713,532		1,144,968	
Annualized Anniversary (Option 8)-classified									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Pay for Performance									219,312	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							820,203	16.9	88,709	
Base Adjustment - .51%							(126,299)		(140,239)	0.4
Adjustments (Decision Items, other)							98,514	1.9	(6,053)	0.0
Total Personal Services Appropriation/Request							26,078,781	442.9	27,385,478	443.3
General Fund							25,854,102	439.9	27,156,852	440.3
Cash Fund							224,679	3.0	228,626	3.0
Personal Services Reconciliation										
Long Bill Appropriation	23,213,267	408.8	24,545,672	424.0						
PERA BILL - HB 98-1242										
Supplemental	70,226	1.3	(899,352)	0.1						
Restrictions										
Additional Federal Funds										
Transfer										
Reversions	(493)		(83,672)							
General Fund										
Subtotal	23,283,000	410.1	23,562,648	424.1			0		0	
General Fund	23,058,815	407.1	23,303,217	421.1			0		0	
Cash Fund	224,185	3.0	259,431	3.0			0		0	
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	7,525		809				1,144,968			
Anniversary							0			
Pay for Performance							274,140			
Senior Executive Service (SES)										
Shift Differential	19,436		326,995				436,982			
Medicare Increase										
Health/Life Insurance	862,855		1,157,845				1,418,832			
HB 00-1215							0			
Short Term Disability	26,019		21,477				26,295			
AED			84,316				327,497			
POTS Subtotal	915,835		1,591,442				3,628,714			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
General Fund	915,835		1,591,442				3,628,714			
Total Personal Services	24,198,834		25,154,090				29,707,495	442.9	27,385,478	443.3
Total Actual Personal Services	24,198,834		25,154,090				29,707,495	442.9	27,385,478	443.3
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
1920 Contract - Prof Services									0	
2170 Waste Disposal Svc			244				244		244	
2210 Other Maintenance/Repair Svcs			4				4		4	
2220 Bldg. Maintenance/Repair									0	
2230 Equip. Maintenance/Repair	100,819		95,842				95,842		95,842	
2231 ADP Equipment Maintenance			306				306		306	
2232 Software Maint./Upgrade	35,574		143,050				143,050		143,050	
2240 Motor Vehicle Maint/Repair									0	
2250 Miscellaneous Rental									0	
2251 Vehicle Lease Payments									0	
2252 Vehicle Mileage Charge	47,201		55,745				55,745		55,745	
2253 Rent for Equipment	86,888		129,024				129,024		129,024	
2254 Rental of Motor Vehicles									0	
2258 Parking Fees									0	
2259 Parking Fees Reimbursement	344		664				664		664	
2512 Travel - IS Per Diem	36,587		46,831				46,831		46,831	
2513 Travel - IS Vehicle Reimbursement	19,182		28,162				28,162		28,162	
2522 I/S Non-Empl Pers. Per Diem									0	
2523 I/S Non-Empl Pers Veh Reimb									0	
2530 Travel - Out of State	337								0	
2531 Travel - OS Common Carrier	1,099		4,386				4,386		4,386	
2532 Travel - OS Per Diem	3,362		8,417				8,417		8,417	
2540 Out of State - Non Empl			272				272		272	
2551 Travel - Common Carrier									0	
2610 Advertising/Publicity	26,059		53,729				53,729		53,729	
2611 Public Relations	60		523				523		523	
2630 Comm Svc from Div. of Tele.			40				40		40	
2631 Telephone and Telegraph	32,719		49,554				49,554		49,554	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
2641 Other ADP Billings									0	
2680 Printing and Reproduction	24,191		65,421				65,421		65,421	
2690 Legal Services									0	
2710 Purchased Medical Services			11,492				11,492		11,492	
2810 Freight Storage and Moving	58		60				60		60	
2820 Other Purchased Services	673,536		57				57		57	
2830 Moving Expense	600		210				210		210	
3110 Other Supplies & Materials	17,947		17,780				17,780		17,780	
3112 Automotive Supplies	150		25				25		25	
3113 Clothing/Uniform Allowance	7,797		28,310				28,310		28,310	
3114 Custodial/Laundry Supplies	4,761		5,614				5,614		5,614	
3115 Data Processing Supplies			146				146		146	
3116 Purchase/Lease Software	147,531		92,903				92,903		92,903	
3117 Educational Supplies	2,375		4,347				4,347		4,347	
3118 Food & Food Service Supp.			623				623		623	
3119 Medical/Dental/Hosp/Lab Supp.	761,312		879,550				979,550		979,550	
3120 Library Books/Period./Subs.	5,202		10,113				10,113		10,113	
3121 Office Supplies	91,064		120,246				120,246		120,246	
3122 Photographic Supplies			325				325		325	
3123 Postage	42,456		61,239				61,239		61,239	
3124 Printing	22,439		42,002				42,002		42,002	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	15,273		86,150				86,150		86,150	
3128 Noncapitalized Equipment	84,662		314,259				389,427		389,427	
3129 Pharmaceuticals	179,001		3,401				3,401		3,401	
3130 Non-Medical Lab Supplies									0	
3132 Non-Capital Office Furn/Office Sys.									0	
3140 Non Capitalized IT Purchases - PCs	27,780		93,376				93,376		93,376	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	18,524		69,882				69,882		69,882	
4100 Other Operating Expenses									0	
4110 Awards, Judgments, Losses			124				124		124	
4111 Prizes, Awards Inmate Kick out)	19		1,062				1,062		1,062	
4119 Claimant Attorney Fees									0	
4140 Dues and Memberships	496		1,140				1,140		1,140	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
4151 Interest - Late Payments									0	
4170 Miscellaneous Fees & Fines	35		528				528		528	
4180 Official Functions	372		595				595		595	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	8,342		7,627				7,627		7,627	
4240 Employee Moving Expenses	2,516								0	
6210 ADP Capital Equipment									0	
6212 IT Servers - Direct Purchase									0	
6213 IT Software									0	
6220 Office Furniture/Equip.									0	
6280 Other Capital Equip.	15,632		54,188				54,188		54,188	
6413 IT PC SW - Lease Purchase									0	
ABCA OT EX DOC Internal									0	
Total Operating Expenses										
General Funds	2,544,305		2,589,588		2,764,756		2,764,756		2,764,756	
Cash Funds	2,544,305		2,589,588		2,764,756		2,764,756		2,764,756	
Cash Funds Exempt per HB1081										
	0		0		0		0		0	
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									10,796	
DWCF Double Bunking Annualization									4,928	
TOTAL ANNUALIZATION ITEMS									15,724	
Grand Total Continuation Operating	2,544,305		2,589,588		2,764,756		2,764,756		2,780,480	
General Funds	2,544,305		2,589,588		2,764,756		2,764,756		2,780,480	
Cash Funds										
Cash Funds Exempt per HB1081	0		0		0		0		0	
Reconciliation										
Long Bill Appropriation	2,436,008		2,622,332							
Supplemental	108,297		(4,772)							
HB 98-1156 Operating Decrease							0		0	
HB 98-108 CJCIS - Operating Decrease							0		0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Special Bills - HB 98-1340										
Restrictions			(27,969)							
Reversions			(3)							
Subtotal	2,544,305		2,589,588							
DECISION ITEM - OPERATING										
TOTAL OPERATING - DI							0		0	
Purchase of Pharmaceuticals (034)	9,664,000		9,626,416		10,647,119		10,647,119		10,647,119	
3129 Pharmaceuticals										
Reconciliation										
Long Bill Appropriation	8,585,719		9,986,694							
Supplemental	1,078,281		1,672							
Transfers										
Restrictions	0		0							
Reversions			(361,950)							
Subtotal	9,664,000		9,626,416							
DECISION ITEM - Pharmaceuticals									(480,347)	
BRI # 1 Medical/Pharmacy POPM									(480,347)	
Purchase of Medical Services										
from Other Medical Facilities (082)	19,442,078		18,716,693		22,247,012		22,247,012		22,247,012	
1910 Professional Contracted Fees	343,013		492,334						0	
1940 Medical Services			1,158							
2710 Purchased Medical Services	19,098,708		18,223,201						0	
3119 Laboratory and Medical Supplies	357									
Total Purchase of Medical Services (082)	19,442,078		18,716,693							
General Funds	18,747,746		18,716,693							
Cash Funds Exempt	694,332									

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Reconciliation										
Long Bill Appropriation	24,256,619		20,627,970							
Supplemental	(3,752,886)		(166,488)							
Transfers										
Restrictions										
Reversions	(1,061,654)		(1,744,789)							
Subtotal	19,442,078		18,716,693							
DECISION ITEM - Medical from Other Facilities									(2,792,274)	
BRI # 1 Medical/Pharmacy POPM									(2,792,274)	
Purchase of Medical Services										
from State Hospital (085)	1,012,482		1,006,681		1,093,116		1,093,116		1,093,116	
DECISION ITEM - Purchase from State Hospital									161,574	
BRI # 1 Medical/Pharmacy POPM									161,574	
Reconciliation										
Long Bill Appropriation	2,805,893		1,609,671							
Supplemental	(1,323,960)		(602,990)							
Transfers										
Reversions	(469,451)									
Subtotal	1,012,482		1,006,681							
Catastrophic Medical Expenses - GF - 087	3,919,380		6,033,095		6,546,300		6,546,300		6,546,300	
Reconciliation										
Long Bill Appropriation	1,518,457		5,815,054							
Supplemental	2,400,923		218,041							
Transfers										
Reversions										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Subtotal	3,919,380		6,033,095							
DECISION ITEM - Catastrophic Medical									2,038,129	
BRI # 1 Medical/Pharmacy POPM									2,038,129	
Medical Services - Reimbursement to Jails										
Service Contracts - General Fund - 067	1,567,715		1,697,212		2,402,552		2,402,552		2,402,552	
									0	
ANNUALIZATION ITEMS - CONTRACTS										
Male Double Bunking Annualization									9,282	
DWCF Double Bunking Annualization									4,237	
TOTAL ANNUALIZATION ITEMS									13,519	
Total Service Contracts - General Fund - 067	1,567,715		1,697,212		2,402,552		2,402,552		2,416,071	
Reconciliation										
Long Bill Appropriation	1,567,715		1,649,216							
Supplemental	0		449,178							
Reversions			(401,182)							
Subtotal	1,567,715		1,697,212							
DECISION ITEM - CONTRACT SVC.										
TOTAL CONTRACT SVC. - DI									0	
Electronic Health Grant (571, 520) - FF										
HIV Prevention Grants - (514, 530) - To Ed. FF										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Medical Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Montez Medical Services Contract					0		0			
Reconciliation										
Long Bill Appropriation										
Supplemental										
Restrictions										
Reversions										
Subtotal	0		0							
Medical Services Grant	0		0		0		0		0	
Cash Funds Exempt	0		0		0		0		0	
Federal Funds	0		0		0		0			
Indirect Cost Recoveries - CF										
Common Policy									6,053	
Start-Up	12,998		70,783		7,907		7,907			
TOTAL MEDICAL SUBPROGRAM	62,361,791	332.5	64,894,558	316.9	71,787,543	442.9	75,416,257	442.9	72,048,710	443.3
General Fund	61,443,274	329.5	64,635,127	313.9	71,552,864	439.9	75,181,578	439.9	71,814,031	440.3
General Fund Exempt	0		0							
Cash Funds	224,185	3.0	259,431	3.0	234,679	3.0	234,679	3.0	234,679	3.0
Cash Funds Exempt	694,332		0		0		0		0	
Federal Funds	0		0							

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **MEDICAL SUBPROGRAM**

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**62,361,791**	**64,894,558**	**71,787,543**	**75,416,257**	**72,048,710**
General Fund	61,443,274	64,635,127	71,552,864	75,181,578	71,814,031
General Fund Exempt	0	0	0	0	0
Cash Funds	224,185	259,431	234,679	234,679	234,679
Cash Fund Exempt	694,332	0	0	0	0
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds					
General Fund # 100					
Inmate Medical Fees CRS 17-1-113	224,185	259,431	234,679	234,679	234,679
Total Cash Funds	*224,185*	*259,431*	*234,679*	*234,679*	*234,679*
Cash Funds Exempt					
Electronic Health Records Grant		0			
Reversion from Accrual	694,332				
Total Cash Funds Exempt	*694,332*	*0*	*0*	*0*	*0*
Federal Funds					
Electronic Health Records Grant					
HIV Prevention Grants	0	0			
Total Federal Funds	*0*	*0*	*0*	*0*	*0*

2F Laundry

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(F) Laundry Subprogram

Line Items: Personal Services
Operating Expenses

Change Request(s): DI #6 External Capacity Impacts

Federal/State Statutory and Other Authority: CRS: 17-24-109, Required programs; 17-01-103, Duties of the executive director; 25-1-107. Sanitary standards for penal institutions; American Correctional Association Standards: 3-4315, 3-4316, 3-4317, 3-4318, 3-4319, 3-4320, 3-4321 sanitation and hygiene requirements.

Program Description: This program provides complete laundry service to offenders, including the fitting/tailoring, maintenance and distribution of state clothing, footwear and linen. The laundry program affords training and employment opportunities for offender workers.

Total FTE: 37.4

Services Provided
The facility laundries regulate and record the issue of offender clothing and linens; control the laundry room process; participate in the collection and distribution of laundry; tag, refurbish, alter and mend clothing. Laundry staff does research on clothing fabrics and footwear and test and evaluate new products. Contaminated articles are cleaned for the facility medical, maintenance and housekeeping, labor, food service, and correctional industries programs. Laundry staff monitors the introduction and movement of contraband through laundry systems. The subprogram provides jobs for offenders and certified vocational education training to promote employment opportunities after release from prison.

There is a central laundry in all facilities except Colorado Women Correctional Facility (CWCF), Centennial Correctional Facility (CCF), Denver Women Correctional Facility (DWCF), San Carlos Correctional Facility (SCCF), LaVista Correctional Facility (LVCF), and the Youthful Offender System (YOS). Attachment A displays what other DOC facilities perform laundry service for these facilities.

Functions and Activities Summarized

Priority	Function
1	Processing and Distribution
2	Initial Clothing and Linen Issue

3 Supplemental Clothing and Linen Issue
4 Monitoring Laundry Room Chemistry
5 Equipment Maintenance

Analysis of Functions and Activities

Processing and Distribution. This includes the collecting, washing, drying, sorting, and returning of all laundry items to the offender population.

Each facility's central laundry operates on a weekly schedule that enables offenders to have a minimum of three complete clean sets of uniforms and underwear per week and one linen exchange, in compliance with ACA standards. Days are also scheduled for washing of offender personal clothing. At Colorado Correctional Alternative Program (CCAP), DWCF, LVCF, YOS, and in housing unit 6 at CWCF, launderettes are available for offenders to wash their own personal items.

Offender labor is used extensively in all laundries to load/unload and operate washers and dryers, to act as folders/handlers, to tailor and refurbish clothing, to tag and issue clothing, and to perform clerk duties under staff supervision. The cost of this offender labor is recorded in the Inmate Pay Subprogram.

Fremont Correctional Facility (FCF) processes laundry from other facilities within the East Canon Complex (ECC) and from Pueblo. Pueblo facilities pay FCF a fee to cover the costs of transporting laundry between facilities, in addition to paying the cost of doing the laundry. FCF is allocated operating funds to pay for the expenses related to doing laundry for other ECC facilities. The costs of vehicle operation are allocated to the Maintenance Subprogram.

Laundry supervisors must ensure that equipment is safely operated, and that all chemicals used in laundry processing are properly controlled and dispensed. There is a schedule, required by administrative regulation, for performance of wash cycle chemistry tests and water quality measurement. Chemical vendor technicians service dispensing equipment at least once a month and help laundry supervisors troubleshoot product results.

All laundry workers are trained to handle soiled laundry according to Universal Precautions. Gloves and other personal protective clothing are worn when sorting soiled articles coming into the laundries. Special procedures and labeled containers are employed to prevent infection when known bio-hazardous contamination is involved.

Initial Clothing and Linen Issue. This function occurs primarily at the Denver Reception and Diagnostic Center (DRDC) when offenders first enter the system. Initial issues can also occur at other facilities when processing parole violators or community regressions. Recycled as well as new clothing is issued to diagnostic offenders.

Initial standard clothing issue for all offenders arriving in the Department is as follows:

3	full sets green offender uniforms	1	belt

5	full sets gender specific under garments	1	cap
5	pairs socks	1	jacket
1	pair work boots/footwear	2	night wear (women)

Linen service includes the issue of new or used sheets, blankets, pillow cases and towels.

To distinguish the footprints of escaped offenders, a "V" shaped notch is cut into the heel of all state-issued footwear and into all shoes offenders purchase through the Canteen. Clothing or footwear prescribed for medical reasons must be authorized in writing and purchased by medical services.

Colorado Correctional Industries (CCI) is instrumental in the clothing issue function. Most of the offender clothes - green uniforms, coats, work boots, men's boxers, T-shirts, socks - and some bed linen are purchased from CCI. Blankets, bath towels, and women's undergarments are purchased from outside vendors.

Supplemental Clothing Issue. State issue articles are replaced on an "as needed" basis, per the decision of laundry staff. Offenders are held accountable and charged for intentional damage, loss, or unauthorized alteration to state issue clothing and linen.

Supplemental clothing is issued to offenders to replace standard issue clothing that is worn out or otherwise unserviceable. It may also include work clothing (coveralls, gloves, etc). Refurbished clothing is used whenever possible. Refurbished clothing refers to clothing, primarily offender green uniforms and jackets, that has been altered, mended, and sanitized, and footwear that has been reconditioned and sanitized.

Laundry Room Chemistry. To obtain satisfactory product results, it is important to monitor and control chemicals during the wash cycle. At least once daily at the completion of a wash cycle, the pH level of linen and clothing is tested for suitability of extended contact with human skin. Each facility central laundry has a chemical analysis test kit to monitor water hardness, alkalinity, and iron content. The degree of iron and chlorine in the fabric is also measured, if visual signs of excessive concentrations are detected. Chemicals are most active in temperatures between 140 and 160 degree F, so water temperatures are checked daily.
Chemical vendor technicians inspect their automated dispensing equipment monthly to ensure calibrations are correct and that all parts are performing properly. The cost of the equipment and its maintenance is included in the chemical contract. If the laundry is having problems with product results, the technician will analyze wash water chemistry.

Equipment Maintenance. Facility laundries are tasked with completion of all preventive maintenance required by equipment manufacturers. Laundry and/or Maintenance staff completes these requirements. Offenders may perform some of the routine daily cleaning (e.g., dryer lint filters). Completion of a task is recorded on a checklist and kept on file for the life of the machine. Vendors do offer preventive maintenance (PM) contracts. To this point, they have not been considered cost effective.

Machine repairs are done by knowledgeable facility Laundry or Maintenance staff. More specialized repairs are performed by certified technicians from the private sector. A database file of repair costs for washers, dryers, and ironers is maintained at DOC Central Office. A goal has been established of maintenance repair costs not exceeding 30 percent of the original purchase price of the machine over a 15-year life cycle.

Shared Functions and Activities

Custody Control Subprogram - Laundry supervisors/staff are responsible for security in their work area in the following ways:

- Offender Accountability - counts and movement control.
- Key Control for assigned keys.
- Contraband Control - elimination of the movement of contraband within facilities via laundry distribution.
- Tool Control - accountability for tools and equipment in the work area.
- Chemical Control - prevent offender access and monitor daily usage.
- Transport of laundry workers from LVCF to SCCF, from Four Mile Correctional Center (FMCC) to Colorado State Penitentiary (CSP), and from DWCF to DRDC.
- Enforcement of DOC policy, Administrative Regulations and facility operational memorandums.
- Secure use of regular and emergency communications equipment.
- Searches and shakedowns of the work area and offenders, as well as doing the same in the cell houses when called upon by the facility administration to do so.

Food Service Subprogram - White, offender worker uniforms and other articles are cleaned and sanitized.

Labor Subprogram - Part of the offender work crews' clothing is purchased by the laundries, and soiled material is sent to the laundries for cleaning.

Maintenance Subprogram - Preventive maintenance on equipment is often performed by laundry staff, and in some cases, they complete major repairs. The laundries process housekeeping staff's mops, rags, etc.

Medical Subprogram - The laundry cleans, sanitizes and redistributes clothing and linen that has been exposed to blood borne pathogens, contagious organisms, and other contaminants from the Infirmaries and Clinical Services areas in facilities.

San Carlos Correctional Facility (SCCF) and Youthful Offender System (YOS) - The FCF Laundry operation in Canon City transports and launders all linens for these Pueblo facilities, part of the offender clothing for LVCF and YOS, and all SCCF offender clothing. SCCF laundry staff clean articles for SCCF Maintenance and Food Service.

Correctional Industries - The FCF and CMC laundries clean articles for CI's Canon City operations.

Training Academy - Linen from the Abbey dormitories in Canon City which house DOC staff during training is sent to the FCF laundry.

Business Operations - The laundry supervisor collaborates with warehouse and business office staff in the acquisition of clothing, linens, chemicals, routine supplies and equipment. Laundry supervisors are also involved in field testing and other assessments of product quality.

Prioritized Objectives and Performance Measures

OBJECTIVE: Perform total laundry services at a cost competitive with other public and private laundries operating in a similar environment.

OBJECTIVE: Maximize use of recycled clothing, so offender state-issue clothing costs do not exceed 67% of the laundry subprogram operating budget.

OBJECTIVE: Maximize utilization of equipment resources through effective purchasing and complete performance of manufacturers' recommended preventive maintenance. The measure of success being that accumulated repair costs will not exceed 30% of the original purchase price over a 15-year life cycle.

OBJECTIVE: Encourage laundry staff to pursue professional development opportunities and recognize their accomplishment.

Performance Measure		FY05-06	FY 06-07	FY 07-08	FY08-09
MEASURE: Cost per pound of laundry processed Definition: Cost is total laundry subprogram cost: personnel and operating. Pounds washed are recorded in each DOC central laundry. Demonstrates: Benchmark measure of fiscal resources required.	Target	<$0.40	<$0.40	<$0.42	<$0.42
	Actual	$0.43	$0.44		
MEASURE: Annual Clothing cost per offender. Definition: Total fiscal year offender clothing COFRS expenditures in the laundry subprogram ÷ the sum of the DOC facilities average daily populations (ADP), except for YOS, SCCF, CCAP subprograms. Demonstrates: Cost comparisons over time of a major component of operating costs.	Target	<$84.00	<$90.00	<$94.00	<$96.00
	Actual	$91.58	$95.48		

Performance Measure		FY05-06	FY 06-07	FY 07-08	FY08-09
MEASURE: Average clothing expenditure for one male offender ÷ Cost of completely new set of state issue clothing for one male offender. Definition: COFRS clothing expenditures per ADP at all DOC facilities housing males, except for YOS, SCCF, CCAP. FY average cost for complete new male state clothing issue. Demonstrates: Index of the extent that used, recycled clothing is used to clothe offenders.	Target	<0.90	<0.90	<0.90	<0.90
	Actual	0.87	0.91		
MEASURE: Average Daily Population (ADP) of Offenders. Definition: DOC Office of Planning and Analysis calculation for all DOC facilities. Demonstrates: Population impact on workload.	Target	14,595	14,641	14,955	14,955
	Actual	14,287	14,464		
MEASURE: Pounds of Laundry Processed per ADP. Definition: Total pounds reported by DOC laundries ÷ Average population of all DOC facilities. Demonstrates: Pounds applied to offender population projection.	Target	700	700	700	700
	Actual	686	674		
MEASURE: Pounds of Laundry Processed. Definition: DOC facilities provide monthly report of pounds washed in their central laundries. Demonstrates: Plan for projected workload.	Target	10,216,500	10,248,700	10,468,500	10,468,500
	Actual	9,804,932	9,744,887		

Performance Measure		FY05-06	FY 06-07	FY 07-08	FY08-09
MEASURE: annual $ equipment maintenance costs ÷ annual $ equipment depreciation costs Definition: Maintenance costs for each washer, dryer and ironer in DOC central laundries as documented by laundry supervisors. A 15 year straight-line depreciation schedule is used for washers and dryers, a 30 year for ironers. Demonstrates: Cost effectiveness of laundry equipment investment.	Target	<30%	<30%	<30%	<30%
	Actual	28%	27%		
MEASURE: Asset Productivity. Definition: DOC central laundries' Washer + Dryer +Ironer Maintenance Expense plus Washer + Dryer + Ironer Book Value ÷ Total Pounds Processed in DOC central laundries. Demonstrates: Productivity of current equipment assets.	Target	<0.150	<0.120	<0.120	<0.120
	Actual	0.099	0.100		
MEASURE: Number of DOC laundry staff that receive a Certified Laundry Linen Manager or Registered Laundry Linen Director certification from the National Association of Institutional Linen Management (NAILM) during the fiscal year. Definition: Specific NAILM course work completion earns certification. Demonstrates: Staff initiative toward professional development.	Target	1	1	1	2
	Actual	0	0		

Optional Elements

Trends

Between FY2003 and FY2007, effective cost management efforts by DOC Laundry Supervisors have resulted in an average annual increase of 3.0 %. The following table displays expenses for FY2003 through FY2007 for clothing / linen / laundry processing. Laundry processing costs include supplies, maintenance, wash chemicals, miscellaneous equipment, etc.

	Clothing/ADP/day	Linen/ADP/day	Processing/Lb	Total Operating Expense/ADP/day
FY2007	$0.262	$0.032	$0.044	$0.380
FY2006	$0.251	$0.031	$0.041	$0.363
FY2005	$0.232	$0.029	$0.047	$0.353
FY2004	$ 0.221	$ 0.030	$0.049	$ 0.348
FY2003	$ 0.217	$ 0.033	$0.041	$ 0.330

In recent years, emphasis has been placed on lowering laundry chemical costs per pound of laundry processed without compromising product quality. The BVCC, DCC, and RCC facilities changed chemical vendors in FY2006 to improve service and lower costs. The cost history for all DOC laundries is:

Chemical Cost per Pound of Laundry Processed, based on purchases						
FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007
$0.029	$0.025	$0.026	$0.027	$0.026	$0.021	$0.021

During the last two years, there has been a focus on sustainability program development in DOC laundries. An ozone generation system was installed at LCF Laundry in July 2006. Payment for the system (with Utilities subprogram funds) will not exceed the $16,950 system cost or the dollar savings realized by the reduction in natural gas and water consumption over an 18 month period, whichever is smaller. The life of the system is estimated at 8 to 10 years. Average monthly utility savings during the first 12 months of operation were $1,000. This represents a 20% reduction in water consumption and a 95% reduction in Btu consumption. Expansion of ozone generation systems to other DOC laundries is planned for FY 2008.

The DRDC and DWCF facilities are testing higher thread count, dyed fabric bed sheets to compare wear life to the white sheets currently used. If the wear life is sufficient to justify the higher cost and result in reduced overall expenditures, it will be proposed that the colored sheets become the standard issue to inmates. Conversion of the male state underwear issue from white to colored is also being investigated.

Workload Assumptions

In FY 2007, DOC laundries processed 9.74 million pounds, an average of 674 pounds annually per offender. It is assumed that the average pounds per offender will approximate 700 pounds annually, and that it will not vary significantly over time. To project the future average daily population [ADP], data from the DOC Office of Planning and Analysis is relied upon.

Each month, laundries report total pounds processed in each fabric category (i.e., green uniforms, linen, etc.). Soiled laundry is weighed on a scale to determine load weight. DOC laundries currently operate from eight to twelve hour shifts, one per day, five days a week.

Table 1 lists total pounds processed and the average pounds per ADP for each facility. The adjustments column indicates laundry done for one DOC facility at another DOC facility laundry. Attachment A lists the laundry work relationships between DOC facilities. At the Canon Minimum Centers (CMC), part of the laundry is sent to FCF and part is done at central laundries at Four Mile Correctional Center (FMCC) and Skyline Correctional Center (SCC).

In FY 2007, DOC laundry staff issued an average of 30 clothing articles to each offender, a total of over 431,827 articles. Approximately 35% of laundry staff time is involved with doing offender clothing and linen exchanges.

Cross Facility Cost Comparisons

FY 2007 operating costs for each facility are categorized in Table 2. Processing costs include all operating expense except clothing and linen expenditures. Differences in processing costs can result from more chemicals needed due to local water conditions, how effectively laundry procedures are implemented, machine repair expense, and the replacement of equipment.

DRDC distributed the initial state clothing issue to 10,220 diagnostic offenders in FY 2007. Therefore, Table 2 does not show a clothing cost per facility ADP for DRDC; the cost listed is total DRDC clothing cost divided by the number of diagnostic offenders processed into DRDC. Also, per ADP cost for the FCF and CTCF laundries includes the cost of processing laundry for other DOC facilities.

Clothing costs include only the expense of new articles. Used clothing is re-circulated within facility laundries and through a DOC warehouse in Canon City to facility laundries - primarily to DRDC - at no fee. Priced at 50% of the new cost, the value of used articles issued in FY 2007 totaled $314,590. Minimum custody level facilities and CTCF accumulate clothing from released offenders, so they have to buy less new clothing and have excess used available to send to other facilities.

Existing Conditions

Equipment: Based on experience within DOC laundries and vendor input, a reasonable life expectancy of 15 years has been established for commercial laundry washers and dryers. An aging chart of DOC laundry equipment is presented in Table 3. Equipment is replaced through a combination of decision item and laundry operating funds based on a formal plan that incorporates total life-cycle costs.

Physical Work Space: The only physical plant improvements to existing DOC laundries during FY 2007 involved replacement of hot water and water softening equipment, painting and other minor maintenance. Design work was completed on the CSP II Laundry scheduled to open in 2009.

Water Quality: Varying water quality at different DOC facilities creates variable cost effects. The hardness/softness of water and the mineral content has direct impact on the life of

equipment, on the appearance of cleanliness of the clothing and linen, and on the amount of chemicals used in the wash cycle.

Staffing: There is an average of one FTE laundry staff, with no allowance for relief staff, for every 385 offenders provided laundry service. There is a variance in the ratio from facility to facility due to the extent of services provided and security parameters. On average, each DOC laundry FTE supervises six offender workers. If an offender work stoppage occurs, each laundry has a modified operational plan that preserves facility sanitation levels. All facility laundries also have a back-up plan to continue operations, in case their facility laundry is not available due to utility loss, fire, etc.

Professional Association: The DOC Central Office and the CMC, FLCF, FCF, LVCF/SCCF, SCF facility laundries hold membership in the National Association of Institutionalized Linen Management (NAILM). NAILM is an important source of information on the latest laundry industry trends, benchmark costs, infection control methods, equipment performance, etc. It also offers professional certification correspondence courses at reduced rates to members which DOC laundry staff has taken advantage of.

Information Systems: All DOC laundries enter offender clothing and linen issues into a database program in the DOC intranet. Private prison facilities also enter their issues into the program. All facility laundries are able to access the history of state clothing and linen issues to offenders. Management reports are also produced by the system. An enhancement to the system that will manage laundry storeroom inventories is currently being developed.

Accomplishments

During FY 2007, inmate clothing costs were contained - despite vendor price increases - due to laundry staff efforts in utilizing more used green pants, shirts and work coats. 51% of the total pants, shirts, and coats issued in FY 2007 were used, compared to 48% in FY 2006 and 46% in FY 2005.

A training course for new staff that will be supervising inmate workers was developed by Jerry Albrecht in collaboration with numerous DOC facility staff from the food service, maintenance, laundry and program areas. The course was sent to the DOC Colorado Training Academy with a recommendation to incorporate it into the basic training curriculum.

Beginning in FY 2008, the male inmate uniform green pants will be converted from a belt loop/zipper style to an elastic band style. With the current quantities being distributed, the lower cost pant and the elimination of belts is projected to lower current annual uniform pant expenditures for male offenders by $40,000.

In October 2006, DOC Laundry Supervisors received a two-day "7 Habits for Managers" training in Colorado Springs. The trainers were DOC staff Dona Zavislan and Katherine Sanguinetti.

Subprogram Specific Goals and Objectives

Goal #1: Manage resources sufficient to enable regularly scheduled replacement of CDOC's capital, movable, and laundry equipment, consistent with accepted useful life estimates for each such item.

Objective 1.1: Based on an average 15-year life expectancy, the washers and dryers in DOC laundries will be replaced on average after 15 years of service with a combination of decision item and operating funds.

Goal #2: To maintain and improve management, operations, support services, and long-term private service partnerships through budgeting and performance analysis to ensure cost effective and efficient use of appropriated funds utilizing zero-based budgeting.

Assumptions: There is room for improvement in the efficiency and effectiveness of DOC laundry operations.

Objective 2.1: During FY 2008, total expenditures for offender clothing will not exceed 67% of the total laundry subprogram operating allocation.

Objective 2.2: If the actual cost/benefit of the ozone system at LCF Laundry is acceptable, expand ozone generation technology to other DOC laundries by February 29, 2008.

Objective 2.3: If DOC Business Technologies completes the programming for PCDCIS Laundry inventory management, provide training and a user manual to DOC and private prison laundry staff within 30 days of program implementation date.

Objective 2.4: Decide whether or not it will lower overall costs to convert the male inmate standard underclothing issue from white to colored fabric by December 31, 2007.

Goal #3: To prepare for post-release employment, offender laundry workers will be provided a level of training and experience that is equivalent to private laundry enterprises.

Assumptions: With appropriate training and experience, private sector laundry work is a viable employment opportunity for released offenders.

Goal #4: To continuously improve the laundry work environment that promotes and displays teamwork, communication, ethical performance, integrity and professionalism where staff feel valued and respected.

Assumptions: The DOC will continue to promote workplace practices that encourage employee growth, teamwork, communication, ethical performance, integrity and professionalism.

Ongoing professional training is necessary for effective management of laundry operations.

Objective 4.1: Each fiscal year at least one DOC laundry staff member will become a certified laundry director (R.L.L.D) or manager (C.L.L.M.) in accordance with National Association of Institutional Linen Management (NAILM) requirements.

Objective 4.2: Disseminate at least two DOC-wide positive information articles on laundry subprogram activity during this fiscal year.

Similar or Cooperating Programs: Other state departments of corrections operate general or cash funded laundries; most are general funded. The Federal Bureau of Prisons operates laundries in federal facilities. Local jails operate laundries or send work to an outside contractor.

Stakeholders

Customer	Requirement
DOC offenders	Laundry services, clothing and linen issue, work opportunities.
Facility staff	Conduct laundry operations in security conscious manner.
DOC and Taxpayers	Continue to improve the efficiency and effectiveness of DOC laundry operations

STATISTICAL TABLES

TABLE 1
LAUNDRY POUNDS PROCESSED IN FY2007

Facility	ADP	Pounds	+ or – to other Facilities	Adjusted Poundage	Adjusted Average lbs/ADP	FY2006 Average lbs/ADP	FY2005 Average lbs/ADP
ACC	493	279991	85534	365525	741	743	740
AVCF	1013	694392			685	710	731
BVCC*	1265	739505			648	633	625
CCC*	145	149848			1033	739	745
CCF	325	0	151513	151513	466	436	465
CSP	753	434810			577	549	594
CTCF	792	1,045,111	(195980)	849131	1072	1005	969
CWCF*	218	X	195980	195980	903	790	745
DCC	474	385129			813	817	812
DRDC	494	686229	(349953)	336276	681	739	829
DWCF*	853	X	349953	349953	410	450	410
FCF	1465	1,791,307	(761527)	1,029,780	703	716	718
FLCF	491	416049			847	793	792
FMCC	498	312167	63363	375530	754	733	770
LCF	950	649874			684	691	646
LVCF*	401	X	142003	142003	354	265	293
RCC	188	174655			929	804	745
SCC	246	139934	59195	199129	809	871	766
SCCF	250	0	148298	148298	593	605	607
SCF	2464	1,493,407			606	660	698
TCF	484	352479			728	712	696
YOS*/STU	203	X	57199	57199	282	591	609
CI		0	49475		X		
T/A		0	4947		X		
TOTAL	14,464	9,744,887	0		674	685	708

* indicates that offenders personally do some of their laundry

TABLE 2
FY2007 LAUNDRY OPERATING EXPENSE - FACILITY COMPARISONS

FACILITY	PROCESSING COST (per lb)	CLOTHING COST (per ADP)	LINEN COST (per ADP)	OPERATING COST (per ADP)
AVCF	$0.050	$32.13	$7.68	$74.29
BVCF	$0.037	$41.23	$12.96	$78.18
CCC	$0.051	$4.51	$0.97	$58.01
CCF	at FCF	$17.19	$12.78	$32.52
CMC	$0.043	$21.65	$9.59	$56.92
CSP	$0.039	$26.09	$10.09	$58.49
CTCF	$0.040	$16.56	$4.78	$73.55
CWCF	at CTCF	$31.05	$11.1	$59.63
DCC	$0.038	$25.35	$13.85	$70.47
DRDC	$0.070	$79.34 per Intake	$54.55	X
DWCF	at DRDC	$64.98	$4.83	$83.96
FCF	$0.026	$52.51	$14.40	$98.75
FLCF	$0.025	$51.12	$0.77	$72.70
LCF	$0.045	$34.54	$12.77	$76.17
LVCF	at FCF	$36.81	$20.94	$94.11
RCC	$0.028	$33.21	$6.97	$66.24
SCF	$0.030	$50.49	$10.71	$79.59
TCF	$0.047	$31.72	$4.03	$69.63
Total	$ 0.042	$95.48	$11.65	$136.41
Contingency	$0.002	$0.28	$0.	$2.18
Sub Program Dollar Total	$0.044	$95.76	$11.65	$138.59
% of Total	22.5%	69%	8.5%	100%

Table 3

CAPACITY (LBS) and AGE of MACHINES in CDOC LAUNDRIES - FY2007 BASE YEAR				
AGE	WASHER CAPACITY	# WASHERS	DRYER CAPACITY	# DRYERS
< 1 year	665	7	640	5
1 year	210	3	115	1
2 years	310	3	250	2
3 years	395	4	870	7
sub total	*1580*	*17*	*1875*	*15*
4 years	35	1	0	0
5 years	2060	7	1900	14
6 years	685	8	1490	14
sub total	*2780*	*16*	*3390*	*28*
7 years	905	9	100	2
8 years	2395	12	1315	10
9 years	205	4	585	7
sub total	*3505*	*25*	*2000*	*19*
10 years	595	7	1005	10
11 years	165	3	225	2
12 years	120	2	530	4
sub total	*880*	*12*	*1760*	*16*
13 years	200	1	275	2
14 years	120	2	175	3
15 years	95	1	315	3
sub total	*415*	*4*	*765*	*8*
> 15 years	1650	8	2125	12
Total	10810	82	11915	98
0-3 years	15%		16%	
4-6 years	26%		28%	
7-9 years	32%		17%	
10-12 years	8%		15%	
13-15 years	4%		6%	
over 15 years	15%		18%	

ATTACHMENT A

Facility	Processing and Distribution		Initial Clothing and Linen Issue	Supplemental Clothing and Linen Issue
	In House	Other Facility	In House	In House
ACC	personals, uniforms, misc at FMCC & SCC	FCF- linen, misc	X	X
AVCF	X		X	X
BVCF	X		X	X
BV Minimum	X	BVCF	X	X
CCAP	personals, misc	BVCF	X	X
CCC	X		X	X
CCF	None	FCF	X	X
CSP	X		X	X
CTCF	X		X	X
CWCF	personals	CTCF	X	X
DCC	X		X	X
DRDC	X		X	X
DWCF	personals	DRDC	X	X
RCC	X		X	X
FCF	X		X	X
FLCF	X		X	X
FMCC	personals, uniforms, misc	FCF- linen, misc.	X	X
LCF	X		X	X
LVCF	Personals, misc	FCF	X	X
SCC	personals, uniforms, misc	FCF- linen, misc	X	X
SCCF	Misc	FCF	X	X
SCF	X		X	X
TCF	X		X	X
YOS	personals, misc	FCF	X	X

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
F) LAUNDRY	4,251,902	91,200	9,891	0	94,359	(11,416)	0	4,435,936	37.4	0.0	0.0	37.4
Personal Services	2,141,949	91,200	0	0	0	(11,416)	0	2,221,733	37.4	0.0	0.0	37.4
Operating	2,109,953		9,891	0	94,359	0	0	2,214,203				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Laundry Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Position Detail											
CS Supv III	71,076	1.0	72,924	1.0			76,116		1.0	76,116	1.0
CS Supv II	482,613	9.0	489,657	9.0			515,028		9.0	515,028	9.0
CS Supv I	1,309,996	26.1	1,281,327	25.2			1,468,583		27.4	1,468,583	27.4
Subtotal: (L05)	1,863,685	36.1	1,843,908	35.2			2,059,727		37.4	2,059,727	37.4
Salary Subtotal	1,863,685	36.1	1,843,908	35.2			2,059,727		37.4	2,059,727	37.4
PERA @ 10.15%	183,317		181,688				209,062			209,062	
Other Retirement Plans											
Medicare Tax @ 1.45%	23,768		22,951				29,866			29,866	
Compensation Match											
Base Reduction -.51%										(11,416)	
Other Personal Services											
Part-time/Temporary											
Contractual Services											
Contract Svcs. Medical											
Overtime Pay	8,886		6,500								
Retirements/Payouts	999		11,826								
Vacancy Savings							0			0	
Subtotal of Personal Services	2,080,655	36.1	2,066,872	35.2	2,078,536	37.4	2,298,655		37.4	2,287,239	37.4
General Fund	2,080,655	36.1	2,066,872	35.2	2,078,536	37.4	2,298,655		37.4	2,287,239	37.4
POTS - Expenditures											
Shift Differential	970		1,016							0	
Health/Life Insurance	113,691		134,226				163,728			0	
HB 00-1215											
Short-term Disability @ .21%/.045%	2,746		2,103				2,583			0	
AED/SAED	3,777		12,682				26,899				
Salary Survey							69,936	*			
Anniversary								*			
Pay for Performance							26,580	*			
FMCC & CSP Expansion								*			
Medicare Change								*			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Laundry Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
Unemployment Security Payments										
Difference							(60,190)		(65,506)	
Total Continuation Personal Services	2,201,839	36.1	2,216,899	35.2	2,141,949	37.4	2,431,675	37.4	2,221,733	37.4
General Fund	2,201,839	36.1	2,216,899	35.2	2,141,949	37.4	2,431,675	37.4	2,221,733	37.4
ANNUALIZATION ITEMS - PERSONAL SERVICES										
TOTAL ANNUALIZATION ITEMS									0	0.0
Grand Total Continuation Personal Services	2,201,839	36.1	2,216,899	35.2	2,141,949	37.4	2,431,675	37.4	2,221,733	37.4
General Fund	2,201,839	36.1	2,216,899	35.2	2,141,949	37.4	2,431,675	37.4	2,221,733	37.4
DECISION ITEM - PERSONAL SERVICES										
TOTAL PERSONAL SERVICES									2,221,733	37.4
General Fund									2,221,733	37.4
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							2,078,536	37.1	2,141,949	37.4
Previous Year Special Bills/Supplemental							(2,505)	(0.1)		
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction of 1%										
Salary Survey - classified employees							57,062		69,936	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									21,264	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							19,521	0.4	0	0.0
Base Adjustment - .51%							(10,665)		(11,416)	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Laundry Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Adjustments (Decision Items, other)									0	0.0
Total Personal Services Appropriation/Request							2,141,949	37.4	2,221,733	37.4
General Fund							2,141,949	37.4	2,221,733	37.4
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	1,925,355	36.4	2,078,536	37.1						
PERA BILL - HB 98-1242										
Supplemental			(2,505)	(0.1)						
Transfers										
Additional Federal Funds										
Reversions			(7,460)							
Subtotal	1,925,355	36.4	2,068,571	37.0			0		0	
General Fund	1,925,355	36.4	2,068,571	37.0			0		0	
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	155,279		12,000				69,936			
Anniversary							0			
Pay for Performance							26,580			
Shift Differential							0			
Medicare change										
Health/Life Insurance	113,691		134,226				163,728			
HB 00-1215							0			
Short Term Disability	2,745		2,102				2,583			
AED	4,770						26,899			
POTS Subtotal	276,485		148,328				289,726			
General Fund	276,485		148,328				289,726			
Total Personal Services	2,201,840		2,216,899				2,431,675	37.4	2,221,733	37.4
Total Actual Personal Services	2,201,839		2,216,899				2,431,675	37.4	2,221,733	37.4
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Laundry Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
2110 Water and Sewer									0	
2170 Waste Disposal									0	
2210 Other. Maintenance/Repair									0	
2220 Bldg. Maintenance/Repair									0	
2230 Equip. Maintenance/Repair	554		719				719		719	
2231 ADP Equipment Maintenance			314				314		314	
2232 ADP Software Maintenance									0	
2240 Vehicle Maintenance									0	
2253 Rental of Equipment	6,674		51				51		51	
2631 Communication Services									0	
2680 Printing and Reproduction	303		437				437		437	
2710 Purchased Medical Services	8,455		17,744				17,744		17,744	
2810 Freight Storage and Moving	200		60				60		60	
2820 Other Purchased Services			195				195		195	
3110 Other Supplies & Materials	189,339		207,015				207,015		207,015	
3111 Agricultural Supplies									0	
3112 Automotive Supplies	217								0	
3113 Clothing/Uniform Allowance	1,281,063		1,329,874				1,468,356		1,468,356	
3114 Custodial/Laundry Supplies	262,798		266,391				266,391		266,391	
3115 Data Processing Supplies	343								0	
3116 Purchase/Lease Software	786		1,241				1,241		1,241	
3117 Educ./Rec. Supplies/Service	2,445								0	
3118 Food & Food Service Supp.	901		180				180		180	
3119 Medical/Dental/Hosp/Lab Supp.									0	
3120 Library Books/Period./Subs.									0	
3121 Office Supplies	7,835		7,555		-		7,555		7,555	
3123 Postage	23		30				30		30	
3124 Printing	464		2,356				2,356		2,356	
3126 Repair/Maint. Supplies	40,504		70,432				70,432		70,432	
3128 Noncapitalized Equipment	18,142		31,865				31,865		31,865	
3140 Non Capitalized IT Purchases - PCs	5,293		9,790				9,790		9,790	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	466		4,343				4,343		4,343	
3920 Bottled Gas									0	
4100 Other Operating Expenses									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Laundry Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
4110 Awards, Judgments, Losses	43		481				481		481	
4111 Prizes and Awards									0	
4140 Dues and Memberships	780		780				780		780	
4180 Official Functions									0	
4200 Purchase Discounts									0	
4220 Registration Fees	375		70				70		70	
6212 IT Servers	9,159								0	
6280 Other Capital Equip.	29,629		19,547				19,547		19,547	
Total Operating Expenses	1,866,790		1,971,471		2,109,953		2,109,953		2,109,953	
General Funds	1,866,790		1,971,471		2,109,953		2,109,953		2,109,953	
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									6,546	
DWCF Double Bunking Annualization									3,345	
TOTAL ANNUALIZATION ITEMS									9,891	
Grand Total Continuation Operating	1,866,790		1,971,471		2,109,953		2,109,953		2,119,844	
General Funds	1,866,790		1,971,471		2,109,953		2,109,953		2,119,844	
Reconciliation										
Long Bill Appropriation	1,866,800		1,975,881							
Supplemental			(4,410)							
Transfers										
Reversions	(10)									
Subtotal	1,866,790		1,971,471							
DECISION ITEM - OPERATING										
DI # 6 External Capacity Impacts									94,359	
TOTAL OPERATING - DI									94,359	
Start-up			114,442				0			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Laundry Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
TOTAL LAUNDRY SUBPROGRAM	4,068,629	36.1	4,302,812	35.2	4,251,902	37.4	4,541,628	37.4	4,435,936	37.4
General Fund	4,068,629	36.1	4,302,812	35.2	4,251,902	37.4	4,541,628	37.4	4,435,936	37.4
General Fund Exempt										
Cash Funds										
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4

SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS

AGENCY: LAUNDRY SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**4,068,629**	**4,302,812**	**4,251,902**	**4,541,628**	**4,435,936**
General Fund	4,068,629	4,302,812	4,251,902	4,541,628	4,435,936
General Fund Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					

2G Superintendents

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(G) Superintendents Subprogram

Line Items: Personal Services
Operating Expenses
Dress Out
Start-up Costs

Change Request(s): DI #6 External Capacity Impacts

Federal/State Statutory and Other Authority: 16-11-401 CRS - Death penalty inflicted by lethal injection; 17-1-103.7 CRS - Duties of executive director; 17-1-104.3 CRS - Correctional facilities-location-security level; 17-1-119 CRS - Lethal perimeter systems for correctional facilities; 17-19-101 CRS - Visitors at correctional facilities; 17-19-102 CRS - Employees of correctional facilities; 17-20-114.5 CRS - Restriction of privileges in correctional facilities; 17-20-122 CRS - Justification of officer; 17-25-101 et seq. CRS - Minimum Security Facilities.

Program Description: The Superintendents Subprogram is responsible for the management and administration of the Department of Corrections (DOC) correctional facilities. This subprogram provides a safe and secure environment for staff, offenders and the general public by maintaining order and ensuring consistency in the operation of DOC correctional facilities. This Subprogram retains the name "Superintendents Subprogram" in the Long Bill, although the administrative heads of correctional facilities in Colorado are now referred to as "wardens" in statute and in general DOC operations.

***Total FTE*:** 171.2

Services Provided
The Superintendents Subprogram provides for the operational management of the State's correctional facilities. In addition to providing day-to-day operational guidance at the facility level, the Superintendents Subprogram provides the personnel and systems that link the facilities with the Central Office, facility services management, technology and information systems, and population management.

The duties of this subprogram are carried out through personal contact and supervision of staff, by meeting programmatic and professional standards (such as those set by the American Correctional Association), through the management of the facilities physical plants and buildings, by using and maintaining technology and information systems, and through the management of inmate populations. These activities are augmented and supported by management, providing a smooth facility operation with consistent leadership, fiscal management, and the promotion of a good public understanding of correctional facilities.

Functions and Activities Summarized

Priority	Functions
1	Facility Management
2	Disciplinary
3	Clerical
4	Administrative Services
5	Staff Resource/Worker's Compensation
6	Program Management

Analysis of Functions and Activities

Facility Management: The purpose of facility management staff is to organize and control all activities of a 24-hour, seven-day-a-week operation of a correctional facility. Management staff is responsible for managing facility offenders classified from minimum to administrative segregation. As the appointing authority, the Warden is involved in all personnel actions (grievances, disciplinary, staffing, etc.). The Warden directs and monitors all fiscal operations of the facility. The Associate Warden provides direct supervision of the overall operation of the facility including housing and security, life safety, physical plant and programs. Associate Wardens serve as facility duty officers.

Major facilities with over 800 offenders have a Warden, and may have two Associate Wardens and Managers for Administration, Housing and Security, Physical Plant, Food Service, Inmate Program Services, Clinical Services, and Correctional Industries (CI). The classification level for Food Services and Inmate Program Services Managers varies depending upon the complexity of the food service system and whether the Program Services Manager must also be a certified teacher. The Boot Camp (CCAP) has its own manager at Buena Vista Correctional Facility (BVCF), and the Therapeutic Community at Arrowhead Correctional Center (ACC), Canon Minimum Centers (CMC) has an additional manager. Clinical Services Administration supports more than one facility.

At facilities between 500 and 800 offenders, the Warden may be assisted by just one Associate Warden and managers in each of the same areas listed for major facilities. Managers in Physical Plant, Food Service, and Correctional Industries vary depending upon the complexity of the programs at each facility.

Wardens are being consolidated to manage multiple facilities, as designated by the Executive Director.

Disciplinary: The purpose of the disciplinary process is to establish procedures, responsibilities, prohibitions and sanctions which govern inmate conduct at all DOC facilities and private sector facilities that house DOC offenders.

State and federal laws require a written system of rules to govern inmate behavior. In order to ensure that offenders receive the due process required by law, the hearings officer coordinates the disciplinary process by scheduling and conducting disciplinary hearings.

This function also includes: Establishment of procedural guidelines to assist prison officials in regulating the conduct of offenders; analysis of evidence presented; application of concepts of disciplinary management; review of limits set by the DOC Code of Penal Discipline (COPD); recommendation of guilt or innocence for those accused of rule violations; and recommendation of punitive sanctions to higher levels of authority.

The hearings officer analyzes evidence presented at hearings, applies concepts of disciplinary management, reviews due process requirements and reviews limits set by the DOC COPD to recommend guilt, innocence or dismissal. Sanctions are recommended to the Warden. Due process requires an appeal procedure within this system. Upon request of the inmate, the Warden or designee must review all hearing material to determine if procedures were met, evidence was appropriate, or new evidence exists. The hearings officer ensures due process requirements are met for distribution and service of documents.

In smaller facilities, the hearings officer is assigned additional duties in the area of Administrative Services. The disciplinary officer's function is a part-time function at Colorado Correctional Center (CCC) and Denver Reception and Diagnostic Center (DRDC), and is a full-time position at all remaining facilities.

Clerical: Office support staff perform the following functions: daily communication, sort and distribute incoming and outgoing office related mail, enter data into COFRS and DCIS, file, type, prepare various reports, draft and respond to correspondence, copy documents, record information, take minutes at meetings, provide administrative assistance for special projects, fax documents, order and receive supplies, complete forms, logs, etc. telephone coverage, scheduling, and photo copying.

Administrative Services: The purpose of Administrative Services is to organize and control the administrative areas of the facility. This includes responsibility within the facility for the inmate disciplinary system, policy formulation and distribution, media and public information, staff training, litigation and legal services, computer services and juvenile diversion programs where offered.

Facility policies and procedures are necessary to interpret and detail State law, Federal law, accreditation standards and DOC policy and regulations in a manner which may be utilized by facility management, line staff and offenders. Personnel in this area must be familiar with correctional and administrative operations in order to originate and write operational memorandums to comply with departmental policy, Administrative Regulations, accreditation standards, or special facility needs. This area distributes local facility policies to management staff with recommendations for revision or origination and reviews all facility publications, post orders, posted operational rules, employee handbooks, etc., to ensure no conflicts exist between policies. This area also ensures that these facility rules are in compliance with applicable laws, regulations, and standards and are grammatically correct.

Offenders file a large number of civil lawsuits each year. In order to assist the Office of the Attorney General (OAG), the facility performs initial investigation and documentation of litigation. The Administrative Services staff investigates and responds to litigation involving

employees and coordinates with the OAG to provide responses and evidence to the courts. This area also maintains records for legal cases and ensures time frames are met, corresponds with the courts and attorneys as the facility representative, investigates and resolves inmate complaints, and explains facility policies to offenders and other interested parties.

Legal requirements regarding access to information, the high number of requests, the confidentiality of information, and the desire to meet the needs of the taxpayer, all dictate a need for central organization of activities involving the public and media. Some facilities provide services to the public through juvenile diversion programs. The Administrative Services staff directs public information activities, provides information to the media and the public, controls media and the public and auxiliary personnel in routine and emergency situations, records media and the public contacts, originates press releases, collaborates with DOC Public Information Officer, and authorizes, schedules, and conducts tours of the facility.

The ACA Standards Accreditation Manager for the facility works in conjunction with the other Department ACA Accreditation Managers to organize or conduct self-audits. The ACA Accreditation Manager issues task assignments to management staff, ensures compliance with applicable standards and advises the Warden of related problems. The Accreditation Manager originates plans of action to correct compliance deficiencies. This position coordinates with other DOC Accreditation Managers to conduct internal audits at other facilities. The internal audits identify deficiencies that can be corrected prior to the arrival of the ACA Audit Committee.

Administrative Services coordinates and organizes reports and special projects which include Strategic Plans, Operating Plans, Quarterly Reports and any other special projects requested by the Executive Director, Deputy Director, General Assembly or Office of Attorney General (OAG).

Staff Resource/Worker's Compensation: This area coordinates all personnel issues for the facility. This includes monitoring all Performance Plans and job description review dates, advising supervisors of required reviews and/or documents as needed for employees. Vacancy savings is tracked and monitored to ensure facility personal services allocations are not exceeded. Any entries into the Applicant Data System (ADS), reports, etc. are generated by this office. All referrals, interviews and applications for promotion, etc. are processed through this area. Any EEOC complaints, staff grievances, and Family Medical Leave Act (FMLA) are tracked by this area, and all Workers' Compensation claims are monitored for the facility. Accident reports are reviewed for completeness to ensure time frames are met and leave time is monitored.

Staff Resource Coordinators - Staff Resource Coordinator at the facility level coordinate all personnel actions for the facility including:

- Monitoring all Performance Evaluation Program (PEP) schedule dates.
- Advising supervisors of required reviews and/or documents required on all employees.
- Collaborating with the Personnel Department to ensure deadlines are met.
- Monitoring all Workers' Compensation claims for the facility.

- Reviewing accident reports for completeness and to ensure that time frames are met.
- Monitoring leave time for injuries in coordination with payroll.

Program Management: This area creates, develops, supervises, directs and negotiates programs for offenders incarcerated in the DOC. The office of the Programs Manager works with personnel in the Education Subprogram, the Volunteer Subprogram and the Recreation Subprogram, among others to create, develop, supervise, direct and negotiate programs for offenders incarcerated in the DOC. These programs are Academic and Vocational Education, Community Reintegration, Library, Recreation, Religion and Volunteer Services.

Program management makes fiscal recommendations and approves purchases for the programs and makes personnel selections and other recommendations to the appointing authority. Program management includes the negotiation and supervision of contracts along with the day-to-day supervision of contract service providers. Also included are the screening, selection, assignment, and supervision of volunteer service providers together with tracking and reporting on all program activities.

Education Programs (both academic and vocational) are provided through the Education Subprogram. Funding and supervision of the libraries are also provided to the facilities through the Education Subprogram. The Academic Education Program consists of Adult Basic Education (ABE), General Educational Development (GED), English as a Second Language (ESL), Special Education, Healthy Living/Successful Transitions, Life Skills, Parenting, Anger Management, Victims Education, Gang Education, Substance Involvement/Criminal Addictions Program, etc. The Vocational Education Program includes classes in auto body, carpentry, computer graphic design, computer information services, computer/office technology, custodial service, dental prostheses, drafting/CAD, electronic technology, engine technology, food service, heavy equipment operations, horticulture/landscaping, janitorial, illustration/sign design, industrial technology, machine trades, office equipment repair, printing technology, radio broadcasting, sheet metal, small business management, video production technology, and welding.

The libraries offer comprehensive library services to offenders and staff. These include interlibrary loan program, reference and information services, reader's advisory services, library usage instruction, and book discussion groups. The collections contain books, magazines, audio-video materials, CD-ROM databases, Spanish language materials, and books for new adult readers and the visually impaired.

The Recreation Department provides leisure time activities in the gym, yard, auditorium, and the Hobby Shop.

The opportunity to worship is provided to all offenders through the Chaplain's office and Volunteer Coordinator's office. The facilities offer the times and means for offenders to practice a wide variety of religious beliefs. Volunteers for these services are actively recruited from the civilian population.

Shared Functions and Activities

The Superintendents Subprogram provides for the day-to-day operational management of the facilities. Therefore, the functions of this subprogram are inherently involved with many other subprograms. Many of the subprograms in the Institutions group report directly or indirectly to the Warden of the facility. These include Maintenance, Housing and Security, Food Service, Laundry, and Case Management. Subprograms in the Institutions Group of special importance sharing services with the Superintendents Subprogram include:

Managers are being consolidated to oversee, direct and provide services for multiple facilities to include Health Services Administrator, Business Managers, and Computer Coordinators.

Medical Services works in conjunction with the Superintendents Subprogram by providing medical care to offenders housed at the facility/center.

Mental Health provides services including group therapy, individual counseling, and evaluations for offenders within the facilities/centers.

Subprograms in other groups having direct or important shared services include:

Offender Services works with each facility/center to monitor classification and movement of offenders.

Communications provides telephones, pagers, cellular phones, radios, and their service to all facilities/centers.

Transportation provides transportation of offenders to and from all facilities/centers.

Correctional Industries works closely with each facility/center. The facilities/centers provide the inmate employees for the industries operations.

Training provides staff basic and continuing education training for all areas.

Parole Board considers eligible offenders for parole status. The Board meets within each facility/center. Facility Case Managers provide direct input to the Parole Board and serves as the liaison.

Drug & Alcohol Treatment provides substance abuse treatment programs aimed at prevention of substance use/abuse both within the facility/center and when offenders are released.

Sex Offender Treatment operates within a facility/center to provide treatment to sex offenders aimed to prevent future victims, both within the facility/center and when offenders are released.

Canteen sells and delivers merchandise such as personal items to offenders at each facility/center.

Facility Services coordinates expansions, renovations and new construction, working closely with the Wardens.

Labor employs inmate workers in an intensive labor program that supports the facilities as well as local communities.

Business Operations provides fiscal and warehouse support.

Business Technology: This area maintains records and equipment, trains staff in computerization and software programs, and monitors efficiency of the network. This area administers the overall computer use at facilities, as well as the LAN system itself and coordinates DCIS usage. This area advises staff of the proper use of all software and hardware, and has input in the budget for the hardware/software purchases.

Prioritized Objectives and Performance Measures

Objective 1.1: Continue implementation of Bed Plan proposal for expansion and operation of State/Private Prison system, consistent with the projected offender population growth over a five-year planning period (by July 2011), for the following sub-groups:

- High Custody Expansion (Male Admin. Segregation and Close Custody)
- Private Prison Expansion (Male and Female)
- Special Bed Expansion (Male High Needs Medical and OMI)
- Women's Expansion
- Community Corrections Expansion

Objective 1.2: Expand the High Risk Offender Management Program, for male administrative segregation and close custody offenders, to better manage high risk offender return to a general population setting and community re-entry (by November 2008).

Objective 2: Complete implementation of the SAFE program consisting of a focus on the fundamentals to enhance performance in basic security and safety practices through the provision of resources, training, and performance measures (by July 2008).

Objective 3: Implement CDOC-wide support for interagency emergency response agreements, including National Incident Management System (NIMS) protocols, to enhance CDOC/state/county/city law enforcement agency coordination and effectiveness (by July 2008).

Objective 4: Develop an Initial Response and Facility Mobilization policy for each CDOC facility (by July 2008).

Strategic Plan Objective 1: Protection: To protect the general public, staff, and offenders by consistent confinement within appropriate facilities with adequate security,

safety, treatment, and programs corresponding to offender classification, assignment, and special requirements.

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of escapes. Definition: This number represents the number of offenders who breach the confines of the facility/center or the last line of security containment. Demonstrates: The Department's commitment to provide a safe and secure work environment by continually analyzing security procedures and training of staff within the facility/center to improve systems and awareness.	Target	<7	<7	<2	<2
	Actual	3	2		
MEASURE: Number of staff assigned to correctional facilities. FTE and Contract. Definition: This indicates the number of required/mandatory positions assigned to operate the facility/center in a safe, secure, humane way. (This figure is the total of FTE and contract staff combined from all DOC Facilities/Centers.) Demonstrates: The DOC is adhering to the Personal Services appropriation as set forth in Legislation.	Target	4,650	5,177	5,177	5,177
	Actual	4619 (Average)	4927.7		
MEASURE: Number of staff disciplinary actions. Definition: This number indicates the number of disciplinary actions involving staff who has violated agency rules, federal, state or local laws resulting in a progressive disciplinary process. The total number of disciplinary actions which affect the current base pay, status, or tenure of the employee. Demonstrates: This demonstrates that procedures exist and staff is held accountable.	Target	<68	<77	<70	<70
	Actual	77	70		

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of staff terminated (non-voluntary). Definition: This number indicates the number of terminations of staff due to violation of agency rules, federal, state or local laws resulting from the progressive disciplinary process. This figure does not include negotiated or voluntary resignations. Demonstrates: The number of staff that has participated in the existing progressive disciplinary system that resulted in non-voluntary termination.	Target	<57	<66	<66	<66
	Actual	66	66		
MEASURE: Number of staff grievances. Definitions: This number will indicate the number of formal complaints or protests based on an actual or supposed circumstance which will relate to working conditions, relationships, policies, rules and regulations. This figure is the total of Step I (Informal) and Step II Staff Grievances. Demonstrates: This will demonstrate the existence of a uniform grievance procedure whereby staff may file a formal grievance without fear of retaliation or retribution.	Target	<62	<93	<78	<78
	Actual	93	78		
MEASURE: Number of assaults on staff. Definitions: This figure represents the total number of assaults on staff by offenders resulting in a COPD Class I 4 Assault convictions. Demonstrates: The dedication the Department has in providing a safe and secure work environment.	Target	<200	<200	<200	<200
	Actual	228	261		
MEASURE: Number of assaults on offenders. Definitions: This figure represents the total number of assaults on offenders by other	Target	<500	<500	<400	<400

		FY05-06	FY06-07	FY07-08	FY08-09
offenders resulting in a COPD Class I 4 Assault convictions. Demonstrates: The commitment the Department has in providing a safe and secure living environment for offenders.	Actual	511	394		
MEASURE: Number of inmate grievances (Step I only). Definitions: This number indicates the total # of written formal complaints by offenders in regard to a policy, condition, or an incident occurring within an institution. Demonstrates: The Department has a process which allows offenders to seek administrative relieve prior to court actions.	Target	<10,000	<10,000	<10,000	<10,000
	Actual	11,558	11,577		
MEASURE: Number of inmate misconduct disciplinary charges. Definitions: This number indicates the total number of Class I, II, and III misconduct disciplinary charges which resulted in a hearing being conducted. Demonstrates: DOC first formal administrative process that provides written documentation regarding alleged inmate misconduct.	Target	<18,965	<19,255	<19,255	<19,255
	Actual	19,255	18,171		
MEASURE: Number of Class I, II and III disciplinary charges which resulted in a conviction. Definitions: This figure indicates the number of offenders convicted during disciplinary hearings. Demonstrates: The result of the disciplinary hearing. It also assures the inmate population will be held accountable for unacceptable behavior.	Target	<16,079	<16,684	<15,276	<15,276
	Actual	16,684	15,276		
MEASURE: Number of COPD appeals. Definitions: This number will represent the number of offenders who appeal their	Target	<2,530	<2,380	<2,085	<2,085

		FY05-06	FY06-07	FY07-08	FY08-09
COPD conviction. Demonstrates: The Department has a process which allows offenders to seek review of decisions made regarding COPD convictions...	Actual	2,380	2085		
MEASURE: Number of law suits filed. Definitions: This number will indicate the number of actions filed with the Court systems by incarcerated offenders. Demonstrates: The offenders' access to courts to resolve issue outside DOC Administrative process.	Target	<296	<254	<218	<218
	Actual	254	218		
MEASURE: Average ACA compliance level for accredited facilities. Definition: Indicates average compliance level for ACA requirements for facilities/ centers within the DOC. It is the total of all the ACA scores (mandatory and non-mandatory standards) divided by the number of institutions audited. Demonstrates: The Department's commitment to operate programs and facilities within applicable ACA standards.	Target	99.5%	99.5%	99.5%	99.5%
	Actual	99.41%	99.26		
MEASURE: Contraband searches. Definition: This number will indicate the systematic searches of any and all areas for all non acceptable items throughout all DOC facilities. Demonstrates: Operational procedures which ensure the security and safety of the facility, staff and offenders.	Target	>290,000	>314,000	>341,000	>341,000
	Actual	313,559	340,717		
MEASURE: Number of random/suspicion inmate drug tests conducted. Definition: This number will indicate the total number of tests administered to offenders for illegal substances. Demonstrates: The effort to deter offender use of illegal substances and to provide facility safety.	Target	>12,700	>16,700	>12,072	>12,072
	Actual	17,839	11,856		

Optional Elements

Accomplishments

- The emergency plan continues to be reviewed and revised to deal with the changing offender population.
- Management meetings now include not only the Wardens, but also the related disciplines. This has allowed communication to be streamlined and shared more readily between departments.
- The Office of Security Services continues to provide a more consistent approach to department-wide security related issues.

Workload Assumptions

The DOC will continue to strive for and maintain ACA standards. The inmate population will continue to grow. Inmates sentenced to DOC are more violent. STG (gang) activity will continue to grow. Medical needs of inmates will continue to be very costly.

Subprogram Specific Goals and Objectives

Goal #1: Achieve and maintain ACA Standards levels of service where economically feasible.

Assumptions: The DOC continues to support ACA standards. ACA will maintain a reasonable set of Standards. Executive Staff and Wardens will communicate support of ACA Standards to staff. Baseline allocations are adequate to meet our constitutional, statutorily and legislative mandated obligations.

Objective 1.1: To have each facility to continue with departmental internal audits of all standards to determine status of compliance on an annual basis.

Objective 1.2: By June 30, 2007, rectify any areas that the DOC deemed deficient by ACA standards, utilizing the Decision Item process as necessary to obtain required funding.

Objective 1.3: To achieve accreditation or re-accreditation for each of the following facilities by FY 08-09: Adult Parole, San Carlos Correctional Facility (SCCF) to include the Therapeutic Community, Denver Complex to include the Therapeutic Community.

Goal #2: To provide safe and secure facilities for staff and offenders and to ensure the safety of the general public.

Assumptions: Appropriations will remain at a level mandated by legislatures for personal services, operating and capital equipment. Administrative segregation beds will be available for high risk and behavioral management offenders.

Objective 2.1: To continue to conduct security audits at each facility as well as departmental vulnerability assessments. Identified deficiencies are addressed within reasonable time frames, by June 30, 2008.

Objective 2.2: To continually intercept the introduction of contraband in all facilities.

Objective 2.3: To reduce workplace injuries by investigating accidents and taking corrective measures where appropriate by July 1, 2008.

Objective 2.4: Continue to maintain sanitation and hygiene standards by incorporating State Health Department Standards, and the routine measurement of compliance with those standards at each correctional facility.

Objective 2.5: By July 1, 2008, increase the number of Department Administrative Segregation beds available to manage high risk and behavioral management offenders and to explore alternatives to Administrative Segregation to control behavioral management offenders.

Performance: Regularly scheduled inspections by trained DOC staff, local officials and state officials will be conducted; facility Administrative Heads will document the results, formulate action plans and correct deficiencies.

Similar or Cooperating Programs: The Superintendents' Subprogram (although highly specialized due to the nature of its correctional mission) has many of the management responsibilities that are common of any public or private organization. Wardens are responsible for the management duties of planning, organizing, staffing, leading, and controlling operations on the facility level.

Stakeholders

Customer	Requirement
Public	Assures the safety of the public by housing convicted offenders.
Governor	Assures facilities are managed properly assuring the safety of staff, offenders and visitors in a constitutionally defendable environment.
General Assembly	Assures facilities are operated within allocated funds and that state funds are managed appropriately.
Attorney General	Assures federal, state and local laws and statutes are being followed.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
G) SUPERINTENDENTS	14,065,139	395,438	24,760	0	126,724	(52,319)	(167,894)	14,391,847	171.2	0.0	0.0	171.2
Personal Services	9,839,058	395,438	0	0	0	(52,319)	0	10,182,176	171.2	0.0	0.0	171.2
Operating	3,235,829		24,760	0	0	0	0	3,260,589				
Dressout	822,358		0	0	126,724	0	0	949,082				
Start-up	167,894		0	0	0	0	(167,894)	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Superintendent Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
Position Detail										
Management	1,022,648	10.5	1,130,776	10.8			1,166,152	10.5	1,166,152	10.5
SES	120,986	1.0	353,905	3.0			247,502	2.0	247,502	2.0
Gen Prof VII	1,351,847	15.5	1,485,462	16.8			1,546,668	16.5	1,546,668	16.5
Gen Prof VI	43,315	0.5							0	0.0
Gen Prof V	445,523	5.5	402,791	5.0			463,680	5.5	463,680	5.5
Gen Prof IV	337,124	5.0	262,340	3.7			299,496	4.0	299,496	4.0
Gen Prof III	1,130,800	19.5	1,063,827	20.1			1,117,888	20.0	1,117,888	20.0
Gen Prof II	33,256	1.0	50,394	1.0			75,864	1.5	75,864	1.5
Gen Prof I									0	0.0
SS Pro Trainee II	37,953	1.0	38,964	1.0			22,386	0.5	22,386	0.5
Correctional Officer III							63,312	1.0	63,312	1.0
Program Assistant II	91,409	2.0	104,844	2.0			82,350	1.5	82,350	1.5
Program Assistant I	751,933	17.8	690,473	17.4			768,864	17.5	768,864	17.5
Office Manager I	380,940	7.8	325,103	6.8			347,004	7.0	347,004	7.0
Data Spec	82,298	2.4	87,702	2.3			88,980	2.5	88,980	2.5
Admin. Assistant III	2,034,237	57.9	2,205,174	62.5			2,455,158	66.2	2,455,158	66.2
Admin. Assistant II	401,485	13.0	442,911	14.6			469,632	15.0	469,632	15.0
Admin. Assistant I									0	0.0
Subtotal: X05	8,265,754	160.4	8,644,667	167.0			9,214,936	171.2	9,214,936	171.2
Salary Subtotal	8,265,754	160.4	8,644,667	167.0			9,214,936	171.2	9,214,936	171.2
PERA @ 10.15%	831,233		868,868				935,316		935,316	
Other Retirement Plans - 1521										
Amortization Equalization Disbursement (AED)										
Medicare Tax @ 1.45%	88,924		101,866				133,617		133,617	
Compensation Match										
Base Reduction -.51%									(52,319)	
Other Personal Services										
Part-time/Temporary	13,302		15,328							
Contractual Services	52,935		116,268							
Contract Svcs. Medical										
Contract Svcs Other State Agencies	10,250									
Overtime Pay	7,197		4,611							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Superintendent Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Retirements/Payouts	148,590		134,312				0			0	
Conversion of Sick Leave											
Tuition Reimbursement	897		445								
Prizes and Awards - 4111											
Vacancy Savings											
Subtotal of Personal Services	9,419,082	160.4	9,886,365	167.0	9,839,058	171.2	10,283,869		171.2	10,231,549	171.2
General Fund	9,419,082	160.4	9,886,365	167.0	9,839,058	171.2	10,283,869		171.2	10,231,549	171.2
POTS - Expenditures											
Shift Differential	982		231							0	
Health/Life Insurance	435,773		595,581				697,752			0	
HB 00-1215											
Short-term Disability @ .21%/.045%	12,119		10,078				11,276			0	
AED/SAED	17,142		61,186				123,559				
Salary Survey							299,169	*			
Anniversary								*			
Pay for Performance							120,336	*			
Unemployment Security Payments											
Difference							(25,306)			(49,373)	
Total Continuation Personal Services	9,885,098	160.4	10,553,440	167.0	9,839,058	171.2	11,091,150		171.2	10,182,176	171.2
General Fund	9,885,098	160.4	10,553,440	167.0	9,839,058	171.2	11,091,150		171.2	10,182,176	171.2
Cash Funds Exempt											
ANNUALIZATION ITEMS - PERSONAL SERVICES											
TOTAL ANNUALIZATION ITEMS										0	0.0
Grand Total Continuation Personal Services	9,885,098	160.4	10,553,440	167.0	9,839,058	171.2	11,091,150		171.2	10,182,176	171.2
General Fund	9,885,098	160.4	10,553,440	167.0	9,839,058	171.2	11,091,150		171.2	10,182,176	171.2
Cash Funds Exempt							0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Superintendent Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
DECISION ITEM - Personal Services										
TOTAL PERSONAL SERVICES									10,182,176	171.2
General Fund									10,182,176	171.2
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							9,676,595	169.4	9,839,058	171.2
Previous Year Special Bills/Supplementals							(12,857)	(0.4)		
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							124,077		299,169	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									96,269	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							100,182	2.2	0	0.0
Base Adjustment - .51%							(48,939)		(52,319)	
Adjustments (Decision Items, other)									0	0.0
Total Personal Services Appropriation/Request							9,839,058	171.2	10,182,176	171.2
General Fund							9,839,058	171.2	10,182,176	171.2
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	9,325,306	165.2	9,676,595	169.4						
PERA BILL - HB 98-1242										
Supplemental			(12,857)	(0.4)						
Transfers										
Additional Federal Funds										
Reversions			(48,429)							
Subtotal	9,325,306	165.2	9,615,309	169.0						
General Fund	9,325,306	165.2	9,615,309	169.0						
Cash Fund										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Superintendent Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	96,182		324,238				299,169			
Anniversary							0			
Pay for Performance							120,336			
Shift Differential							0			
Medicare Increase										
Health/Life Insurance	429,483		595,067				697,752			
HB 00-1215										
Short Term Disability	12,117		10,059				11,276			
AED	22,010		8,767				123,559			
POTS Subtotal	559,792		938,131				1,252,092			
General Fund	559,792		938,131				1,252,092			
Total Personal Services	9,885,098		10,553,440				11,091,150	171.2	10,182,176	171.2
Total Actual Personal Services	9,885,098		10,553,440				11,091,150	171.2	10,182,176	171.2
Difference (explain)	0		(0)				0	0.0	0	0.0
OPERATING EXPENSES										
2110 Water/Sewer			100				100		100	
2150 Other Cleaning Service			229				229		229	
2160 Custodial Services									0	
2170 Waste Disposal Svc			2,637				2,637		2,637	
2180 Grounds Maintenance									0	
2210 Other Maintenance/Repair			266				266		266	
2220 Building Maintenance/Repair	702		5,403				5,403		5,403	
2230 Equip. Maintenance/Repair	14,067		6,754				6,754		6,754	
2231 ADP Equipment Maintenance	24,288		2,106				2,106		2,106	
2232 Equipment Maintenance	7,300		27,795				27,795		27,795	
2240 Motor Vehicle Maint/Repair	184,279		1,277				1,277		1,277	
2250 Misc Rental	8,696		9,549				9,549		9,549	
2251 Motor pool vehicle rental/lease	44		411				411		411	
2252 Vehicle Mileage Charge	4,367		21,559				71,559		71,559	
2253 Rent for Equipment	319,083		285,849				335,849		335,849	
2254 Rent OF Motor Vehicle									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Superintendent Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
2255 Rental of Buildings	3,104								0	
2258 Parking Fees	1,910		5,000				5,000		5,000	
2259 Parking Fee Reimbursement	184		331				331		331	
2311 Construction Contracts/Consultants									0	
2510 Travel - In State	29								0	
2511 Travel - In State Common Carrier			5				5		5	
2512 Travel - IS Per Diem	250,368		335,922				335,922		335,922	
2513 Travel - IS Vehicle Reimbursement	85,077		136,780				136,780		136,780	
2514 State-Owned Aircraft									0	
2520 In-State Travel/Non Employee									0	
2522 In-State Travel/Non Employee per diem	32		1,771				1,771		1,771	
2523 Travel - Non Emp Vehicle Reimbursement									0	
2530 Travel - Out of State			4,283				4,283		4,283	
2531 Travel - OS Common Carrier	2,763		4,119				4,119		4,119	
2532 Travel - OS Per Diem	4,019		10,198				10,198		10,198	
2533 Travel - OS Vehicle Reimbursement									0	
2540 Out of State - Non Empl									0	
2541 Out of Stat - Non Empl Common Carrier			426				426		426	
2551 OC Common Carrier Fares									0	
2552 OC Pers. Travel Reimbursement									0	
Out-of-State reduction 15%									0	
2610 Advertising/Publicity	676		6,319				6,319		6,319	
2611 Public Relations	70		131				131		131	
2612 Other Marketing Expenses			10				10		10	
2630 Telephone and Telegraph	52,443		23,537				23,537		23,537	
2631 Comm Svc from Outside	124,746		66,618				66,618		66,618	
2641 Other ADP Billings Purch Serv	156								0	
2660 Insurance			10				10		10	
2680 Printing and Reproduction	2,461		8,150				8,150		8,150	
2690 Legal Services	13,716								0	
2710 Purchased Medical Services	20,407		5,932				5,932		5,932	
2720 Inmate Pay									0	
2810 Freight Storage and Moving	507		114				114		114	
2820 Other Purchased Services	170,242		85,613				85,613		85,613	
2830 Office Moving	5,150								0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Superintendent Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
2831 Storage			533				533		533	
3110 Other Supplies & Materials	41,596		177,908				225,239		225,239	
3112 Automotive Supplies	24,430		7,739				7,739		7,739	
3113 Clothing/Uniform Allowance	338,056		367,779				467,779		467,779	
3114 Custodial/Laundry Supplies	2,199		12,586				12,586		12,586	
3115 Data Processing Supplies	6,936		13,658				13,658		13,658	
3116 Purchase/Lease Software	55,749		49,570				49,570		49,570	
3117 Educ./Rec. Supplies/Service	100,429		113,458				113,458		113,458	
3118 Food & Food Service Supp.	9,461		9,439				9,439		9,439	
3119 Medical/Dental/Hosp/Lab Supp.	1,671		45				45		45	
3120 Library Books/Period./Subs.	5,457		2,829				2,829		2,829	
3121 Office Supplies	88,996		25,448				25,448		25,448	
3122 Microfilm Photo Supp./Service	2,199		2,839				2,839		2,839	
3123 Postage	78,302		88,736				88,736		88,736	
3124 Printing	76,385		64,702				64,702		64,702	
3125 Recreational Supplies	9,365		18,989				18,989		18,989	
3126 Repair/Maint. Supplies	26,244		98,466				98,466		98,466	
3127 Road Maintenance Materials	84								0	
3128 Noncapitalized Equipment	87,878		54,678				54,678		54,678	
3132 Noncapitalized Furniture Systems	535		5,501				5,501		5,501	
3140 Non Capitalized IT Purchases - PCs	123,211		161,008				161,008		161,008	
3141 Non Capitalized IT Purchases - Servers	8,038								0	
3143 Non Capitalized IT Purchases - Other	39,232		66,855				66,855		66,855	
3216 Non Capitalized IT Leased Software									0	
3920 Bottled Gas									0	
3950 Gasoline									0	
4100 Other Operating Expenses	67		798				798		798	
4110 Awards, Judgments, Losses	5,902		4,653				4,653		4,653	
4111 Prizes, Awards	4,172		947				947		947	
4116 Judgment Interest			2,702				2,702		2,702	
4117 Reportable Claims	251,692		28,524				28,524		28,524	
4118 Gross Proceeds To Attorneys	51,283		55,164				55,164		55,164	
4119 Claimant Attorney Fees			217,471				217,471		217,471	
4120 Bad Debt Expense	(15)								0	
4140 Dues and Memberships	3,433		7,590				7,590		7,590	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Superintendent Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
4151 Interest - Late Payments									0	
4170 Miscellaneous Fees & Fines	1,147		526				526		526	
4180 Official Functions	29,370		23,852				23,852		23,852	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	24,445		23,737				23,737		23,737	
4240 Employee Moving Expense	9,101		3,610				3,610		3,610	
4260 Non Employee Reimbursement									0	
6110 Bldgs./Improvements to Bldgs.									0	
6130 Land Improvements									0	
6210 ADP Capital Equipment									0	
6212 IT Servers - Direct Purchase	6,953		216,813				216,813		216,813	
6213 IT Software Direct Purchase									0	
6214 IT Other Direct Purchase									0	
6220 Office Furniture/Equip.									0	
6230 Motor Vehicles									0	
6280 Other Capital Equip.	89,752		78				78		78	
ABAK OT EX DOC to DPA	62		62				62		62	
Total Operating Expenses	2,904,700		2,988,498		3,235,829		3,235,829		3,235,829	
General Funds	2,904,700		2,988,498		3,235,829		3,235,829		3,235,829	
Cash Funds										
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									17,000	
DWCF Double Bunking Annualization									7,760	
TOTAL ANNUALIZATION ITEMS									24,760	
Grand Total Continuation Operating	2,904,700		2,988,498		3,235,829		3,235,829		3,260,589	
General Funds	2,904,700		2,988,498		3,235,829		3,235,829		3,260,589	
Cash Funds										
Reconciliation										
Long Bill Appropriation	2,954,697		3,045,109							
Supplemental			(11,451)							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Superintendent Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Transfers										
Restrictions	(49,997)		(41,314)							
Reversions			(3,846)							
Subtotal	2,904,700		2,988,498							
DECISION ITEM - OPERATING										
TOTAL OPERATING - DI									0	
DRESS OUT - C46 - GF	581,097		690,735		822,358		822,358		822,358	
Reconciliation										
Long Bill Appropriation	581,097		690,735							
Supplemental										
Transfers										
Reversions										
Subtotal	581,097		690,735							
DECISION ITEM										
DI # 6 External Capacity Impacts									126,724	
START UP (X13)	345,600		1,017,500		167,894		167,894			
Reconciliation										
Long Bill Appropriation			1,017,500							
Supplemental	345,600									
Transfers										
Restrictions										
Reversions										
Subtotal	345,600		1,017,500							
TOTAL SUPERINTENDENTS SUBPROGRAM	13,716,495	160.4	15,250,173	167.0	14,065,139	171.2	15,317,231	171.2	14,391,847	171.2
General Fund	13,716,495	160.4	15,250,173	167.0	14,065,139	171.2	15,317,231	171.2	14,391,847	171.2

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Superintendent Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
General Fund Exempt	0		0		0		0		0	
Cash Funds	0		0		0		0			
Cash Fund Exempt	0		0		0		0		0	
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: SUPERINTENDENTS SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**13,716,495**	**15,250,173**	**14,065,139**	**15,317,231**	**14,391,847**
General Fund	13,716,495	15,250,173	14,065,139	15,317,231	14,391,847
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds Exempt					
Health Benefit	0	0	0	0	0
Total Cash Funds Exempt	*0*	*0*	*0*	*0*	*0*

2H Boot Camp

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(H) Boot Camp Subprogram

Line Items: Personal Services
Operating Expenses

Change Request(s):

Federal/State Statutory and Other Authority: CRS 17-27.7-102 - Regimented Offender Training Programs - authorization - standards for operation.

Program Description: The Boot Camp Subprogram, also referred to as the Colorado Correctional Alternative Program (CCAP), provides a workable balance between a militaristic boot camp approach and traditional Colorado Department of Corrections (DOC) values which emphasize safety, security, and cost effective developmental opportunities for each offender.

Non-violent offenders sentenced to the DOC may volunteer for the CCAP during intake processing at Denver Reception Diagnostic Center (DRDC) in accordance with CRS 17-27.7-101 thru 104. Graduates of the program apply for reconsideration of sentence with their sentencing judges. The program provides services to satisfy statute requirements of 1) military styled physical training and discipline; 2) an educational and vocational assessment and training program emphasizing job seeking skills; 3) health education; and 4) drug and alcohol education.

Total FTE: 32.7

Services Provided
The CCAP provides services to satisfy requirements stipulated in CRS 17-27.7-102. Additional services have been implemented to satisfy Department of Justice (DOJ) recommended programming for shock incarceration. *Shock incarceration* is a generic term applied to a prison program modeled after military basic/recruit training. The term originated in New York as an inclusive title encompassing their adult boot camp prison facilities. The services provided can be divided into four main groups as follows:

1. Military styled physical training and discipline: This service is provided by specially trained correctional series employees who receive on-the-job training within the CCAP.

2. Offender Education Classes: CCAP offenders participate in courses offered for offender study in the following areas:

a. *Adult Basic Education (ABE)* - The most frequently found basic skills (reading, English, and math) classes that take offender students through the eighth grade level.

b. *Cognitive Education* - Classes dealing with problem solving, social skills, negotiation, creative thinking, values enhancement, cognitive exercises, critical reasoning, and management of emotions.

c. *Family/Parenting* - Classes that deal with relationships, parenting, family support resources, and overcoming and avoiding domestic violence.

d. *General Educational Development (GED) Testing* - GED testing is administered to offenders who have demonstrated the potential for successful completion of the GED exam.

e. *Job Seeking Skills* - A curriculum that teaches the offenders utilization of vocational and job service resources, the interview process and strategies, and formulation of a resume.

f. *Life Skills* - A course that is a life plan seminar covering goal setting skills, money management and relationship development in weekly groups with Prison Fellowship volunteers.

g. *Vocational Flagging Certification* – A curriculum that leads to certification as a safety "flagger" for employment on construction projects.

3. Religious Programs: Regular religious activities are provided for the Catholic, Protestant and Muslim faiths. Programs for other faiths are provided when requested.

4. Work Projects: Projects that emphasize menial job skills and a high level of physical labor are utilized to instill a work ethic in the CCAP offenders.

Functions and Activities Summarized

Priority	Function
1	Offender Custody and Control
2	Case Management
3	Administrative
4	Cognitive Restructuring (ABE)
5	Addiction Recovery Program (ARP)
6	BVCC Central Support

Analysis of Functions and Activities

Offender Custody and Control: CCAP platoon leaders and drill instructors perform the functions and activities assigned to security, housing, and recreation employees in a traditional facility. They are specially trained and maintain bona fide occupational qualifications (BFOQ) that enable them to provide the military style physical training and discipline required by CRS 17-27.7-102-(1)-(a). Specific functions and activities are as follows:

- Plan special projects and associated cost estimates.
- Order and receive consumables, material, and equipment.
- Inventory and control dispensing of hazardous chemicals.
- Maintain and issue consumable items for staff and offender use.

- Prepare and monitor requests for external maintenance support.
- Provide secure storage for offender property that is not allowed for offender possession in CCAP.
- Proctor religious activities and services not led by approved volunteers.
- Respond to requests for post coverage in other Department of Corrections facilities.
- Prepare a 60 day evaluation for every offender in their platoon. These evaluations are submitted to the case managers.
- Teach and enforce high standards of hygiene and interpersonal skills for offenders.
- Provide two hours of military drill and ceremony for each platoon daily.
- Lead military style group physical fitness training.
- Prepare individualized physical fitness training tailored to compensate for weaknesses or physical disabilities.
- Administer a summary discipline system using intense physical exercises.
- Monitor each offender's condition during physical activity to ensure that overexertion does not develop and result in a life threatening situation.
- Prepare detailed reports for serious infractions which are processed under the Code of Penal Discipline.
- Maintain an in-depth knowledge of shock incarceration and new developments within this corrections specialty.
- Teach safety measures associated with non-power hand tools.
- Plan and supervise platoon work projects within the prison complex and the local community which emphasize menial labor and a high level of physical activity.
- Maintain files necessary for American Correctional Association (ACA) accreditation.
- Supervise efficient use of consumables, material and equipment.
- Correctional lead workers provide jobs and work related training for graduates.

Case Management: Each CCAP case manager is assigned to a group (platoon) of offenders when they arrive at the CCAP. The case manager is responsible for each offender until they leave the facility. A normal case load is 45 offenders per case manager. Specific functions and activities are as follows:

- Maintain American Correctional Association files pertaining to case management.
- Normal case management such as offender classification, community corrections referrals, violent offender assessments, parole plans, and post monthly earn time credits for each offender.
- Supervision of platoon development during training. A team consisting of a platoon leader and two drill instructors is assigned to each case manager to provide offender control and custody and to implement special training needs identified by the case manager.
- Assume the post of CCAP shift commander during periods of employee shortages.
- Provide individual counseling to ensure that each offender maximizes his/her growth potential during the brief assignment to CCAP.
- Establish court liaison services which expedite the 35b reconsideration process and subsequent transfer of each graduate to a less costly form of supervision such as ISP. Rule 35b within the Colorado Judicial Rules provides authority for reconsideration of sentence. It is not unusual to have to coordinate reconsideration from three or more jurisdictions for offenders from the Denver metro area.

- Conduct monthly employee meetings and collate the information provided by drill staff, the drug and alcohol counselors, and cognitive education teachers concerning each offender's progress during training.
- Create the 60 day evaluation for each offender to provide a basis for the reconsideration of sentence required by CRS 17-27.7-104.
- Formulate a treatment plan recommendation to be implemented during post CCAP supervision for each offender.
- Work with recruits that qualify for placement within transitional community corrections using CCAP special community placement rule of 28 months prior to parole eligibility date.
- Offenders who are awaiting movement because of their failure to comply with CCAP standards or who cannot participate in all aspects of the program because of medical reasons are housed in Buena Vista Correctional Complex (BVCC) for up to ten weeks. CCAP provides case management for those offenders while they are in their temporary status assigned to BVCC.

Administrative: Administrative functions remove the burden from case managers and offender custody personnel of routine tasks that would distract them from their focus on training and controlling CCAP offenders and moving graduates to less costly forms of supervision. The following activities are provided by the CCAP Program Assistant:

- Maintain ACA files pertaining to General Administration and Personnel.
- Initiate 35b Motion for Reconsideration of sentence process.
- Prepare final copy and mail 60-day reports of each offender's progress within the program to the criminal justice agencies involved with the offender's case(s).
- Perform National Crime Information Center (NCIC) and Colorado Crime Information Center (CCIC) background checks on all visitors wishing to enter the facility each month for graduation day.
- Maintain the CCAP administrative files, State Personnel Rules, DOC Administrative Regulations, and Buena Vista Correctional Complex (BVCC) Operating Procedures.
- Perform administrative requirements associated with the monthly group intake of 38-42 offenders.
- Supervise janitorial work performed by offenders in CCAP common areas.
- Provide reproduction of documents.
- Perform user maintenance on reproduction equipment and computers.
- Prepare recurring reports.
- Perform fiscal supervision to ensure that CCAP remains within budget.
- Deal with general inquiries from other agencies and the public.
- Provide administrative support to the CCAP Manager.

Efficiency and effectiveness of the function is at maximum efficiency when at least 35 male offenders are consistently programmed for the CCAP every month. The average monthly intake for FY06-07 was 37 offenders.

Cognitive Restructuring: Cognitive Restructuring and General Education are the foundations for Adult Basic Education (ABE). Cognitive Restructuring is a curriculum which addresses criminal

thinking and behavior and is an approved ABE program taught by two Colorado licensed teachers. The Cognitive Restructuring classes are designed to:

- Assist offenders in developing reasoning and social skills for pro-social behaviors.
- Teach offenders how to modify impulsive and rigid thinking.
- Assist offenders in conceptualizing alternative ways of responding to interpersonal problems.
- Teach offenders how to consider consequences for behavior.
- Assist offenders in developing a work/career plan for the future.

The two certified ABE teachers perform the following functions in coordination with their teaching assignments:

- Maintain detailed records of academic achievement and completion.
- Participate in regularly scheduled staff meetings which are used to exchange information on each offender's progress within the program.
- Prepare a 60-day report on each offender which is submitted to the sentencing judges for their use in determining an appropriate decision during reconsideration of sentence.

The GED Component is a program that provides individually paced instruction and tutorial assistance in reading, writing and mathematics skills. Elementary, pre-GED and pre-college levels are instructed. The GED classes are designed to:

- Lead offenders in their development of an educational plan.
- Assist offenders in organization of information.
- Teach offenders motivation and attitude for learning.
- Assist offenders in attainment of basic skills.
- Create offender enhancement of self esteem.
- Teach offenders management of time.
- Teach offenders to follow directions and instructions.

The two certified Adult Basic Education/GED teachers perform the following functions in addition to their cognitive restructuring teaching assignments:

- Provide a prescription and treatment of both academic and thinking deficiencies.
- Evaluate individual performance on an open-entry open-exit basis ranging from elementary reading, language and mathematics through high school and introductory college level work.

Addiction Recovery Program (ARP): Drug and alcohol services are provided by two counselors through a contract with ARP. Specific functions and activities of the counselors are as follows:

- Substance Abuse Education - CCAP offenders are taught current information on the adverse physical effects of substance abuse, how one's diet impacts vulnerability to substance abuse, genetic influences, and negative consequences and social impact resulting from substance abuse.
- Case Management Teamwork - The ARP counselor participates in staff meetings which are used to exchange information on each offender's progress within the program.

BVCC Central Support: The CCAP receives satellite services from the adjacent medium and minimum-R security facilities. CCAP provides ten FTE positions to the BVCC centralized support for the following activities:

- Security - BVCC provides transportation, emergency response, and external perimeter patrols for the CCAP.
- Offender Housing - CCAP is a minimum security prison with open dormitories. Offenders identified as inappropriate for the level of security provided within CCAP are immediately moved to the BVCF Segregation Unit.
- Food Services - It is not cost effective to operate a separate kitchen. Food for the CCAP offenders is prepared in the Buena Vista Minimum Center kitchen and trucked to the CCAP where it is served.
- Maintenance - Plumbing, electrical, electronics, carpentry, and heating and ventilation repairs are made by technicians assigned to BVCC.
- General Administration - BVCC provides general administrative support for legal issues, physical plant repairs and maintenance, Code of Penal Discipline processing, personnel matters, and maintenance of fire, safety, and sanitation standards.

Shared Functions & Activities

SUBPROGRAM	Activities Shared
2B Maintenance	Physical plant management
2D Food Service	Offender dining serving and supervision
2C Housing & Security	Inmate count operations
2C Housing & Security	Offender transportation to BVCF
2C Housing & Security	Housing for CCAP failures
2F Laundry	Offender laundry operations
2G Superintendent	ACA accreditation management
2G Superintendent	Code of Penal Discipline management
2G Superintendent	Personnel management
2K Mental Health	Mental health assessments
3A Business Operations	Fiscal management
3A Business Operations	Offender phone time purchases
3C Offender Services	Inter-facility offender movement
3E Transportation	Offender inter-facility transportation
3F Training	Employee training management
3G Information Systems	Information systems management and support
4B Education	Offender education management
4D Drug & Alcohol Treatment	Drug and alcohol contract management
4D Drug & Alcohol Treatment	Delivery of drug and alcohol classroom services
4F Volunteers	Recruitment of volunteers
4F Volunteers	Training of volunteers
4F Volunteers	Background investigations & facility clearance
5A Parole	Transition of CCAP graduates back to free society
5D1 Community Supervision	Transition of CCAP graduates back to free society

Prioritized Objectives and Performance Measures

OBJECTIVE: Maintain the same designed very intense, highly structured environment of the CCAP while integrating DOC's basic philosophy of employee conduct associated with offender management.

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: GED completion rate. Definition: Total number of offenders who pass the GED divided by the total number of offenders who took the test. Demonstrates: Integration of teamwork among CCAP teachers, counselors, drill staff, and students.	Target	78%	79%	79%	79%
	Actual	79%	83%		
MEASURE: Average Daily Attendance (ADA). Definition: Average Daily Attendance is the sum of each day's offender population over the fiscal year, divided by the 365 days of operation during the fiscal year. Demonstrates: Comprehensive program operating efficiency.	Target	100	100	116	116
	Actual	116.5	117		

Optional Elements

Prior Year and Other Performance Measures

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Graduation Rate of offenders not medically terminated. Definition: The graduation rate is the number of offenders successfully graduating from CCAP divided by the number of offenders delivered for training, less the offenders terminated for medical reasons. Medical terminations are not considered in the graduation rate. Demonstrates: Program efficiency. Employee salary and benefit costs remain constant at all graduation rates. This is the most costly category for incarceration costs.	Target	75%	75%	75%	75%
	Actual	60%	78%		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Average Number of offenders received monthly at CCAP. Definition: Total number of offenders received in the year divided by 12 months to get monthly intake. Demonstrates: The program is receiving the minimum 35 male offenders per month required to maintain the program's design efficiency. (Goal is 35 males and 2 females.)	Target	40	40	40	40
	Actual	42	37		

Trends

Two areas of immediate concern to CCAP employees are 1) staff recruitment and training; and 2) the escalating gang influence on youthful offenders.

1. Staff Recruitment and training. CCAP drill staff develop command presence and offender management skills to a level that makes them in demand for service in other facilities. CCAP relies on lateral transfers from other CDOC facilities to replace vacant positions. Newly transferred drill staff receive special training specific to shock incarceration upon their arrival at CCAP. Drill staff previously trained at the Rehabilitation Instructor Training Course (RITC) provided by the U.S. Army at Fort Leonard Wood, Missouri. The soldiers that provided RITC training are now involved in homeland security. An additional source for training drill staff is the Florida Drill Instructor School, a private enterprise.

2. Escalating Gang Influence. CCAP has sixteen years of experience dealing with offenders possessing strong street gang identities. The gang loyalties presently encountered are more firmly established, resulting from association with their gangs since childhood. They possess a sense of unity and organization that is disruptive to CCAP training. CCAP enforces zero tolerance for gang activities that results in removal from the program following disciplinary action.

Budget Impacts

CCAP currently has 8.0 FTE positions reassigned to BVCC Central Support. Of those positions, 2.0 are custody and control security employees; 4.0 are food service supervisors; 1.0 is assigned to Physical Plant Maintenance; and the last 1.0 is assigned to Administration. These reassignments were necessary to provide support operations within BVCC.

Loss of correctional series staff within CCAP resulted in significant changes to boot camp operations. Supervision of the second and third phase training platoons is accomplished by one drill instructor instead of two drill instructors working individual platoons. This drill instructor supervises a total of 60 offenders at two different levels of training. This change resulted in less individual attention to the military discipline training of offenders and a diminished graduation rate.

CCAP qualifies as level four drug and alcohol treatment when three drug and alcohol counselors are funded. Funding for drug and alcohol services increased to allow for two drug and alcohol counselors. CCAP is scheduled for review during FY07-08 by Alcohol and Drug Addiction Department (ADAD) to determine the level of services accomplished with two certified counselors.

One cognitive education/GED contract teacher was vacant during the entire year and will remain so for FY07-08. This vacancy has not adversely affected the GED completion rate.

These factors' combined impact on graduation rate and recidivism rate is unknown.

Workload Assumptions

The CCAP will continue to receive referrals of prospective employees who meet the established bona fide occupational qualifications (BFOQ) for vacant positions.

Funding for CCAP contract services will not diminish. Any reduction of contract operating funds necessitates provision of consumable classroom material from other sources.

The CCAP will continue operating at the present staffing level.

Adequate maintenance support will be available to accomplish repairs in a timely manner.

Timely judicial action will allow movement of program graduates in an expedient manner. (Judges control the movement of CCAP graduates to less costly forms of supervision such as Intensive Supervised Probation.)

CCAP will receive an average of 35 male offenders for each monthly intake.

Accomplishments

Female Dormitory Security Audio Equipment. The protection of CCAP offenders was enhanced by installation of audio monitoring equipment in the female offender dormitories. There have been no negative security issues relating to the female offenders since installation of the audio equipment during FY 06-07.

MCU Security Camera System. Protection of CCAP transient male and all female offenders was improved by installing a camera system at the entrance to the Management Control Unit during FY 06-07.

Subprogram-Specific Goals and Objectives

Objective #1 (Goal 1: Protection)

Protect the general public, staff, and offenders by consistent confinement within appropriate facilities or alternate placement programs based on adequate security, safety, and emergency response corresponding to offender classification, assignment, and special requirements

Assumptions: 1) CCAP will continue operating at the present staffing level.

2) Adequate maintenance support is available to accomplish repairs in a timely manner.

Objective #2 ***(Goal 4: Offender Program Accountability)***
Operate effective, efficient, and progressive offender programs for treatment, education, and work assignments with full accountability based on measured improvement in offender behavior, performance, and community re-entry through pro-social stabilization.

Assumption: That available funding will continue to provide two full-time contract teachers assigned to the CCAP through Colorado Mountain College and one full-time contract drug and alcohol counselor through Addiction Recovery Program.

HIGH PRIORITY OBJECTIVES

Objective 1.1 (Goal #1) Improve facility security by expanding the security camera system to include the CCAP corridors and control room.

MODERATE PRIORITY OBJECTIVES

Objective 2.1: (Goal #2) CCAP cognitive education teachers have accepted the responsibility of also providing pre-GED preparatory education. Attain a GED completion rate of 79% by June 30, 2008.

LOW PRIORITY OBJECTIVES

Objective 3.1: (Goal #1) Install a vindicator fence alarm panel to alert the CCAP control room if an escape is in progress over the CCAP fence by June 30, 2008.

Similar or Cooperating Programs: None

Stakeholders:

Customer	Requirement
Offenders	Expedient reconsideration of sentence and transition to free society.
CCAP Staff and their families	Safe/secure environment, job security, affordable housing, and spouse job opportunities.
Judges	Accurate assessments for post Boot Camp supervision and treatment needs.
Colorado Legislature	Efficient services producing prison bed savings and a cooperative flow of information.
Citizens of Colorado	Cost effective, no frills punishment for offenders to produce motivated graduates.
Offender Families	A safe environment free from abuse by other offenders or corrections staff.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
H) BOOT CAMP	1,694,397	66,286	0	0	0	(8,732)	0	1,751,951	32.7	0.0	0.0	32.7
Personal Services	1,641,978	66,286	0	0	0	(8,732)	0	1,699,532	32.7	0.0	0.0	32.7
Operating	52,419		0	0	0	0	0	52,419				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Boot Camp Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
Position Detail										
Correctional Officer V	77,604	1.0	79,620	1.0			83,112	1.0	83,112	1.0
Correctional Officer III/IV	60,840	1.0	62,424	1.0			65,160	1.0	65,160	1.0
Correctional Officer II	255,736	5.8	265,137	5.1			295,560	6.0	295,560	6.0
Correctional Officer I	506,922	13.5	500,486	12.9			551,450	13.7	551,450	13.7
CS Supv I	208,458	4.8	216,188	4.7			226,536	5.0	226,536	5.0
CS Supv Pipe I/II	16,689	0.4	44,916	1.0			46,524	1.0	46,524	1.0
Case Manager I	171,312	3.0	185,752	3.0			183,456	3.0	183,456	3.0
Program Asst I	45,612	1.0	46,848	1.0			48,948	1.0	48,948	1.0
Admin Assistant III	39,875	1.0	44,676	1.0			46,356	1.0	46,356	1.0
Subtotal: (B05)	1,383,047	31.5	1,446,047	30.7			1,547,102	32.7	1,547,102	32.7
Salary Subtotal	1,383,047	31.5	1,446,047	30.7			1,547,102	32.7	1,547,102	32.7
PERA @ 10.15%	143,496		150,963				157,031		157,031	
Other Retirement Plans										
Medicare Tax @ 1.45%	20,504		21,542				22,433		22,433	
Compensation Match										
Base Reduction -.51%									(8,732)	
Other Personal Services										
Part-time/Temporary										
Contractual Services										
Contract Svcs. Medical										
Overtime Pay	14,264		33,082							
Retirements/Payouts	10,614		6,221				0		0	
Conversion of Sick Leave										
Vacancy Savings										
Subtotal of Personal Services	1,571,926	31.5	1,657,855	30.7	1,641,978	32.7	1,726,566	32.7	1,717,834	32.7
General Fund	1,571,926	31.5	1,657,855	30.7	1,641,978	32.7	1,726,566	32.7	1,717,834	32.7
POTS - Expenditures										
Shift Differential	37,058		36,595				33,593			
Health/Life Insurance	88,584		116,784				122,076			
HB 00-1215										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Boot Camp Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Short-term Disability @ .21%/.045%	2,077		1,700				1,923				
AED/SAED	2,976		10,544				20,620				
Salary Survey							50,724	*			
Anniversary								*			
Pay for Performance							19,452	*			
Medicare Change								*			
Unemployment Security Payments											
Difference							(14,412)			(18,302)	
Total Continuation Personal Services	1,702,621	31.5	1,823,479	30.7	1,641,978	32.7	1,890,366		32.7	1,699,532	32.7
General Fund	1,702,621	31.5	1,823,479	30.7	1,641,978	32.7	1,890,366		32.7	1,699,532	32.7
DECISION ITEM - Personal Services											
TOTAL PERSONAL SERVICES										1,699,532	
General Fund										1,699,532	
Calculation of Personal Services Appropriation											
Previous Year Long Bill Appropriation							1,628,405		32.7	1,641,978	32.7
Previous Year Special Bills/Supplementals											
PERA BILL - HB 00-1458											
PERA Reduction/Increase											
Base Reduction 1%											
Salary Survey - classified employees							21,824			50,724	
Annualized Anniversary (Option 8)-classified										0	
Pay for Performance										15,562	
Amortization Equalization Disbursement (AED)										0	
Medicare Incremental Increase										0	
Base Adjustment - .51%							(8,251)			(8,732)	
Adjustments (Decision Items, other)										0	
Total Personal Services Appropriation/Request							1,641,978		32.7	1,699,532	32.7
General Fund							1,641,978		32.7	1,699,532	32.7
Cash Fund											

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Boot Camp Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Personal Services Reconciliation										
Long Bill Appropriation	1,631,668	32.7	1,628,405	32.7						
Special Bills - HB 98-1242										
Supplemental										
Additional Federal Funds										
Transfers										
Reversions	(1,384)		(11,209)							
Subtotal	1,630,284		1,617,196							
General Fund	1,630,284	32.7	1,617,196	32.7						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary			63,457				50,724			
Anniversary							0			
Pay for Performance							19,452			
Shift Differential			9,849				33,593			
Medicare change										
Health/Life Insurance	66,611		116,734				122,076			
HB 00-1215										
Short Term Disability	2,077		1,700				1,923			
AED	3,650		14,543				20,620			
POTS Subtotal	72,338		206,283				248,388			
General Fund	72,338		206,283				248,388			
Total Personal Services	1,702,621		1,823,479				1,890,366	32.7	1,699,532	32.7
Total Actual Personal Services	1,702,621		1,823,479				1,890,366	32.7	1,699,532	32.7
Difference (explain)	(0)		0				0	0.0	0	0.0
OPERATING EXPENSES										
2170 Waste Disposal Svc	2,420		2,420				2,420		2,420	
2230 Equip. Maintenance/Repair									0	
2232 Computer Licenses and Warranty Costs	(15)		1,442				1,442		1,442	
2252 Vehicle Mileage Charge									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Boot Camp Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
2253 Rent for Equipment	2,711		3,064				3,064		3,064	
2510 Travel - In State									0	
2512 Travel - In State per diem	1,030								0	
2530 Travel - Out of State									0	
2531 Travel - Out of State Common Carrier			787				787		787	
2660 Insurance	10								0	
2680 Printing and Reproduction	306		153				153		153	
2810 Freight									0	
2820 Other Purchased Services			1,470				1,470		1,470	
3110 Other Supplies & Materials	18,806		14,074				14,077		14,077	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies			74				74		74	
3113 Clothing/Uniform Allowance	4,178		6,569				6,569		6,569	
3114 Custodial/Laundry Supplies	8,161		7,087				7,087		7,087	
3115 Data Processing Supplies									0	
3116 Purchase/Lease Software	417		85				85		85	
3117 Educ./Rec. Supplies/Service	125								0	
3118 Food & Food Service Supp.									0	
3119 Medical/Dental/Hosp/Lab Supp.									0	
3120 Library Books/Period./Subs.	29								0	
3121 Office Supplies	1,637		1,634				1,634		1,634	
3122 Photographic Supplies									0	
3123 Postage	5,035		5,996				5,996		5,996	
3124 Printing	1,268		1,132				1,132		1,132	
3125 Recreational Supplies	81		107				107		107	
3126 Repair/Maint. Supplies	997		4,228				4,228		4,228	
3128 Noncapitalized Equipment	3,112								0	
3140 Non Capitalized IT Purchases - PCs	1,899		1,230				1,230		1,230	
3143 Non Capitalized IT Purchases - Other	70		864				864		864	
4140 Dues and Memberships									0	
4170 Misc. Fees									0	
4180 Official Functions									0	
4220 Registration Fees									0	
5900 Interest Income									0	
6210 ADP Capital Equipment									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Boot Camp Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Total Operating Expenses	52,276		52,416		52,419		52,419		52,419	
General Funds	52,276		52,416		52,419		52,419		52,419	
Reconciliation										
Long Bill Appropriation	52,419		52,419							
Supplemental										
Transfers										
Reversions	(143)		(3)							
Subtotal	52,276		52,416							
DECISION ITEM - OPERATING										
TOTAL BOOT CAMP (CCAP) SUBPROGRAM	1,754,897	31.5	1,875,895	30.7	1,694,397	32.7	1,942,785	32.7	1,751,951	32.7
General Fund	1,754,897	31.5	1,875,895	30.7	1,694,397	32.7	1,942,785	32.7	1,751,951	32.7
General Fund Exempt										
Cash Funds	0		0		0		0		0	
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: BOOT CAMP SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**1,754,897**	**1,875,895**	**1,694,397**	**1,942,785**	**1,751,951**
General Fund	1,754,897	1,875,895	1,694,397	1,942,785	1,751,951
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(I) Youthful Offender System

Line Items: Personal Services
Operating Expenses
Contract Services
Purchase of Services

Change Request(s):

Federal/State Statutory and Other Authority: CRS 17-1-104.3 - Correctional facilities-locations-security level. CRS 17-19-101 - Visitors at correctional facilities. CRS 17-19-102 - Employees of correctional facilities. CRS 17-20-114.5 - Restriction of privileges in correctional facilities. CRS 17-20-122 - Justification of officer. CRS 18-1.3-407 - Sentences - youthful offenders - legislative declaration - powers and duties of district court - authorization for youthful offender system - powers and duties of department of corrections - repeal.

Program Description: The Youthful Offender System (YOS) differs from the regular adult correctional system in that it is built on the premise that youthful offenders can be habilitated, that their past criminal behaviors can be reversed, and that their futures can be positive and productive. To be successful, YOS offenders must be more than just offenders serving their sentences. They must be active participants in programming designed to effect significant changes in their lives. The Youthful Offender System differs from the juvenile correctional system in at least one very notable way. Although YOS offenders are chronologically juveniles, they are considered adults in the criminal justice system. Because of these differences, YOS holds a distinct place in the State's correctional system.

The General Assembly created the Youthful Offender System (YOS) during a 1993 Special Legislative Session. YOS targets juveniles between the ages of 14 and 18 who have been directly filed as an adult and convicted in district court of committing violent felonies. YOS is intended as a middle tier between the juvenile and adult correctional systems.

Offenders convicted of Class 2 through Class 6 felonies are eligible for YOS. Prior to the 1999 Legislative Session, both Class 1 and 2 felons were excluded from YOS. During the 1999 Session, the General Assembly extended YOS eligibility to include some juveniles convicted of Class 2 felonies. Upon conviction as an adult and sentencing to the adult correctional system, the judge has the option, if the criteria are met, to suspend the adult sentence and impose a YOS sentence. Sentences to YOS range in length from two to seven years. The YOS is designed to affirm the dignity of self and others; promote the value of work and self-discipline; and develop useful skills and abilities through an individualized multi-phased program followed by supportive aftercare.

Cognitive redirection is one of the primary modalities utilized to achieve this goal. The Cognitive Redirection Program at YOS represents an integrated and coherent series of interventions comprised of core and supplementary elements sequenced throughout an offender's commitment. The program is designed to provide offenders with relevant information concerning their behaviors, beliefs, and thinking patterns. It facilitates the processing of information, redirecting the offender toward consequential thinking with adaptive and pro-social behaviors.

Total FTE: 172.9

Services Provided
The YOS is a comprehensive model that delivers programs and services to violent youthful offenders sentenced to the Colorado Department of Corrections (DOC) while providing for public safety during their YOS sentence.

The YOS consists of a community of concerned employees committed to the principles of adolescent development, which through modeling, mentoring, and other planned intervention, provide opportunities for youthful offenders to acquire skills and abilities that enable them to grow and develop into successful, productive citizens.

To fulfill this intent, statutes specify that YOS support the following six principles:

- Teach offenders self-discipline by providing clear consequences for inappropriate behavior.
- Provide a daily regimen that involves offenders in physical training, self-discipline exercises, educational and work programs, and meaningful interaction.
- Use staff models and mentors to promote the development of socially acceptable attitudes and behaviors within an offender.
- Instruct offenders in problem solving and reinforcing the use of cognitive behavior strategies that change offenders' orientations toward criminal thinking and behaviors.
- Promote the creation and development of new group cultures among offenders which result in positive peer influences furthering behavioral change.
- Provide offenders the opportunity to gradually reenter the community while demonstrating the capacity for self-discipline and the attainment of respect for the community.

By statute, YOS consists of four components: 1) Orientation Training Phase (OTP) includes Intake, Diagnostic, Orientation (IDO); 2) Phase I (Institutional); 3) Phase II (Transition); and 4) Phase III (Community After Care).

These four phases are designed to provide a continuum of core programs and specialized services tailored to individual needs. Currently, the IDO, Phase I, and Phase II components of YOS are conducted in Pueblo at the YOS facility located on the campus of the Colorado Mental Health

Institute at Pueblo. Phase III is overseen and appropriated in the Community Supervision Subprogram, YOS Aftercare.

Functions and Activities Summarized

Activities on the YOS campus can be described by nine major functions as identified in the table below.

The first eight functions listed directly address YOS OTP, Phase I and Phase II programming. Although seven functions are prioritized for Zero-Based Budgeting purposes, it must be recognized that the potential strength of the Youthful Offender System in redirecting the lives of sentenced youthful offenders is seen to lie in the integrity of the comprehensive YOS programming continuum. Research and experience strongly indicate that correctional programs must be comprehensive, phased, multi-faceted, individualized, needs-based, and well-managed, if they are to bring significant and lasting change in violent youthful offender populations. As such, each of the functions described contributes a vital and integral role in supporting the mission of YOS consistent with legislative intent and statutory requirements.

Priority	Function
1	Security
2	Intake/Diagnostic/Orientation/Remediation
3	Phase I (Cognitive-Behavioral Redirection)
4	Academic/Career and Technical Education/Employment
5	Phase II (Transition)
6	Health (Physical/Mental)
7	Support Services
8	Administration
9	Southern Transportation Unit

Analysis of Functions and Activities

Security: Security functions are similar to those in other DOC facilities including security, locksmith, transportation, property, mail room, and visiting. This function is designed to assure the safety, security, and well-being of all individuals within the YOS, DOC, and external communities. Legislation, statutes, mission, program plan, policies, procedures, documented perspectives of key stakeholders, and the characteristics of the YOS offender population underscore the significance and define the prioritization of the Security function. Security staff also employs programmatic interventions and consequences consistent with the Youthful Offender System.

Activities for the Security Function include:

- Security (perimeter checks, key checks, access, key control, control center operations, fence detection system, security camera monitoring, egress/ingress, emergency mobilization, searches, monitoring offender movement, offender counts, escorts, supervise feeding and recreational activities, and ensuring compliance with mental health treatment orders).

- Locksmith (maintains all security locking devices, restraining device inventories, and provides key control).

- Transportation (court traffic, medical clinics, scheduled and unscheduled moves, emergency medical transports, etc.).

- Property (inventory, storage, and accountability for offender property, transport discharged or paroled offenders, preparation of canteen for delivery, and offender drug screening coordinator).

- Mail Room (processes incoming/outgoing staff and offender mail).

- Visiting (maintains offender visiting schedules and lists, enforces dress code policies, performs background checks of visitors, and completes consent to search waivers).

- Cell and Sanitation Inspections (contraband detection and adherence to health and sanitation standards).

Orientation Training Phase (OTP)/Remediation: The OTP includes Intake/Diagnostic/ Orientation (IDO). This component orients the youthful offender to the program by breaking down gang affiliations; implemented by a comprehensive diagnostic process, resulting in an individualized plan, as defined in the Progress Assessment Summary. It is designed to maximize pro-social development while providing a disciplined atmosphere to reorient the offender, if necessary.

OTP encompasses those activities that comprise the first and highly regimented, intensely supervised phased component of the YOS programming continuum, and sets the stage for effective participation in YOS. This function incorporates those activities that require a highly secure and regimented environment, including the provision of: initial intake, orientation to YOS, drill and ceremony, remediation, removal from population, special management unit, diagnostics (education, mental health, alcohol and other drugs, cognitive functioning, family/home environment, use of leisure time), individual program planning, and offender progress and performance assessment.

Assessment providers are required to use standardized assessment instruments to evaluate YOS commitments. Use of standardized testing is supplemented by a focused interview with the offender to assess each of the nine key areas: 1) gang involvement, 2) drug/substance use and dependency, 3) crime relation to drug/substance use, 4) history of treatment, 5) mental health and medical conditions, 6) recent violent or aggressive behavior, 7) educational aptitude, 8) work history, and 9) social family history to verify or elaborate responses provided during testing and to examine inconsistencies observed. Documentation is obtained from the courts, pre-sentence investigation reports, and juvenile records, when available.

All offenders participate in intense orientation activities during the first month in the intake unit. The offender is provided with basic information regarding rules, regulations, group behavioral norms, methods of confrontation, sanctions, responsibilities, confidentiality of information, criteria for termination and/or for successful completion of YOS. Orientation includes a thorough discussion of the full scope of activities occurring in all phases of the Youthful Offender System.

The intake process is required to transfer the offender to the custody of YOS. The rigorous and confrontational modified "boot camp" activities and group disciplinary procedures work to break down authority problems and bring the youthful offender's behavior under situational control. Throughout the first four weeks, when not involved in orientation or diagnostic activities, the YOS offender is involved in highly regimented physical activities (modified military type induction drill and ceremony). Here, the youthful offenders are subjected to an intense physical regimen based on the traditional model of induction of recruits to military service.

Appreciation of the overriding value of teamwork rather than individual effort is an important quality that is acquired during the regimentation process. Group discipline is emphasized during orientation. When an individual makes a mistake such as violating a protocol or expectation, the whole group receives the disciplinary consequence. Disciplining the group, results in intense peer pressure which is designed to eventually mature into the individual's sense of responsibility to the needs of one's team rather than desires of one's self. This procedure is designed to contribute to the initial development of a positive peer culture and to redirect a self-centered offender to a more other orientated frame of reference. New arrival offenders also receive cognitive education during the course of the Orientation Training Phase to include: Quick Skills module which encompasses Learning Skills, Thinking Traps and Problem Solving; Conditions of Feedback; and Seven Levels of Confrontation.

The IDO unit also provides a maximally secure and regimented environment as needed for remediation, removal from population, punitive segregation, and a special management unit. The special management unit provides a classification alternative to better manage offenders pending revocation status. Remediation offenders receive educational services, cognitive education, and anger management.

Phase I (Cognitive-Behavioral Redirection): Phase I encompasses cognitive education, counseling, and the development aspects of the Youthful Offender System along with many features that constitute the housing functions of other DOC facilities.

Phase I consists of intensive offender residential programming in a modified therapeutic community. Depending upon their determinate sentence and the controlling statutory authority at the time of sentencing, an offender may remain in Phase I anywhere from eight months to five years and nine months.

Phase I is designed to modify the behavioral patterns of offenders to significantly reduce the likelihood of their re-offending and engaging in anti-social or criminal activities. It is also the intent to increase the development of a constructive, pro-social lifestyle. Cognitive-behavioral

redirection promotes positive behavioral change through development of adaptive thought processes, option generation, and pro-social skill building. It is an approach that lies on the cutting-edge of correctional interventions that have major potential for reducing the unacceptably high human and monetary costs associated with continuing criminal behavior.

The function of cognitive-behavioral redirection encompasses those sub-functions and activities throughout the YOS continuum that promote positive behavioral changes.

- Cognitive Education involving cognitive restructuring, victim awareness, problem solving, thinking traps, aggression replacement, advanced anger and stress management, immediate and logical consequences, family counseling, relationship development, parenting, drug and alcohol education/intervention and relapse prevention;

- Redirection training includes guided group interaction, seven levels of confrontation, conditions of feedback, mentoring and role modeling, individual and family interaction, progress team/transitional staffing/pro-active strategy development;

- Daily living skills emphasize life skills, leisure skills, and offender housekeeping;

The core and supplementary curricula of Phase I are designed to fit together to comprise a unified field of cognitive restructuring, each module supporting the other and promoting a coherent whole. The Core Cognitive Intervention Program is linked to other YOS modules to form a foundation of knowledge fostering positive behavior potentials. An offender's need for some or all of the supplementary modules is determined initially by the Progress Assessment Summary (PAS) completed during the Orientation Training Phase. Ongoing progress coordination is done in conjunction with the offender's PAS as established and modified by a Progress Team throughout the offender's sentence. The Progress Team is made up of the following staff: primary advisor (case manager), individual advisor, academic staff, progress team coordinator and staff psychologist.

YOS is staffed with multi-disciplinary teams. Security, discipline, education and behavior modification are the shared responsibility of each staff member. Each unit within YOS serves as a small community. Rewards and incentives are focused to suppress criminal thinking. Optimally, staff have been selected based on their potential to mentor, coach, provide training, and jointly facilitate the advisement of offenders.

The offender and Progress Team are included in developing the PAS. The PAS describes measurable goals and specific program interventions recommended to meet each goal. Measurable behavioral criteria for successful completion of YOS are individualized in the assessment. Criteria must address the minimum requirements for attendance and participation in program activities, achievement of satisfactory progress ratings as determined by the primary advisor, and other behaviors determined by the Progress Team to be critical to the offender's elimination of criminal behavior and violence potential. Each offender must attain the minimum required goals prescribed by the PAS prior to graduating to the next phase.

The YOS incentive system provides a variety of rewards and privileges such as canteen, visiting privileges, personal telephone calls, television, leisure time activities, extended bed hours and personal athletic shoes. All privileges are earned at YOS and can be lost by rule infractions. Incentives increase by levels in any one phase. Privileges are closely tied to behavior and to the attainment of the PAS goals set by the Progress Team. Ongoing program coordination is done in conjunction with the offender's PAS as established and modified by the Progress Team throughout the offender's commitment.

Academic/Career and Technical Education/Employment: This function includes educational programs that address academic, career and technical, and physical education instruction, with an emphasis on components designed to foster pro-social, constructive role adoption, and the development of the educational/physical potentials of the offender. This function prepares the offender with job skills and academic or career and technical achievement to meet the needs of Colorado job markets.

This component encompasses activities that focus on development of the offender's knowledge and skills through academic, pre-vocational and career and technical courses of study, leading to various certifications of achievement (e.g., credit hours, high school diploma, GED, etc.) These activities include provisions for secondary and post-secondary academic and career and technical education. Subject areas include required core curriculum and offender work programs. This function includes offender progress and performance monitoring, grading, crediting and transcription, as well as special education staffing, General Equivalency Diploma (GED) testing, achievement testing, and PAS and Individual Educational Plan (IEP) development and review.

Guided by legislation, statute, regulation and professional standards, YOS assists the offender with developing age and ability appropriate knowledge and skills. Education with cognitive-behavioral redirection is considered to successfully redirect the lives of violent, youthful offenders. The YOS education function provides opportunity for youthful offenders to build knowledge and credentials necessary to function within the economic area and also provides ongoing opportunities for them to develop and experience meaningful pro-social roles. These dedicated resources are supplemented by advisory support from the DOC Division of Education, the Colorado Department of Education, the Federal Department of Education, other agencies and organizations, and programmatic role blending approaches that engage many YOS staff and volunteers in the education functions.

Every YOS offender who has not achieved a GED or high school diploma prior to arrival at YOS must enroll in either a pre-secondary or secondary education program. Placement in programs is dependent on grade and skill level determined during the IDO process. Pre-secondary students have a grade placement of first to eighth grade and attend school in the remedial classrooms, including Title I reading, writing and math programs. Secondary students have a grade placement of ninth to twelfth grade. Students with a high school diploma or GED attend post-secondary career and technical classes, college classes providing core requirements leading to a bachelor of art degree, or are involved in certified work study programs for remedial students for career development. The teacher to student ratio at YOS is at or below one to twelve. Small classes and a variety of individual and small group activities provide individualized attention and instruction needed to actively involve at-risk youth in a challenging learning process. All YOS

teachers are licensed or credentialed by the Colorado Department of Education. The courses include language arts, mathematics, social studies, science, physical education and health, multimedia production, electronics, barbering, basic computer skills, automotive/small engine repair, janitorial and the Alternative Cooperative Education Program.

The YOS has entered into an agreement with Pueblo School District 60 to issue diplomas to YOS students who meet the District's graduation requirements. YOS must submit student transcripts for District 60 to interpret and review. The review and printing of the diplomas must be completed by the first Friday in June every year that the contract is in effect. During FY 06/07 there were 25 offenders that received a diploma from Century High School, the YOS facility high school name, and 5 offenders received their GED, for a total of 30 offenders.

YOS has contractual arrangements with Adams State College (ASC). This contract is funded by a Federal Grant to States for Workplace and Community Transition Training for Incarcerated Youthful Offender Programs. Students can enroll in ASC core classes that are needed for completion of a Bachelor of Arts degree.

Phase II: Phase II is a three-month pre-release program that supports the Phase I redirection progress. Three months of job development, pre-vocational experiences, and life skills education are offered as a pre-release transition. It also provides the foundation for an effective and well-planned Phase III community reintegration. Offenders participate in pro-social outings, recreation, workshops, and community service.

Phase II operates as a twenty-four hour, minimum restricted custody level facility as required by statute. Staff maintains supervision of the offenders at all times while in the facility and offenders must be escorted in the community. Offenders must remain within the line of sight of staff at all times while in the community.

Offender placement in Phase II is determined by a committee comprised of YOS staff. The committee consists of the following: PI/PII Supervisor, PII Supervisor, PIII CPO Supervisor, Educational Supervisor and the specific offender's Case Manager. The date of placement is dependent upon the offender's progression and specific needs. These dates are commonly referred to as their PII eligibility date and PII mandatory date.

- An offender is placed into Phase II on the eligibility date, 15 months prior to their discharge date, when they have successfully completed all educational goals, successfully completed all cognitive redirection programming, maintained a high level of status within the behavioral management program and displayed a willingness and desire to become a productive member of society. These goals are documented in each offender's individual Progress Assessment Summary.

- An offender is placed into Phase II on their mandatory date, nine months prior to discharge date, when they have failed to meet educational goals, failed to successfully

complete all required cognitive restructuring programming and continued to display behaviors which pose a threat to the safety of the public and the community of which they will be returning.

While in Phase II, the youthful offender is involved in basic core programs designed to assist with community reintegration. These programs include education programming as needed, independent living skills, pre-employment programming, treatment groups and transitional services. In addition, the youthful offender begins to work with Phase II and Phase III staff to develop and implement a Phase III Community Supervision Plan.

The education program in Phase II is designed to build on the academic skills the offender has acquired in Phase I and to keep those skills finely tuned over this three-month period in preparation for the next level of academic, career and technical education or employment challenges in the community. All offenders participate in independent living skills instruction to prepare them for community living. A Personal Growth and Development curriculum instructs offenders on daily living skills, personal and social skills, community awareness and finance. Speakers representing community agencies supplement the curriculum by meeting with offenders and discussing pertinent issues. Offenders are required to actively participate in facility chores and grounds maintenance.

All Phase II offenders participate in pre-employment programming. Phase II offenders participate in the following pre-employment education modules to assist with improving upon the following: career decision making, labor market information, goal setting, self esteem building, job application processes, resume writing, listening skills, assertiveness, interviewing and job seeking skills. Phase II staff assist offenders to secure birth certificates, social security numbers, and Colorado identification cards.

The Phase II cognitive restructuring program includes the following modules: Relapse Prevention, Baby Think it Over, Advanced Anger Management, Guided Group Interaction Meetings and Impact of Crime on Victims. Individual counseling is also available for those offenders with special needs or concerns.

Youthful offenders are required to participate in meaningful community service. Community service requires the offender to give something back to the community while exposing the offender to higher social values. Community service begins in Phase II and continues into Phase III until a minimum of 100 hours have been completed.

Transition team meetings occur during Phase II to evaluate, coordinate, and finalize a comprehensive and tailored Community Supervision and Reintegration Plan for Phase III. Meetings are attended by Phase I, II, and III staff, mental health representative, educational advisor, the offender, community parole officer, family members, and appropriate community providers. The plan addresses the following community placement options: family preservation, Community Transition Program (emancipation program/group home) or an independent living

program. Other topics for discussion include academic and career and technical education, drug and alcohol counseling, community service, recreational activities, cultural groups for pro-social behavior, employment, and tattoo removal.

Health (Physical/Mental): Health services include routine and emergency medical, dental, and mental health care. Health services are currently provided by FTE from both the YOS Subprogram and the Medical Subprogram. This function encompasses those activities that support the mental and physical health of the offender population. Sub-functions and activities reflected in this category include provision of: psychiatric services, medical/dental services, nursing, pharmacy services, health education, emergency/crisis intervention, offender health monitoring, and related progress team consultation services.

YOS employees provide vital services tailored not only to the YOS intake and orientation, but also to the YOS population. Credentialed YOS staff are trained and experienced in both YOS approaches and delivery of services to be able to meet the unique physical and mental health, diagnostic, and intervention needs of teen-age/young adult populations.

In addition to dedicated YOS staffing resources, staffing for this function is provided by the DOC Medical Subprogram. YOS currently has ten (10) FTE, one (1) contract worker and one (1) student intern in clinical services, four (4) of which are mental health professionals. Six (6) FTE are currently identified in the Medical Services Subprogram, four (4) FTE are in YOS Subprogram positions, and one (1) contract worker is identified in the Drug and Alcohol Subprogram.

Support Services: This function includes physical plant and support activities similar to those found in all DOC facilities. Support Services encompass those activities that are requisite to providing basic life support for the offender population. This includes

- Food Service: Food is processed by CMHIP to a semi-prepared state at the CMHIP kitchen and is delivered to YOS. YOS employees reheat the food for serving to offenders in a cafeteria setting. Trays are also prepared for service in the segregation units and to the female unit for in-unit feeding. YOS contract funds are used to purchase offender meals at a cost of $4.03 per offender, per day. The contract rate includes three meals plus one snack, per day, to achieve the caloric intake necessary for an adolescent's required nutritional needs. Adult male offenders, in STU, meals are provided at a cost of $3.24 per day, per offender for three meals per day. Six (6) YOS employees perform food service functions and YOS contracts with CMHIP for 3.2 FTE for food service positions; 1.6 Dining Service and 1.6 Equipment Operation.

- Laundry Service: Bedding issue (mattress/pillow); linen issue (blanket, sheet, and pillow case); clothing issue; laundry detergent issue; and mending. Laundry service, for all linens, food service clothing and towels, is provided by the Fremont Correctional Facility (Laundry Department) in Canon City. YOS employs one FTE

to issue clothing and bedding and oversee the Laundry operation at YOS. Offender personal clothing is laundered by each offender in washing machines located in the living units.

- Housekeeping: Housekeeping includes janitorial training and functions completed by one FTE. Trash disposal and pest control is provided through the inter-agency agreement with CMHIP.

- Physical Plant and Grounds Maintenance: YOS has five (5) correctional staff to supervise offender grounds maintenance and paint crews. YOS is provided with physical plant maintenance through CMHIP. YOS reimburses CMHIP for 2.5 FTE maintenance positions; 1.0 Electrical Trades II and 1.5 Structural Trades II. Of special importance, in looking at Support Services needs at YOS, is the physical plant design of this facility. Because YOS buildings are renovated buildings, previously occupied by CMHIP, YOS heating system is tied to CMHIP infrastructure. Steam heat is provided by CMHIP boilers, for which YOS reimburses CMHIP for water treatment chemicals.

- Support functions also include life safety, fleet maintenance, and risk management.

YOS differs from other DOC facilities [other than La Vista Correctional Facility (LVCF) and San Carlos Correction Facility (SCCF)] in that two major provisions for services are through sources outside the YOS. These two sources are the Fremont Correctional Facility, A DOC facility and the Department of Human Services, Colorado Mental Health Institute-Pueblo (CMHIP). The position supervising support services, the Support Services Manager, for LVCF, SCCF and YOS currently occupies a SCCF position. The Support Services Manager acts as the representative to CMHIP for food service operations at SCCF, LVCF and YOS and also oversees CMHIP contract administration for all three facilities. YOS staff for the support services function totals 13.0, plus 5.7 FTE contracted from CMHIP.

Administration: This function oversees policy and fiscal matters. It addresses day to day operations and coordinates departmental policies with the Central Office. The administration function includes those activities that are requisite to administering and coordinating the development and monitoring of YOS operations to be consistent with legislative intent, departmental policies, and professional standards within allocated resources. This includes compliance and coordination with state and federal court decisions, related state and federal statutes and regulations, DOC administrative regulations and procedures, state personnel rules, state fiscal rules, American Correctional Association standards, communications systems (telephone, computer, radio), hearings/due process procedures, litigation, legal access and law library, volunteer services, revocations, and staff uniform issue.

Seeking outside funding and cooperation with independent evaluators to document program effectiveness is also part of the administrative function. Also included are related support

functions such as human resources management (staff recruitment/retention, training, grievance process, and disciplinary investigations/hearings), resource development, fiscal/budgeting planning/scheduling, standards development, program documentation, procurement/inventory, contracts development/monitoring (as appropriate), coordination, monitoring/record keeping/ reporting, and quality assurance.

Southern Transportation Unit (STU): YOS operates a transportation hub for the Southern region of DOC. STU houses approximately thirty (30) adult male offenders in A & B pods located in IDO. The adult offenders are segregated from the youthful offenders awaiting local medical appointments and/or transition between facilities.

Shared Functions and Activities

YOS is located on the campus of the Colorado Mental Health Institute at Pueblo (CMHIP), in close proximity to La Vista Correctional Facility (LVCF) and San Carlos Correctional Facility (SCCF). YOS shares personnel resources with LVCF and SCCF and provides some services to them in return. The shared personal service resources help to eliminate redundancies in the staffing patterns of the facilities.

Business Operations: Services provided to Pueblo Campus facilities (SCCF, LVCF, and YOS) by the local Business Office are various cashiering functions and offender banking transactions. The Business Office submits all vendor billings and receipts to the DOC Business Office for accounts payable processing. They also coordinate with the DOC Budget Office to provide actual and projected expenditure figures. The Business Manager, overseeing the Pueblo Business Office operations, is a SCCF position. There is one (1) Accounting Technician position; a Central Impact position.

Facility Services: The Life Safety Officer, for the Pueblo Campus, is a shared resource with Facility Services for building code reviews. The Support Services Manager provides campus-wide support services management.

Laundry: FCF provides laundry services to YOS, not including offender personals or the issue of clothing and bedding.

Offender Services: Offender Services provides documentation of offender transfers in and out of the facility, i.e. offenders to and from court, movement to CMHIP and all administrative segregation movement.

Training Academy: The Training Academy provides the initial Basic Training Program and on an as-needed basis provides certified trainers to the facility. Employees from YOS, who are certified trainers, are often called upon by the Training Academy to provide instruction services to DOC-wide training classes held at the Academy.

Colorado Mental Health Institute at Pueblo: YOS currently contracts with CMHIP to provide 2.5 full time employees for physical plant maintenance. Also in the contract is funding for 3.2 full-time, food service employees, who prepare quick-chill food for YOS at the CMHIP Kitchen. YOS employees reheat the food for serving to offenders in a cafeteria setting and prepare trays which are transported to the segregation unit for in-house feeding.

YOS/LVCF/SCCF: YOS shares a number of management staff and administrative/operational functions. They include: 1) Fire and Safety Inspection, 2) Physical Plant Management, 3) Food Service Management, 4) some Mail Room operations including the use of the x-ray machine for contraband detection, 5) Locksmith, 6) Armory, 7) Business Office Management, 8) Switch board, and 9) Emergency Response Team. The staff, for the previously listed functions, oversees activities at YOS, SCCF and LVCF. These shared services result in effective administration and a significant cost savings for the Department of Corrections.

Prioritized Objectives and Performance Measures:

OBJECTIVE: By June 30, 2009, provide program opportunities and skills to YOS offenders so that 90% of them will have been involved in a high school, GED, vocational certificate program, and/or college course work leading towards general college requirements. (Four (4) classes per year, per grant)					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Percentage of offenders involved in GED, high school or career and technical education. Definition: Total number of YOS Offenders with 12 months educational credit. Demonstrates: Effectiveness of Academic programs in meeting DOC objectives.	Target	100%	100%	90%	90%
	Actual	94%	89%		
MEASURE: Percentage of offenders released with high school diploma. Definition: Total # of YOS offenders released during the FY vs total # of YOS offenders released during the FY with HSD. Demonstrates: Achievement of offender educational goals.	Target	>60%	>60%	>60%	>60%
	Actual	55.75%	80.25%		
MEASURE: Percentage of offenders released with GED. Definition: Total # of YOS offenders released during FY vs total # of YOS offenders released during the FY with GED. Demonstrates: Achievement of offender educational goals.	Target	>48%	>40%	>40%	>40%
	Actual	32%	11.75%		

MEASURE: Percentage of offenders released with career and technical education certificate. Definition: Total # of YOS offenders released during FY vs total number of YOS offenders released with a vocational certificate. Demonstrates: Achievement of offender vocational goals.	Target	>15%	>15%	>25%	>30%
	Actual	46.75%	57.25%		
MEASURE: Percentage of YOS offenders enrolled in college course work. Definition: Total # of YOS offenders eligible for college course work vs. # of YOS offenders enrolled in college course work. Demonstrates: Achievement of offender higher education goals.	Target	10%	>21%	>33%	>33%
	Actual	21%	35%		

Optional Elements - Other Trends

Prior Year and Other Performance Measures

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Assaults. Definition: # of assaults reported via DCIS Reportable Incidents (includes offender on offender and offender on staff) Demonstrates: Compliance with administrative process and applicable local laws.	Target	<24	<45	<40	<35
	Actual	13	21		
MEASURE: Number of Escapes Attempted / Completed / Resolved Definition: Elements as defined by the Code of Penal Discipline and applicable law. Demonstrates: Commitment to public safety.	Target	0	0	0	0
	Actual	0	0		
MEASURE: Number of High School Diplomas Earned. Definition: Completion of graduation	Target	50	>26	>26	>26

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
requirements as required by District #60. Demonstrates: Achievement of YOS and offender academic goals and objectives.	Actual	26	25		
MEASURE: Number of GED's Earned. Definition: Completion of national GED requirements. Demonstrates: Achievement of YOS and offender academic goals and objectives.	Target	>11	>12	>6	>6
	Actual	6	5		
MEASURE: YOS Average Daily Population. Definition: Average number of offenders currently in OTP, Phase I, and Phase II. Demonstrates: Youthful Offenders sentenced to YOS.	Target	249	256	256	256
	Actual	172	177		
MEASURE: Total number of Staff Training Hours. Definition: Professional training of YOS staff specific to adolescent development and DOC core training requirements. Demonstrates: Appropriate training provided to staff for the management of youthful offender	Target	11,982	6,928	6,928	6,928
	Actual	12,966	14,563		

Optional Elements - Baseline Information

Baseline Information		FY05-06	FY06-07	FY07-08	FY08-09
Total number of YOS offenders who obtained their GED prior to sentencing to YOS.	Actual	9	11		
Total number of YOS offenders who obtained their HSD prior to sentencing to YOS.	Actual	3	3		

Baseline Information		FY05-06	FY06-07	FY07-08	FY08-09
Number of Phase I and Phase II offenders who currently have their HSD or GED. * This number indicates the number of offenders eligible to enroll in college course work.	Actual	65	77		

Trends

The decade of the 1990's saw unprecedented change in the history of America's juvenile justice system as state after state cracked down on serious, violent juvenile crime. New laws generally involve expanded eligibility for criminal court processing and sanctioning and reduced confidentiality protections for juvenile offenders. From 1992 through 1997, all but three states changed their laws in one or more of these areas.

The public seemed to be calling for a quality of deterrent, retributive, incapacitating toughness. The policy solution in many states has been to reshape the existing juvenile justice system to conform more closely to the adult criminal justice system, to blend the two to accommodate some "in-between" category of offender or to substitute the criminal system in situations in which the juvenile system is believed to be inadequate. However, the "get tough" movement is beginning to show some signs of retreat, and although this approach to juvenile crime will continue to attract a following among some, it may well be that a more balanced response to juvenile offenders will receive considerable attention in the future.

This approach should treat offenders, victims, and juvenile justice professionals with respect and be concerned with developing responses to juvenile offenders that are treatment oriented, humane and effective. The YOS "middle tier" program (between traditional adult and juvenile corrections), targeted for violent youthful offenders entering the CDOC-YOS under a court ordered alternative to a suspended adult sentence in the DOC, would fit with this balanced approach to juvenile offenders.

Subprogram Specific Goals and Objectives

Goal #1: To protect the general public, staff and offenders by consistent confinement within appropriate facilities with adequate security, safety, treatment, and programs corresponding to offender classification, assignment and special requirements.

Objective 1.1: By November 30, 2008, review the scenarios and observations reported by the Vulnerability Assessment Team. Develop a viable plan of action to include completing funding requests for security upgrades that cannot be completed within the current YOS budget.

Objective 1.2: By February 28, 2008, complete installation and troubleshooting of detection systems, cameras, monitoring systems, pop locks, and

intercoms. Identify additional needs to enhance the security of the public, employees and offenders, complete contingency request forms and submit to HQ.

Objective 1.3: By October 1, 2008, develop operation guidelines and establish an FFP team to evaluate processes, procedures and security systems specific to YOS.

Goal #2: To maintain and improve management, operations, support services, and long-term private service partnerships through budgeting and performance analysis to ensure cost effective and efficient use of appropriated funds.

Objective 2.1: By June 30, 2008, review services provided by CMHIP and propose changes for services and accountability for contract compliance. Work with both agency administrations to ensure that CMHIP contracts are finalized and in place prior to the beginning of the fiscal year.

Objective 2.2: By July 1, 2008, review current medical practices and costs. Identify number of after-hour medical requests versus cost savings.

Goal #3: To operate effective, efficient, and progressive offender programs for treatment, education, and work assignments with full accountability based on measured improvements in offender behavior and community re-entry through pro-social stabilization.

Objective 3.1: By September 30, 2008, improve offender behavior and community re-entry by developing and implementing a schedule of on-going, recurring recreational leagues, for all offenders with status of peer and above.

Objective 3.2: By June 30, 2008, improve successful completion of Anger Management courses by scheduling offender participation during their first semester at YOS.

Goal #4: To maintain legislative, executive branch, media, and public support for the CDOC by providing timely and concise communications.

Objective 4.1: By October 1, 2008, develop block training for all YOS staff, to include: a) Seven (7) levels of confrontation; b) Quick Skills; c) huddle-up protocols; d) twelve (12) problem areas; 3) four (4) cognitive distortions; f) mandatory training.

Objective 4.2: By December 31, 2008, ensure that all YOS employees attend YOS specific training within the first six months of their assignment to YOS.

Objective 4.3: By March 1, 2008, update the YOS facility orientation, to be presented during the first three days of Basic Training, to include: a) OTP/STU – OTP orientation manual, STU orientation manual, drill instructor manual and 30 day OTP schedule; b) Phase I – building 8, Building 26 and education; Phase II – Building 26 schedules.

Objective 4.4: By June 30, 2009, increase the awareness of the Youthful Offender System sentencing statute by conducting tours of the facility and conducting educational presentations to district attorneys, public defenders, lawyers, and the courts.

Goal #5: To build, manage, and operate the physical plant of the CDOC in an efficient and cost-effective manner consistent with applicable statutes, regulatory agencies, building codes, and American Correctional Association (ACA) accreditation standards.

Objective 5.1: By April 30, 2008, develop a new capital construction request to obtain general funds or canteen funds to complete construction of a gymnasium.

Objective 5.2: By June 30, 2008, achieve compliance with applicable 4th Edition ACA Standards and complete a plan of action for all non-compliant standards.

Objective 5.3: By June 30, 2008, implement electronic data tracking systems to track all DOC-performed work order processes.

Objective 5.4: By December 31, 2008, develop preventive maintenance programs, in keeping with CMHIP contracts, to identify problem areas, track completion of work orders and maintain ACA and security audit compliance.

Goal #6: To maintain superior customer service and improve internal CDOC communication and information systems by upgrading and maintaining reliable data infrastructure, hardware, software, and network systems with implementation based on standardized department-wide accessibility and operational efficiencies.

Objective 6.1: By August 30, 2008, implement a YOS specific case management and electronic chronological entry system. a) Identify cost of C-wise vs DOC; b) identify training needs; and c) identify all intake assessment requirements.

Objective 6.2: By March 31, 2008, improve reporting procedures for outcome measures. Use data systems available for tracking the necessary statistics and submit information to YOS ACA Coordinator and HQ ACA Department by 21st of each month.

Objective 6.3: By May 31, 2008, develop a system to maintain reliable data to aid in completion of the YOS Annual Report.

Similar or Cooperating Programs: Some juvenile offender programs are managed within the Division of Youth Corrections, Department of Human Services. However, the juveniles in those programs have not been sentenced as adults.

Stakeholders

Customer	Requirement
YOS Offender	Youthful offenders expect safety and security, dignity, quality of individualized and consistent redirection programs, including support for successful community reintegration.
YOS Team	These key stakeholders, including FTEs, contract staff and volunteers expect equitable pay, benefits; recognition/opportunities for promotion; effective programs for youthful offenders; training; consistent and clear program philosophy supported by policy and procedural guidelines.
CDOC/YOS	CDOC/YOS expect efficient and effective program development, implementation and management to meet the YOS mission in context of State legislation, State of Colorado, CDOC, and YOS missions, policies, and procedures; safety and security for staff and youthful offender populations; clear and open communication.
Legislature	These stakeholders expect efficient program development, implementation and management to meet legislative intent and statutory requirements; clear and open communications supporting accountability, identification, and resolution of issues.
Criminal Justice Field	The criminal justice field system, including district attorneys, defense attorneys and District Judges, expect efficient and effective management of sentences; open communication.
Public	These key stakeholders expect safety; positive, crime-free reintegration of youthful offenders into the community.
Victims and Families	These key stakeholders expect restitution; public safety; positive, crime-free reintegration of youthful offenders into the community.
YOS Offender Families	These key stakeholders expect safety and security of youthful offenders; quality individualized and consistent redirection programs, including programs offering support for successful community/family reintegration.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
I) YOUTHFUL OFFENDER SYSTEM	10,232,494	390,346	0	0	0	(50,030)	0	10,572,810	172.9	0.0	0.0	172.9
Personal Services	9,396,762	390,346	0	0	0	(50,030)	0	9,737,078	172.9	0.0	0.0	172.9
Operating	182,323		0	0	0	0	0	182,323				
Contract Services	28,820		0	0	0	0	0	28,820				
Purchase of Services	624,589		0	0	0	0	0	624,589				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: YOS Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
Position Detail										
Management	103,428	1.0	87,990	0.8			109,344	1.0	109,344	1.0
Gen Prof VII	92,052	1.0	77,782	0.9			82,008	1.0	82,008	1.0
Gen Prof V	85,392	1.0	86,784	1.0			90,672	1.0	90,672	1.0
Gen Prof IV	66,468	1.0							0	0.0
Gen Prof III	103,712	2.0	142,251	2.7			209,376	4.0	209,376	4.0
Correctional Officer V	46,908	0.6	80,208	1.0			83,724	1.0	83,724	1.0
Correctional Officer IV	268,356	4.0	195,544	2.9			277,680	4.0	277,680	4.0
Correctional Officer III	836,499	13.7	727,011	12.0			769,548	13.0	769,548	13.0
Correctional Officer II	1,735,316	33.1	1,682,675	32.2			1,821,432	34.0	1,821,432	34.0
Correctional Officer I	2,713,743	63.2	2,675,001	63.1			2,826,468	65.0	2,826,468	65.0
CS Supv II	117,712	2.0	120,321	2.0			126,552	2.0	126,552	2.0
CS Supv I	584,050	11.8	549,322	10.3			605,232	11.0	605,232	11.0
Youth Counselor I	115,848	2.0	118,980	2.0			124,308	2.0	124,308	2.0
Legal Asst. I/II	27,810	0.5	41,000	0.8			25,704	0.5	25,704	0.5
Accounting Tech III	44,114	1.0	44,460	1.0			46,044	1.0	46,044	1.0
IT Tech II	55,488	1.0	56,988	1.0					0	0.0
IT Professional I							60,192	1.0	60,192	1.0
Psychologist I/II	87,024	1.0	82,780	0.9			91,296	1.0	91,296	1.0
Clinical Team Leader							35,442	0.5	35,442	0.5
Nurse III	59,518	0.9	60,820	1.0			60,492	1.0	60,492	1.0
Nurse I	49,456	0.9	58,788	1.0			61,836	1.0	61,836	1.0
Social Worker III	60,240	1.0	54,165	0.8			69,420	1.0	69,420	1.0
Teacher II	69,480	1.0	44,454	0.6			73,140	1.0	73,140	1.0
Teacher I	827,025	15.4	813,474	14.6			902,173	15.9	902,173	15.9
Library Tech II	33,032	1.0	28,678	0.9			32,784	1.0	32,784	1.0
Off Mgr I	38,383	1.0	38,724	1.0			40,188	1.0	40,188	1.0
Admin Assistant III	194,780	5.0	170,483	4.5			253,920	7.0	253,920	7.0
Admin Assistant II	82,247	3.0	73,957	2.4			35,400	1.0	35,400	1.0
Subtotal: Unit Management	8,498,080	169.1	8,112,639	161.4			8,914,375	172.9	8,914,375	172.9
Salary Subtotal	8,498,080	169.1	8,112,639	161.4			8,914,375	172.9	8,914,375	172.9
PERA @ 10.15%	862,095		830,035				904,809		904,809	
Other Retirement Plans										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: YOS Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Medicare Tax @ 1.45%	116,900		113,945				129,258			129,258	
Compensation Match											
Base Reduction -.51%										(50,030)	
Other Personal Services											
Part-time/Temporary											
Contractual Services	20,914		48,370								
Contract Svcs. Medical											
Contract Svcs. Other State Agencies	10,250										
Overtime Pay	4,033		11,739								
Retirements/Payouts	33,680		78,139								
Conversion of Sick Leave											
Tuition Reimbursement	8,820		2,640								
Other Wages											
Vacancy Savings											
Subtotal of Personal Services	9,554,771	169.1	9,197,507	161.4	9,396,762	172.9	9,948,443		172.9	9,898,413	172.9
General Fund	9,554,771	169.1	9,197,507	161.4	9,396,762	172.9	9,948,443		172.9	9,898,413	172.9
POTS - Expenditures											
Shift Differential	245,487		225,165				207,449				
Health/Life Insurance	436,224		533,736				668,148				
HB 00-1215											
Short-term Disability @ .21%/.045%	12,802		9,533				11,243				
AED/SAED	17,811		57,690				118,005				
Salary Survey							299,568	*			
Anniversary								*			
Pay for Performance							113,472	*			
Unemployment Security Payments											
Difference							(138,641)			(161,335)	
Total Continuation Personal Services	10,267,094	169.1	10,023,632	161.4	9,396,762	172.9	10,814,647		172.9	9,737,078	172.9
General Fund	10,267,094	169.1	10,023,632	161.4	9,396,762	172.9	10,814,647		172.9	9,737,078	172.9
DECISION ITEM - Personal Services											

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: YOS Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
TOTAL PERSONAL SERVICES	10,267,094	169.1	10,023,632	161.4	9,396,762	172.9	10,814,647	172.9	9,737,078	172.9
General Fund	10,267,094	169.1	10,023,632	161.4	9,396,762	172.9	10,814,647	172.9	9,737,078	172.9
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							9,287,724	172.9	9,396,762	172.9
Previous Year Special Bills/Supplementals										
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							156,258		299,568	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									90,778	
Medicare change from FY 97										
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization										
Base Adjustment - .51%							(47,220)		(50,030)	
Adjustments (Decision Items, other)									0	0.0
Total Personal Services Request							9,396,762	172.9	9,737,078	172.9
General Fund							9,396,762	172.9	9,737,078	172.9
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	8,966,421	172.9	9,287,724	172.9						
Supplemental										
Special Bills HB 98-1242										
Roll-forwards										
Additional Federal Funds										
Transfers										
Reversions	(1)		(26,184)							
Subtotal	8,966,420	172.9	9,261,540	172.9						
General Fund	8,966,420		9,261,540							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: YOS Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	651,692		258				299,568			
Anniversary							0			
Pay for Performance							113,472			
Phase II Reclassification										
Senior Executive Service (SES)										
Shift Differential	178,827		153,441				207,449			
Medicare change										
Health/Life Insurance	435,902		533,591				668,148			
HB 00-1215										
Short Term Disability	12,801		9,533				11,243			
AED	21,452		65,269				118,005			
POTS Subtotal	1,300,674		762,092				1,417,885			
General Fund							1,417,885			
Total Personal Services	10,267,094		10,023,632				10,814,647	172.9	9,737,078	172.9
Total Actual Personal Services	10,267,094		10,023,632				10,814,647	172.9	9,737,078	172.9
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
1910 Professional Contracted Fees										
2110 Custodial/Laundry Supplies										
2170 Waste Disposal Service										
2180 Bldg/Grounds Maint/Repair									0	
2210 Other Maintenance/Repairs Svc.									0	
2230 Equip. Maint./Repair	334		354				354		354	
2231 ADP Equipment									0	
2232 Equipment Maintenance	120		160				160		160	
2240 Motor Vehicle Maint./Repair			296				296		296	
2250 Misc Rentals									0	
2252 Vehicle Mileage Charge	28,909		28,390				28,390		28,390	
2253 Rent for Equipment	19,618		15,886				15,886		15,886	
2254 Rent OF Motor Vehicle									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: YOS Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
2255 Rents, Bldgs, Space, Land									0	
2257 Rent Surcharge			868				868		868	
2259 Parking Fee Reimbursement	40		60				60		60	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	6,436		2,256				2,256		2,256	
2513 Travel - Vehicle Reimbursement	67								0	
2530 Travel - Out of State	140								0	
2531 Travel - OS Common Carrier	856		1,463				1,463		1,463	
2532 Travel - OS Per Diem	1,634		3,551				3,551		3,551	
2610 Advertising/Publicity			500				500		500	
2630 Telephone and Telegraph	3,213		1,937				1,937		1,937	
2631 Comm Svc from Outside	9,162		6,056				6,056		6,056	
2640 Purchased Services/ADP									0	
2660 Insurance									0	
2680 Printing and Reproduction	117		1,272				1,272		1,272	
2710 Purchased Medical Services	11,133		11,133				11,133		11,133	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services	3,689		3,451				3,451		3,451	
2831 Storage			358				358		358	
3110 Other Supplies & Materials	8,255		7,787				7,787		7,787	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies	51		113				113		113	
3113 Clothing/Uniform Allowance	11,613		19,014				19,014		19,014	
3114 Custodial/Laundry Supplies	15,518		21,263				21,263		21,263	
3115 Data Processing Supplies			8				8		8	
3116 Purchased Software	305		744				744		744	
3117 Educ./Rec. Supp./Service	12,638		12,254				12,254		12,254	
3118 Food & Food Service Supp.	15		283				283		283	
3119 Medical/Dental/Hosp./Lab Supp.	333								0	
3120 Library Books/Period./Subs.	360		269				269		269	
3121 Office Supplies	16,908		7,958				7,958		7,958	
3122 Microfilm Photo Supp./Service	250		648				648		648	
3123 Postage	2,692		1,816				1,816		1,816	
3124 Printing/Copy Supplies	4,832		12,150				12,150		12,150	
3125 Recreational Supp.	43		434				434		434	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: YOS Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
3126 Repair/Maint. Supp.	397		1,209				1,209		1,209	
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equip.	3,620		5,169				5,169		5,169	
3140 Non Capitalized IT Purchases - PCs	6,815		3,010				3,010		3,010	
3143 Non Capitalized IT Purchases - Other	3,477		4,632				4,632		4,632	
3240 Utilities (Electricity)									0	
4110 Awards, Judgments, Losses	37		47				47		47	
4111 Prizes, Awards	142								0	
4118 Attorney Fees									0	
4140 Dues and Memberships	300		379				379		379	
4170 Misc. Fees									0	
4180 Official Functions	1,042		2,260				2,260		2,260	
4220 Registration Fees	2,691		2,884				2,884		2,884	
4240 Employee Moving Expense	4,514								0	
4260 Non Employee Reimbursement									0	
6210 ADP Capital Equipment									0	
6220 Office Furniture/Equip.									0	
6230 Motor Vehicles									0	
6280 Other Capital Equip.									0	
Total Operating Expenses	182,314		182,323		182,323		182,323		182,323	
General Funds	182,151		182,323		182,323		182,323		182,323	
Cash Funds	164									
Reconciliation										
Long Bill Appropriation	180,394		182,323							
Supplemental	1,929									
Transfers										
Reversions	(9)									
Subtotal	182,314		182,323							
DECISION ITEM - OPERATING										
CONTRACT SERVICES - Y50 - GF	24,000		27,000		28,820		28,820		28,820	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: YOS Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Reconciliation										
Long Bill Appropriation	28,820		28,820							
Supplemental										
Transfers										
Reversions	(4,820)		(1,820)							
Subtotal	24,000		27,000							
DECISION ITEM - Contract Services										
PURCHASE SVC. (CMHIP) - Y55 - GF	1,324,932		624,504		624,589		624,589		624,589	
Reconciliation										
Long Bill Appropriation	1,331,388		624,589							
Supplemental										
Transfers										
Reversions	(6,456)		(85)							
Subtotal	1,324,932		624,504							
DECISION ITEM - Purchase of Services										
START-UP (Y15)	0		0		0		0			
TOTAL YOS SUBPROGRAM	11,798,340	169.1	10,857,459	161.4	10,232,494	172.9	11,650,379	172.9	10,572,810	172.9
General Fund	11,798,177	169.1	10,857,459	161.4	10,232,494	172.9	11,650,379	172.9	10,572,810	172.9
General Fund Exempt										
Cash Funds	164		0							
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4

SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS

AGENCY: YOS SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**11,798,340**	**10,857,459**	**10,232,494**	**11,650,379**	**10,572,810**
General Fund	11,798,177	10,857,459	10,232,494	11,650,379	10,572,810
General Funds Exempt	0	0	0	0	0
Cash Funds	164	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(J) Case Management Subprogram

Line Items: Personal Services
Operating Expenses
Start-up Costs

Change Request(s):

Federal/State Statutory and Other Authority: CRS 17-1-103.7 - Duties of executive director.

Program Description: The Case Management Subprogram monitors offender behavior and serves as a primary contact and source of information for facility administration, central administration, the Parole Board, outside agencies, attorneys, families, victims and offenders by maintaining constant contact and open communication with the offenders, producing regular reports regarding the offenders' progress and behaviors, and maintaining the documentation of events in the Department and working files. The primary focus of the process is pre-release planning and preparation.

Case management was developed in response to the Ramos vs. Lamm court decision to reduce unrest in the facilities and provide on-going documentation of the events during an offender's incarceration. The services of this program are to provide information, counseling, and guidance to the offender while acting as a resource to other departments/agencies regarding the offenders' correctional experience. The information provided can take on many different forms; it can be a conversation with a family member of the offender or a detailed report to the court regarding an incident that involved the offender. Documents provided to the department file on a regular basis have a set format, but the information provided in these documents is the result of investigative work and communication with the other areas of the department and outside agencies. This information is a common resource utilized by every office/department within the DOC and may be accessed by other judicial or law enforcement agencies to assist them in completing their mission goals and objectives.

The Case Management System provides a structured process to assign offenders to the caseloads of facility case mangers for the purpose of providing a point of contact between offenders and the facility or Department's administration, and regulates the manner and form by which this contact takes place.

The offender contact involves not only one on one significant contacts with the offender to discuss and attempt resolution to any issues the offender may have, but also monitoring case activity as mandated by statute or regulated by policy. This monitoring requires case managers to document the contact, submit reports regarding that contact, seek out and maintain

information provided by other areas of the Department or other agencies, and document this information in a standardized format. The information gathering and organizing is a key to the objective classification system which enables the Department to effectively uphold its mission to provide public safety. The case management system also provides valuable information to the stakeholders of this subprogram.

The stakeholders of this subprogram cover a wide spectrum of society and government agencies along with almost every area of the correctional system. Offenders, victims, families of offenders or victims, attorneys, courts, law enforcement agencies, the Division of Adult Parole and Community Corrections, and the facilities of the Department of Corrections all utilize the case management system as a primary source of information and to address concerns or share information regarding the offenders' correctional experience.

When new laws are enacted affecting the conditions of confinement or a change in how earned time is granted, it is the case manager who, with guidance and direction from the case management system, informs the offender and all others concerned of the how, when and why these changes will occur. Likewise, when a case manager receives information regarding illegal activities; threats against offenders, staff or civilians; disruptive activities or unrest among the offender population; the case manager, utilizing the established system, informs the administration and keeps them informed of the offender social climate.

The Case Manager's other assigned duties include:

- providing crisis intervention services for offenders,
- preparing classification documents,
- identifying offenders eligible for Special Needs Parole,
- screening offenders for possible referrals to specialized transition placements and community corrections programs,
- presenting cases to the Parole Board,
- assisting the offender in the preparation of pre-release plans,
- preparing parole plans and community corrections referrals, recognizing and recommending special programs that meet the needs of the offender
- assisting in application for Social Security and Medicaid benefits,
- screening offenders for progressive movement,
- submitting progress reports,
- referring offenders to recommended programs,
- directing offenders seeking education, vocational or work programs,
- interacting with others regarding the offender accounts, phone lists, visiting lists, canteen procurement, laundry or any issue that affects the offenders on their caseload
- assessment of inmates for the Prison Rape Elimination Act (PREA).

The individual contact with the offender allows the administration to communicate with the offender while allowing the offender an avenue to communicate with the administration. The rapport developed enables the case manager to assist the offender in selecting programs, or work and seek out rehabilitation to effectively reintegrate them into society upon release.

Additional duties are assigned to case management staff at the discretion of the Warden which includes the coverage of posts, delivering or monitoring canteen purchases, CIPS monitoring, shake down and search duties, and special projects.

Total FTE: 231.5

Services Provided

Case Analysis: As a new offender is assigned to a caseload, prior to the first contact, the offender's file is reviewed to determine legal circumstances of confinement, treatment needs, education needs, custody level and needs, security concerns and safety considerations. All contacts with the offender or significant events during incarceration are documented in chronological order and discussed with the offender to ensure completeness of the record.

Sentence Computation: Through mentoring and training, case managers develop the basic knowledge of understanding the various sentencing statutes that determine type and length of incarceration. The process is very complex as various statutes may affect a single offender's incarceration period. They assist in helping the offender understand the effects of the various statutes and the relationships to parole eligibility, community corrections eligibility, program requirements, time grants, loss and credits. They also monitor the Time Computations and verify information through the Time Release office.

Earned Time Evaluations: This process is completed monthly, and provides an incentive to the offenders who have complied with the categories mandated by statute. Offenders may be eligible to be considered for earned time of ten (10) to fifteen (15) days per month which may reduce parole eligibility dates and sentence discharge dates. The case manager gathers the appropriate data from various sources, evaluates that information, and enters the earned time granted for that period.

Classification Reviews: Each offender is reviewed at least every six months for appropriate custody classification. This determines the individual management needs of the offender. The case manager reviews the individual offender's file to determine the proper scoring level and makes recommendations to the facility classification committee on final designation and facility reassignment, when appropriate. The classifications are reviewed with the offender to resolve any concerns and develop transitional plans. Classifications may be completed more frequently as determined by various factors including Code of Penal Discipline (COPD) convictions, receipt of a new mittimus, detainer cancellations and/or program needs. Notice of Administrative Segregation and reviews are also completed by case management staff, following specific guidelines and time frames for completion. Classification is the first step to offender facility placement and so many factors need to be considered before the case manager can recommend facility placement to the Central Classification Committee, who holds the final authority to place offenders in specific facilities.

Parole and Community Release Preparations: Case managers assist offenders with the development of a release or parole plan. This includes the identification of offenders who are eligible for Special Needs Parole, assisting the disabled offenders in applying for Social Security and Medicaid benefits, or applying for replacement social security cards and birth certificates.

Special Community programs must be considered for offenders meeting the criteria for that specific program, and viable parole plans and sponsors are identified and developed with the cooperation of the offender.

Case managers prepare several documents to be formally presented to the Parole Board as they determine the offender's status for parole. The preparation of case material and the presentation to the Parole Board is the case manager's opportunity to evaluate individual effectiveness of the offender's incarceration and programming. Guidance is provided to the offender with regard to community release programs which may be available to assist in transition.

Progress Assessment Summaries: This document assesses the offender's progress toward meeting the education/treatment plan. The process involves the collection of data from treatment providers, work supervisors, housing staff, security staff, personal observations and other related sources. This assessment is reviewed with the offender to ensure the offender understands how their behavior affects their progress and what progress is being made toward pre-release planning.

Additional Activities: In addition to the above, significant processes, many other advisements, counseling and preparation activities occur on a daily basis when contact is made with the offender, which directly affect case management services. These include grievances, detainers, the disciplinary process, and requests for emergency escorted leave to attend funerals of family members and other related programs and tasks, service of garnishment notices, victim accommodation for Parole Hearings, parental custody hearing coordination, ACA file preparation/maintenance, commutation of sentence, interstate corrections compact services, counseling, and referrals to treatment, community corrections, PREA assessment, ADA accommodation assistance, custody issue verification, verification of phone lists, verification of visiting lists, special needs parole applications, replacement social security card assistance, notary duties, Medicaid benefit application assistance, Sex Offender Registration, Detainer service, off grounds monitoring, hearing officer duties, Duty Officer assignments, Shift Commander duties, crisis intervention, transport duties, shakedowns and any other duties assigned by the Warden.

Assessment and Classification: The services provided by the Assessment and Classification section is to accurately assess and classify inmates sentenced to the Colorado Department of Corrections (DOC) by establishing custody levels and management risk factors such as: custody issues, dangerousness to self and others, escape risk, substance abuse and recidivism. Rehabilitative program needs are assessed, including the need for work assignments, academic and vocational program participation, and counseling programs (mental health, sex offender and substance abuse). Information packets are prepared at Denver Reception Diagnostic Center (DRDC) on an individual basis for each inmate processed, which provide diagnostic evaluation and program participation planning. The files are then forwarded to the Central Office and Case Management staff at the facility.

Functions and Activities Summarized

Priority	Function
1	Programming
2	Case Work
3	Supervision
4	Administrative Assistance

Analysis of Functions and Activities

The following are the significant functions and services that are provided by the case management subprogram:

Programming: The process of testing and interpreting the test results is required to compile an objective assessment of the offender's past history, present state, future needs, discuss the findings with the offender, and to complete the offender's Initial Custody Rating and Initial Needs Assessment.

Programmers (CO III/CM I) assigned to the Assessment and Classification section at DRDC classify inmates for custody level based on state statutes and DOC policy using the Initial Custody Rating. The programmer prepares information packets about inmates, which include: the Admission Data Summary (ADS), Diagnostic Summary (DS), and Level of Supervision Inventory (LSI). The ADS describes each inmate's vital statistics, identifying information, criminal history, and demographic information. The Diagnostic Summaries are used to screen each inmate for need of participation in work assignments, academic and vocational training, mental health counseling, substance abuse treatment, custody issues to include the Prison Rape Elimination Act (PREA) requirements, needs for substance abuse, and sex offender treatment. The programmer also administers the Level of Supervision Inventory (LSI), a semi-structured interview that results in validated information about each inmate's programmatic needs and risk of recidivism. Together or separately, these documents describe each inmate's institutional conduct, dangerousness to self and others, use of leisure time, social history, criminal history, and management risk factors.

The file processing section of Assessment provides administrative support and data entry in the assessment and classification of offenders sentenced to the Colorado Department of Corrections (DOC). The primary function is the preparation and production of offender case files by receiving, testing, tracking, purging, electronic scanning and transfer, assembling and forwarding files of offenders to facilities and Offender Services for assignment of offenders to the appropriate correctional facility for the safety of the public, staff, and offenders.

This work at Assessment and Classification begins the planning for each inmate's correctional management and release to community supervision. The information products are used by DOC administration and staff to include custody and control, program, case management, treatment providers, parole authorities, community based programs, and the court system. After completion, the information packets are disbursed to the users of the documents.

Case Work: The process of combining offender contact with collecting information, documenting events and communicating relevant information concerning an offender to the

appropriate areas on the appropriate form or in a manner agreed upon between the involved parties.

Case Work is used to define a multitude of duties required of case managers, all of them centering on offender contact. Case work includes the regular counseling of offenders, acting as the first step in resolving offender grievances and utilizing Crisis Intervention Techniques to resolve problems between offenders within the facility. Case work also entails the critical role of communications between the offenders and the administration while also relaying information from the administration to the offender population. These duties include the file maintenance and collection of information from any source available. The information received is verified and organized into standardized file format. This collection and evaluation of verified information is used to create performance assessment summaries, community corrections referrals, parole plans, parole presentations, treatment referrals, disciplinary referrals and recommendations to the Governor regarding commutation of sentences.

Review of each offender, at least every six months for appropriate custody classification, determines individual management needs of the offender. The case manager reviews the offender's file to determine the proper scoring level and makes recommendations to the facility classification committee on final designations and facility reassignment, if appropriate. Reviews regarding internal facility assignments are also a part of classification, but occur on an as-needed basis.

Supervision: Case Management Supervisors directly supervise case workers or programmers and clerical staff, while working with other supervisors to develop case management systems and processes in a standardized manner. Case Management Supervisors also help develop tests and training for future case managers and case managers seeking promotion in the system.

The inclusion of case management supervisors has had an impact on this area in that the product can now go through a quality control check prior to being submitted to stakeholders and other users of this information. The supervisors meet regularly in an effort to develop standardized systems and resolve issues that affect the stakeholders. Stakeholders are often included in these meetings, and resolutions to procedural problems are a regular result. Supervisors develop the promotional exams and provide training for the case management system based on an earlier project designed to foster standardization throughout the case management system and develop new case managers for maximum effectiveness.

Supervisors are also tasked with tracking, auditing and monitoring specific case management functions at their facilities to provide data to Offender Services and Planning and Analysis. This data is used to monitor the progress of specific systems or procedures and identify the effectiveness and efficiency of those systems.

Administrative Assistant: The actual manual re-creation of documents and files, developing and maintaining facility specific data collection systems, office management and assistance to the case managers, supervisors and programmers are all part of the case management administrative assistant duties.

The administrative assistant function remains a vital piece of a system that creates formal documents and reports and requires meticulous attention to detail. Even with the increase in electronically generated forms and documents, the function of administrative assistants is required. The printing of documents and creation of files is just a small part of this function. Coordination of the facility systems with departmental needs and assisting with numerous administrative duties performed by the supervisors keeps the system on track and on time.

Shared Functions and Activities

Programming is completed at the Denver Reception and Diagnostic Center. The process, policy and procedures are a combined effort between Offender Management, Clinical Services and the facility. Offender Management is responsible for the general policies that determine the packet produced by the programmers while the daily supervision is currently managed by the facility.

Case management is a shared function with the Superintendents Subprogram as the on site supervision is directed by the facility, but the processes and requirements of the positions are administered by Offender Management. The facilities set place and time of work along with supervision and specific duties; Offender Management administers the policies and procedures which direct the form the case manager's work will take. Offender Management has no input into who is promoted or selected to fill case management positions, and no direct input to the Performance Planning or Appraisals of any case management staff.

Prioritized Objectives and Performance Measures

Objective: Utilizing available information to determine appropriate caseload size, return the case management caseloads to an efficient level which provides for adequate offender contact while also maintaining duties required by statute, court decisions and administrative regulations (by July 2009).

Performance Measures		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Average Case Load. Definition: A workload measure taken from the total population (except private prisons) subtracting the diminished caseloads of CM II's and CM III's and dividing by the remaining case managers.	Target	68	68	79	75
Demonstrates: Previous work studies indicated an optimal caseload average to be 68, considering time per function and frequency per function to allow for meaningful contact with the offenders. Average increase over 10% will require a new study to determine the effects on quality of work and the effects of advanced technology on work production.	Actual	87.6	83.3		

Performance Measures		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Inmate Intake (DRDC Only). Definition: Increase of intake in offender population relative to the target estimations based on an estimated Department growth rate of 3% as recommended by the Office of Planning and Analysis (for FY02-03). Actual figures are reported by DRDC intake reports. Demonstrates: The difference between estimated offenders (target)and actual offenders coming through DRDC. Indicates the actual increase in admissions to the department.	Target	>8,200	>8,400	>10,719	9,500
	Actual	8,400	10,719		

OPTIONAL ELEMENTS

Prior Year and Other Performance Measures

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Progress Assessment Summaries. Definition: The narrative review produced on every offender at least every 6 months. Demonstrates: The actual work (frequency per function) of a case manager in this functional area. Numbers above 2x the offender population indicate reviews that are done on special request that have not been included in frequency calculations to determine optimum average caseload.	Target	>28,000	>28,000	>28,000	>28,000
	Actual	27,051	27,345		
MEASURE: Classifications (Number). Definition: The classification review produced on every offender at least every 6 months. Demonstrates: The actual work (frequency per function) of a case manager in this functional area. Numbers above 2x the offender population indicate reviews that are done on special request that have not been included in frequency calculations to determine optimum average caseload.	Target	>46,000	>48,000	>49,000	>50,000
	Actual	48,116	49,583		
MEASURE: Total Number of Parole Plans Submitted Definition: Report sent to Parole to investigate release housing and employment. Demonstrates: The actual work (frequency per function) of a case manager in this functional area.	Target	>4,600	>4,900	>5,800	>6,000
	Actual	5,241	5,832		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Total Number of Community Referrals Submitted Definition: Report submitted to Community Corrections for possible placement.	Target	<6,000	>6,200	> 6,400	>6,500
Demonstrates: The actual work (frequency per function) of a case manager in this functional area.	Actual	6,674	6,457		

Trends

Duties that have been added to case management (to include the review of the new visiting applications, consistently changing statutes regarding new sentencing laws, Sex Offender Registration, DNA collection from offenders other than Sex Offenders, reviewing offenders for Medicaid and Social Security benefits, and Departmental changes, in the Progressive Reintegration Opportunity (PRO) Unit and in Administrative Segregation, tighter restrictions on gate holds and community referrals and vacancies in the department where Case Managers often cover facility posts and transports), have accounted for all the time gained from the development of the Case Management Tracker and more. The trend of adding duties to case management will continue.

The filling of the facilities, and emphasis being placed on expedited and transitional release of offenders, has increased the urgency of functions for case management. A negative effect on quality contact with the offender has been experienced as a result. Pre-release planning and preparation, although a major focus and function, is one area that the stress of an oversized case load and constant turnover is most easily seen. Despite constant effort to prepare offenders for release, it appears that the offenders are hesitant to seriously participate until the last moment. Many offenders attempt to parole to themselves or file homeless plans despite possible family sponsors. Offenders who are discharging have no intent to provide information to case management or share their intended reintegration strategies or a need for Social Security / Medicaid benefits, housing options or employment opportunities.

Workload Assumptions

The Base Line Bench Marking Study completed in 2003 indicates the stakeholders' need for case managers to increase significant contact with offenders and the need to decrease internal turnover which moves the inmate through different caseloads with each internal facility move. The facility need to utilize case managers for post coverage reduces the time available for significant inmate contact and concentration on case review and research even when all vacant case management positions have been filled. These two identified needs often come into conflict, with only temporary resolutions being provided for each instance.

Increasing demands on case managers to provide more in depth pre-release planning, assist the offenders in completing applications and monitor the implementation of new procedures such as the assistance in applying for benefits or compliance with court orders, such as the Montez decision, has stretched the case managers to previously unknown limits. It is expected that demands of these types will continue without losing any of the previous functions or demands. The one possible alternative that may provide needed relief is to ensure that old and new

functions are assisted by computerized programs and systems integrated into the Case Management Tracker, which use the accumulated data in the computer to auto fill sections of applications and reports to assist in screenings. This will reduce the need for manual time consuming reviews and utilize the information already collected to speed up the process and ensure consistency.

Accomplishments

- Case Management Supervisor meetings continue to utilize teleconferencing to cut the costs of transportation and housing of staff attending the meeting from outlying facilities.

- A review of data collected from previous examinations and a review of questions frequently missed validated the current testing procedure and provided valuable information for development of future training courses and mentoring programs. This review and evaluation has become an annual function.

- Completion of the Case Management Audit identified the specific duties and products performed or completed by case managers. This information is critical in that any changes to the system and functions must keep the statutory and regulatory requirements in mind or recommend changes to the statutes or regulations prior to making changes in the system. A department wide audit has been completed and issues that were identified are being addressed.

- The Case Management Manual has been redeveloped in a web page format and a Case Management Web page activated in the DOC intranet "DOCNET" making information easier to obtain and allowing for easier communication with stakeholders within the department. Redevelopment of the Case Management Manual in 2001 made accessing information faster and easier for all case managers. The 2003 update to a Web Page format made this product even more user friendly. Time savings would be difficult to calculate, but are expected from these enhancements.

- The development of electronic Parole Action forms and the logical progression to an automated system of Parole hearing and release documentation will save considerable time. Case managers were printing parole actions at the facility one at a time, only to have Parole Board staff enter the Parole Board notes into the data base to create another form to be printed and mailed to the facility prior to the offender's release. Redesign of this procedure will demonstrate a significant savings in staff time, form printing costs, copy costs and mail fees.

- In an effort to increase efficiency, the review of these types of procedures has been the practice in this system since the development of the electronic case load tracker and the electronic Community referral, electronic Parole Plan, and electronic Classification document. Other advancements have been submitted but must wait for an available programmer to be assigned in priority with other BT projects.

Existing Conditions

The Case Management Tracking System (CMTS) is in need of modification and enhancement. CMTS has been in place for 6 years without any major updates to adjust for the changing duties and increased functions assigned to case management.

Since the creation of CMTS, several functions have been added as a result of legislation (special needs parole, Social Security and Medicaid benefits screening, changes in Sex Offender Registration, changes in parole revocations (SB252) and PREA) and other changes were made as a result of court decisions and department restructuring (the redefining of the duties of the community reintegration staff in the facilities leaving several functions to be picked up by case management), Sex Offender hearings (Chambers decision), criminal checks enhanced for community referrals, changes in restrictive privilege procedures and enhanced pre-release preparation to mention a few. To adequately adjust and perform these duties and functions to any level of efficiency, the accompanying computer programs need to be updated and revised. The number of modifications to the case management tracking system has now grown to a level where minor modifications are inadequate and subsequently negative effects to the rest of the program are the result.

Budget Impacts

Previous workload measures have indicated that to provide enough time for the case manager to meet with their caseloads, with the duties assigned to them as of 1998, a case load of 68 was ideal. Since then, case loads have increased while duties have been added (see data below). If this trend continues without significant progress in computer programs and applications, case managers will undoubtedly sacrifice the quality of inmate contact and documentation to meet the quantity demands placed upon them.

Further reduction in Case Management staffing will have an impact on the efficiency and effectiveness of case managers to complete their standard duties and accommodate additional functions needed to meet statutory standards or to meet court decision requirements, unless there is significant development of computerized programs, reports and applications.

	FY 02	FY 03	FY 04	FY 05	FY 06
Case Management Increase/Decrease (from previous year)	*9.4%	7%	-14%	2%	***3.6%
** Average Case Load	73.4	77.4	89.4	87.6	83.3

* Increase due to opening Ft. Lyon and Trinidad Correctional Facilities
** Average caseload does not include cases monitored off grounds, dual commitments or inmates in transport
*** Increase due to opening LaVista Correctional Facility
Note: CM IIs carry diminished caseloads (avg.40.22) as do Case Manager IIIs (avg. 3.15)

Duties added since FY00 due to Statutory Changes

- New Parole Board Waiver guidelines
- Return from custody (SB252)
- Educational Earned Time (17-22.5-405 in relation to 17-32-105)
- Applications for Medicaid and Social Security according to HB 02-1295
- Sex Offender Registration, with multiple modifications through these years

- Providing Inmates with Identification upon release (complicated by new standards for homeland security)
- Restricted Privileges (CRS 17-20-114.5)
- Special Needs Offender Parole screening and preparation (HB 03-1263, CRS 17-1-102(7,5)a
- Screening and assisting offenders in securing Social Security and Medicaid benefits prior to release (HB 02-1295)
- Assisting in obtaining replacement Social Security Cards and Birth Certificates

Duties added since FY00 due to Court Decisions

- Cooper Martin Decision increased registration, notification requirements
- Chambers Decision requiring adjudication of Sex Offenders rated S4
- Montez Decision has impacted case management regarding forms that must be completed and more duties are expected to be added to Case Management as the system for compliance matures

Duties added to case management for overall Department efficiency

- Entry of Earned Time monthly instead of every six months
- Documenting direct response of time computation questions prior to referring to Time /Release Operations
- Updating inmate photo identification computer program entries
- Preparing paper packets of information for the Parole Board when conducting Video Conference Hearings.
- Printing Parole Action Sheets at the facility instead of having action sheets prepared by Time /Release Operations
- Want and warrant checks on all offenders leaving for community corrections
- Visiting application reviews and checks for wants and warrants
- Phone list checks for appropriateness (not victim, staff or unauthorized numbers)
- Increased monitoring and documentation of checks on all offenders releasing from the facility
- Coverage for posts, housing staff, transportation and any area needing assistance

Subprogram Specific Goals and Objectives

Goal #1: Manage and allocate staff and operating resources to preserve and enhance public, staff and offender safety (by July 2009).

Objective 1.1: Develop new and enhance existing systems to promote effective transitional planning and pre-release preparation for all offenders (by July 2009).

Similar or Cooperating Programs

Most states have some sort of case management system which may be similar in appearance but the differences in function are so varied that comparison is unrealistic. Several states have inquired about our system, the administration and the functions performed by our case management system. Due to the advanced state of our computer systems, the most that other states can do is attempt to model our information systems and classification procedures.

Stakeholders

Customer	Requirement
Facility Management	Significant offender contact which results in intelligence information and offender's placement in appropriate work assignments and programs/treatment. Accurate and timely reports. Crisis intervention and offender grievance mediation at informal and formal levels.
Offender Services	Significant offender contact to ensure accurate classification, identification of custody issues and thorough documentation of incidents and program participation.
Clinical Services	Significant offender contact to identify potential health problems and to monitor current needs and restrictions. Notification and coordination to ensure medications are available prior to movement to Community Corrections or Parole.
Mental Health Services	Significant offender contact to provide initial counseling and appropriate referrals to mental health programs.
Facility Staff	Significant offender contact clarifying critical information on custody issues and behavior problems. Defusing potential problems through significant offender contact. Availability to resolve offender issues or complaints at the lowest level immediately upon discovery of the issue.
Parole Board	Significant offender contact to create accurate, acceptable and timely parole plans.
Community Corrections	Significant offender contact to create accurate and timely information on Community placements.
Courts	Documentation of the results of significant offender contact. Accurate information that is backed by documentation in the file.
Victims	Accurate and courteous information regarding the offender's release and efficient access to the Parole Hearings.
Other States in the Compact System	Accurate documentation of offender progress/regress based on significant offender contact and supportive documentation in the file.
Offender Advocacy Groups	Significant offender contact that deals with the offender's issues in an effort to resolve grievances at the informal level.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
J) CASE MANAGEMENT	14,735,068	803,658	34,076	0	0	(78,601)	(3,438)	15,490,762	231.5	0.2	0.0	231.7
Personal Services	14,572,791	803,658	31,651	0	0	(78,601)	0	15,329,498	231.5	0.2	0.0	231.7
Operating	158,839		2,425	0	0	0	0	161,264				
Start-up	3,438		0	0	0	0	(3,438)	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Case Management Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Position Detail										
Gen Professional V	75,351	0.9	73,535	0.9			83,808	1.0	83,808	1.0
Case Manager III	797,915	12.5	894,051	12.5			941,544	13.0	941,544	13.0
Case Manager II	1,145,643	16.7	1,254,103	18.9			1,358,206	19.7	1,358,206	19.7
Case Manager I	8,306,711	145.3	8,538,262	146.3			9,287,928	154.8	9,287,928	154.8
Correctional Officer IV	140,784	2.0	144,456	2.0			150,792	2.0	150,792	2.0
Correctional Officer III	1,076,072	18.3	1,198,327	20.7			1,284,840	21.0	1,284,840	21.0
Data Specialist	215,762	6.5	251,681	7.5			264,912	8.0	264,912	8.0
Office Manager I	38,259	1.0	22,202	0.6			40,188	1.0	40,188	1.0
Administrative Asst. III	274,738	6.8	262,675	6.6			317,760	8.0	317,760	8.0
Administrative Asst. II	89,784	3.0	93,732	3.0			97,260	3.0	97,260	3.0
Subtotal: (C05)	12,161,018	213.0	12,733,024	219.0			13,827,238	231.5	13,827,238	231.5
Salary Subtotal	12,161,018	213.0	12,733,024	219.0			13,827,238	231.5	13,827,238	231.5
PERA @ 10.15%	1,219,201		1,283,610				1,403,465		1,403,465	
Other Retirement Plans										
Medicare Tax @ 1.45%	157,361		168,230				200,495		200,495	
Compensation Match										
Base Reduction -.51%									(78,601)	
Other Personal Services										
Part-time/Temporary	26,160									
Contractual Services	14,751		41,041							
Overtime Pay	76,148		82,461						0	
Retirements/Payouts	71,353		112,845							
Conversion of Sick Leave										
Prizes and Awards - 4111										
Vacancy Savings							0		0	
Subtotal of Personal Services	13,725,991	213.0	14,421,211	219.0	14,572,791	231.5	15,431,198	231.5	15,352,596	231.5
General Fund	13,725,991	213.0	14,421,211	219.0	14,572,791	231.5	15,431,198	231.5	15,352,596	231.5
POTS - Expenditures										
Shift Differential	53,067		58,260				53,774		0	
Health/Life Insurance	651,138		823,163				971,580		0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Case Management Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
HB 00-1215											
Short-term Disability @ .21%/.045%	17,934		14,788				17,576			0	
AED/SAED	25,153		89,622				183,005				
Salary Survey							662,000	*			
Anniversary								*			
Pay for Performance							177,072	*			
FMCC & CSP Expansion								*			
Phase II								*			
Medicare Change								*			
Unemployment Security Payments											
Difference							(19,335)			(54,749)	
Total Continuation Personal Services	14,473,283	213.0	15,407,045	219.0	14,572,791	231.5	16,637,798		231.5	15,297,847	231.5
General Fund	14,473,283	213.0	15,407,045	219.0	14,572,791	231.5	16,637,798		231.5	15,297,847	231.5
Cash Fund Exempt											
ANNUALIZATION ITEMS - PERSONAL SERVICES											
Male Double Bunking Annualization										23,323	
DWCF Double Bunking Annualization										8,328	0.2
TOTAL ANNUALIZATION ITEMS										31,651	0.2
Grand Total Continuation Personal Services	14,473,283	213.0	15,407,045	219.0	14,572,791	231.5	16,637,798		231.5	15,329,498	231.7
General Fund	14,473,283	213.0	15,407,045	219.0	14,572,791	231.5	16,637,798		231.5	15,329,498	231.7
Cash Fund Exempt											
DECISION ITEM - Personal Services											
TOTAL DECISION ITEMS										0	0.0
TOTAL PERSONAL SERVICES										15,329,498	231.7
General Fund										15,329,498	231.7

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Case Management Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							14,001,125	226.0	14,572,791	231.5
Previous Year Special Bills/Supplementals							(15,348)	(0.5)		
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							368,249		662,000	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									141,658	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							248,897	5.2	31,651	0.2
Base Adjustment - .51%							(71,770)		(78,601)	
Adjustments (Decision Items, other)							41,638	0.8	0	0.0
Total Personal Services Appropriation/Request							14,572,791	231.5	15,329,498	231.7
General Fund							14,572,791	231.5	15,329,498	231.7
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	13,216,553	218.0	14,001,125	226.0						
Supplemental	74,943	1.7	(15,348)	(0.5)						
Special Bills - HB 98-1242										
Additional Federal Funds										
Transfers										
Reversions			(15,625)							
Subtotal	13,291,496	219.7	13,970,152	225.5						
General Fund	13,291,496	219.7	13,970,152	225.5						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	439,845		464,149				662,000			
Anniversary							0			
Pay for Performance							177,072			
Shift Differential	42,292		29,439				53,774			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Case Management Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Medicare change										
Health/Life Insurance	650,288		823,125				971,580			
HB 00-1215										
Short Term Disability	17,933		14,788				17,576			
AED	31,429		105,392				183,005			
POTS Subtotal	1,181,787		1,436,893				2,065,007			
General Fund	1,181,787		1,436,893				2,065,007			
Total Personal Services	14,473,283		15,407,045				16,637,798	231.5	15,329,498	231.7
Total Actual Personal Services	14,473,283		15,407,045				16,637,798	231.5	15,329,498	231.7
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2170 Waste Disposal									0	
2230 Equip. Maintenance/Repair	2,055		2,730				2,730		2,730	
2231 ADP Equipment Maintenance			531				531		531	
2232 Equipment Maintenance			1,441				1,441		1,441	
2252 Vehicle Mileage Charge									0	
2253 Rent for Equipment	983		1,000				1,000		1,000	
2259 Parking Fee Reimbursement									0	
2631 Comm Svc from Outside			63				63		63	
2660 Insurance	10								0	
2680 Printing and Reproduction	24		98				98		98	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services	887		2,116				2,116		2,116	
3110 Other Supplies & Materials	1,471		3,782				3,782		3,782	
3112 Automotive Supplies									0	
3113 Clothing/Uniform Allowance	490		306				306		306	
3114 Custodial/Laundry Supplies	1,043		982				982		982	
3115 Data Processing Supplies	2,597		1,851				1,851		1,851	
3116 Purchase/Lease Software	2,837		791				791		791	
3117 Educational Supplies	30,249		26,382				33,861		33,861	
3118 Food & Food Service Supp.	166		49				49		49	
3120 Library Books/Period./Subs.									0	
3121 Office Supplies	41,914		41,470				41,470		41,470	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Case Management Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
3122 Photographic Supplies	351								0	
3123 Postage			8				8		8	
3124 Printing	20,726		22,620				22,620		22,620	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	7		11,489				11,489		11,489	
3128 Noncapitalized Equipment	14,526		11,387				11,387		11,387	
3132 Noncapitalized Office Furniture	257		1,058				1,058		1,058	
3140 Non Capitalized IT Purchases - PCs	24,815		14,766				14,766		14,766	
3143 Non Capitalized IT Purchases - Other	4,215		5,960				5,960		5,960	
4110 Awards, Judgments, Losses	15								0	
4111 Prizes, Awards	100		53				53		53	
4140 Dues and Memberships	65								0	
4170 Miscellaneous Fees & Fines	493		209				209		209	
4180 Official Functions	19		8				8		8	
4220 Registration Fees	134		210				210		210	
4260 Non Employee Reimbursement									0	
6210 ADP Capital Equipment									0	
6214 IT Other Direct Purchase									0	
6280 Other Capital Equip.									0	
Total Operating Expenses	150,449		151,360		158,839		158,839		158,839	
General Funds	150,449		151,360		158,839		158,839		158,839	
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									195	
DWCF Double Bunking Annualization									2,230	
TOTAL ANNUALIZATION ITEMS									2,425	
Grand Total Continuation Operating	150,449		151,360		158,839		158,839		161,264	
General Funds	150,449		151,360		158,839		158,839		161,264	
Reconciliation										
Long Bill Appropriation	124,105		151,491							
Supplemental	26,347		(131)							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Case Management Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Transfers										
Reversions	(3)									
Subtotal	150,449		151,360							
Start Up	17,190		17,169		3,438		3,438			
DECISION ITEM - OPERATING										
TOTAL OPERATING - DI									0	
TOTAL CASE MGT. SUBPROGRAM	14,640,922	213.0	15,575,573	219.0	14,735,068	231.5	16,800,075	231.5	15,490,762	231.7
General Fund	14,640,922	213.0	15,575,573	219.0	14,735,068	231.5	16,800,075	231.5	15,490,762	231.7
General Fund Exempt										
Cash Funds										
Cash Fund Exempt	0		0							
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: CASE MGMT SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**14,640,922**	**15,575,573**	**14,735,068**	**16,800,075**	**15,490,762**
General Fund	14,640,922	15,575,573	14,735,068	16,800,075	15,490,762
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds Exempt					
Health Benefit	0	0	0	0	0
Total Cash Funds Exempt	*0*	*0*	*0*	*0*	*0*

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(K) Mental Health Subprogram

Line Items: Personal Services
Operating Expenses
Medical Contract Services
Start-up Costs

Change Request(s): DI #4 Mental Health Caseload

Federal/State Statutory and Other Authority: Chapter V of the Colorado Department of Health licensure requirements for community clinic facilities, CRS: 16-13-201 CRS - Short title; 16-13-206 - Defendant to be advised of rights; 17-2-212 - Duty of warden; 17-23-101 - Transfer of mentally ill or retarded persons and convicts; 17-23-103 - Transfer to department;17- 40-103 - Examination of offenders - report; 24-72-204 - Allowance of denial of inspection; 25-1-801 - Patient records in custody of health care facility; 27-10-101 - Legislative declaration; 27-10-105 - Emergency procedure; 27-10-106 - Court-ordered evaluation for mentally ill person; 27-10-120 - Records; 12-43-214 - Mandatory disclosure of information to clients.

Program Description: Colorado Department of Corrections (DOC) Mental Health provides and manages cost effective mental health services to offenders. Services include clinical treatment and management of offenders with mental illnesses and developmental disabilities, crisis intervention with acutely disturbed or self-injurious offenders, limited rehabilitative programs, and coordination of transitional services for offenders with mental health needs. Services are provided to meet legal standards, diminish the risk to public and institutional safety, and maintain or improve offender level of functioning.

Total FTE: 77.5

Services Provided
This subprogram provides a range of professional psychiatric, psychological, social work, and mental health treatment services to offenders incarcerated in the DOC. The DOC Mental Health Subprogram manages the mental health needs of the offender population from intake at the Denver Reception and Diagnostic Center (DRDC), throughout their incarceration, and provides specialized transition services for targeted populations as they leave the facilities on parole, community corrections placements, or discharge.

Offender mental health needs are assessed and identified on intake at DRDC. Those offenders with significant needs are referred for mental health services at DRDC. Clinical mental health services are provided to those offenders who meet diagnostic criteria for mental illnesses, or mental retardation/developmental disabilities. These offenders experience impairment in their ability to function and cope with incarceration because of psychiatric symptoms or deficits in

intellectual functioning. Specialized services include crisis intervention, psychiatric services and medications, monitoring, infirmary or hospital placement as needed, and community transition services. DOC provides clinical mental health services to offenders with acute mental health symptoms who do not meet diagnostic criteria for major mental illnesses or developmental disabilities, but who experience debilitating symptoms or psychological crises (e.g., suicide or self injury risk, trauma, and situational stressors). The DOC also provides rehabilitative mental health services, within the limits of available resources, to those offenders who present ingrained problematic behavior patterns, but who may not be considered mentally ill. The goal of Mental Health rehabilitative services is to assist offenders in developing new skills, attitudes, values, and behavioral patterns in order to reduce the risk of ongoing criminal behavior. These programs usually utilize a structured psycho-educational format based on a cognitive behavioral treatment model. Offenders are taught to identify and correct distortions in thinking, and to substitute more productive, socially appropriate ways of thinking.

DOC Mental Health services are primarily directed towards the following three target populations:

Offenders with Mental Illnesses: These offenders have been diagnosed with major mental illnesses. This group is generally defined by the same criteria utilized by the State of Colorado Mental Health Services to identify the target population for state subsidized community mental health services.

Offenders with Developmental Disabilities: These offenders are identified based on criteria established by DOC Mental Health. These offenders require special services and programs due to impairment in learning and intellectual functioning.

Offenders with Acute Psychiatric Symptoms or Distress: These are offenders who may not meet criteria for a serious mental illness diagnoses, but who are currently experiencing some form of acute distress related to mental health problems. These offenders may present a risk of self injury, assaultive behavior, or facility disruption.

*Note: DOC Sex Offender and Substance Abuse programs provide mental health services to incarcerated and transitioning offenders. These programs are discussed in separate budget narratives.

In order to meet the above needs, the following services are provided:

Assessment: Offenders may be referred for evaluation by facility staff or administration, the Parole Board, or mental health staff. Offenders with mental illnesses are evaluated by professional mental health staff (professional counselors, social workers, psychologists). As needed, offenders are referred for psychiatric evaluation by licensed psychiatrists. Formal evaluations may involve psychological testing, clinical interviews, and review of social history. As needed, offenders may be referred for specialized assessment at the Colorado Mental Health Institute at Pueblo (CMHIP), the San Carlos Correctional Facility (SCCF), the Denver Women's Correctional Facility Special Needs Unit, or other special placement units within the department.

Consultation: DOC Mental Health staff will assist in problem analysis and provision of information, training, advice, and recommendations to correctional staff or community and state agencies regarding offender mental health issues. Consultation is usually related to management of offenders with high level mental health needs. These offenders may be mentally ill, emotionally distraught, or behaviorally acting out. Mental Health staff also provide consultation related to behavior management planning.

Continuity of care activities: This includes all activities related to assuring continuity of mental health care for offenders as they move from facility to facility, or progressively to the community. As offenders return to the community, this involves contact and coordination with community mental health and other providers regarding treatment needs.

Contract Management: Some mental health services, including psychiatric services and services for mentally retarded (MR)/developmentally disabled (DD) offenders, are provided by contract with outside agencies. DOC Mental Health staff provide on-site supervision, coordination, and monitoring of contract programs.

Crisis Intervention: Mental Health provides 24 hour on-call crisis response at all major facilities. Mental health crises are frequent in the offender population.

General Administrative Activities: In the facilities this includes clinical and operational supervision of staff, work performance planning, reviews, evaluations, participating in hiring interviews, resolving personnel disputes, budget planning and management, scheduling of staff services and spaces, assuring area maintenance, participation in program planning, and coordination with facilities and other programs.

Central administrative activities include system wide coordination and clinical supervision of services, quality assurance services, program planning and development, recruitment and hiring, budget planning and management, maintenance of central data bases, and personnel management activities.

Individual and group treatment: Staff provide individual and group counseling and psychotherapy to inmates. Individual treatment plans are developed on all identified mentally ill offenders and treatments provide in accordance with these plans.

Litigation/Grievance Management: The offender population produces a significant number of complaints, grievances, and lawsuits. Staff respond to these by producing and/or copying documents, responding to phone calls, occasionally appearing in court or other hearings, meeting with offenders, staff, and outside professionals.

Support of Mental Health Services in Private Prisons: DOC Mental Health works with the DOC Private Prisons Monitoring Unit (PPMU) to establish and maintain clinical standards and assure quality of services. By policy, offenders with high levels of mental health needs are not placed or managed in private facilities. These offenders are screened from placement in private facilities, or if problems are identified after placement, these offenders are returned to DOC operated facilities. DOC Mental Health provides training for Private Prison staff on standards,

procedures, and clinical skills. Placement of offenders is coordinated to assure offenders have access to needed services. Assistance is provided in evaluation and transport of offenders who require specialized services (e.g., Infirmary, hospital, or special needs unit placements). Mental Health Subprogram assists with quality assurance reviews and audits as needed.

Programs: This refers to all planning, development, supervision, implementation, and monitoring of mental health treatment programs, including developing materials, manuals, handouts, teaching aids, as well as procedures, structure, and format of mental health treatment programs; documentation and record keeping activities, including input into the Clinical Services database, and the Master Program Scheduling system; offender assessment activities, interviews, scoring tests, review of offender homework assignments, consultation with facility staff regarding progress and recommendations for further treatment; coordinating with other program staff, and DOC system mental health staff, and other DOC staff to assure consistency in approach and content; coordinating with Case Management and Offender Services regarding program assignments and movement issues.

Psychiatric Services: Qualified physicians and psychiatric physician extenders provide services related to medical/psychiatric management of major psychiatric disorders. These include psychiatric consultation, psychotropic medication management, and utilization of special treatment settings (DOC Infirmaries, CMHIP, SCCF and Special Needs Units).

Quality Assurance: Quality monitoring and reviews are designed to assure compliance with established standards, policies, and procedures, including clarification, revision, and/or development of policies and procedures, file and document reviews, program and service monitoring, feedback to clinicians and supervisory staff, training, and case/critical incident reviews.

Records Maintenance and Management: DOC Mental Health maintains a confidential clinical record of all mental health services. This includes activities related to input and utilization of computerized data bases (DOC Information Systems (DCIS), Clinical Services IS, Master Program Scheduling, and separate program databases).

Training: Mental Health staff provide training for correctional staff related to mental health issues. Mental Health provides a session for all Basic Training classes, and special training programs on relevant topics (e.g., suicide prevention, stress management, referral procedures, special population needs and management).

Functions and Activities Summarized

Priority	Function
1	General Client Care
2	Psychiatric Services
3	Administrative Functions

Nearly all Mental Health functions are internally shared. Specific target populations and services have been described above. Mental health staff are professionally qualified and trained to

perform multiple functions. For example, all target populations require assessment, individual and group interventions, consultation and training, crisis intervention, etc. Because of the nature of mental health services, it is not feasible to identify specific staff resources for specific functions. Rather, each facility mental health unit must provide a full range of services to meet the needs of the entire facility. Mental Health staff prioritize clinical services to offenders with serious mental illnesses. As resources allow, staff members provide rehabilitative services.

For budgetary purposes, mental health services may be divided into the broad categories of general client care, psychiatric services, and administrative functions. General client care is defined as all services (excluding psychiatric services) provided by mental health staff, including services for mentally ill or developmentally disabled offenders, services for offenders with acute psychiatric symptoms, and rehabilitative services (e.g. Anger management). Psychiatric services include all services provided by contract and FTE psychiatrists. Administrative functions include those services provided by the Chief of Mental Health, the Chief Psychiatrist, the Special Placement Coordinator, the Regional Mental Health Administrator, general shared office staff, and a proportion of each facility mental health coordinator assigned to this subprogram.

Analysis of Functions and Activities

General Client Care Services: These services include all service activities provided by mental health clinicians, excluding psychiatrists. These services include clinical and rehabilitative services for all target populations, and have been described above. To summarize, they include assessment, individual and group treatment, consultation, crisis intervention, program development, continuity of care activities, and management functions.

All inmates receive a mental health appraisal as they enter the system through the Denver Reception and Diagnostic Center, Denver Womens Correctional Facility, or the Youthful Offender Services facility. At this time, they are assigned an initial Psychiatric Needs Level Code (P Code) which identifies those inmates who are considered to have mental health needs. Mental health services are initiated by referrals of offenders identified with a Psychiatric Needs Level code of 3 or above, or those with identified or suspected mental health problems. These offenders are then evaluated by facility mental health staff. Offenders determined to be in need of services are scheduled for psychiatric appointments, or individual or group treatment as needed. Staff manage group programs by selecting participants, scheduling, coordinating with case management, conducting group sessions, and evaluating offender progress. On-site staff also coordinate psychiatric services, provide crisis intervention as needed, and consult with facility administration and housing staff. Staff are expected to maintain the clinical record and assure continuity of care when offenders move internally or to the community.

Workload and Performance Effectiveness Measures:

- Number of inmates identified with mental health needs based on Psychiatric Needs Level Codes (P codes)
- Number of Mental Health Case Dispositions completed
- Number of Mental Health Individual Contacts
- Number of Transition Forms Completed

Psychiatric Services: These services include all service activities provided by DOC psychiatrists, both FTE and contracted. These services include psychiatric assessment and treatment, particularly management of psychotropic medication needs.

Standard activities in this area involve conducting medication clinics, consulting with facility staff, and managing medical/psychiatric needs of offenders. Most services in general population facilities are provided by contracted staff who are available approximately one to two days per week. Larger facilities, such as the Sterling Correctional Facility, may require four days per week of psychiatric clinic.

Workload and Performance Effectiveness Measures: Number of psychiatric contacts

Administrative Functions: These functions include the work of the Chief of Mental Health, the Chief Psychiatrist, the Regional Mental Health Services Administrator, the Special Placement Coordinator, and clerical and support staff. These staff provide central administrative management of mental health services. In addition, a proportion of each facility mental health coordinator has been counted as administrative time. Consultation is utilized through the University of Colorado Health Sciences Center, Department of Psychiatry (approximately .2 FTE), regarding psychiatric service issues.

Standard activities include system and facility planning, assuring program consistency, quality assurance reviews and documentation, management of admissions to system special needs units and SCCF, staff scheduling and PEP (Performance Evaluation Program) management, clinical and operational supervision, and consulting with facility and department administrators.

Shared Functions and Activities

Internally, mental health staff in the facilities is expected to provide a range of assessment and treatment services in order to meet facility and offender needs. Mental Health staff provide assessments, clinical and rehabilitative treatment services, consultation, crisis intervention, records maintenance and management, continuity of care and transition services. Many staff also participate in the following functions: program development, contract management, administrative functions, litigation/grievance management, and quality assurance activities.

Mental Health Services share the following functions with other subprograms:

Administrative Services/Legal Access - Mental health is significantly involved in responding to lawsuits related to mental health issues. Legal Services provides legal consultation on a variety of issues, for example, involuntary medication, due process, confidentiality, etc.

Business Operations - Mental health participates with the Business office in the selection of contractors for specialized services, which includes development of the Request for Proposal's (RFP), participation in bidders conferences, and proposal reviews. Staff approve and submit billings and receipts for accounts payable processing and serve as site coordinators for Mental Health and Developmental Disabilities related contracts.

Case Management - Mental health provides information, consultation, and summary reports to case managers regarding topics such as offender problem behavior, program recommendations, program participation and completions, recommendations about earned time and progressive moves, and assistance with transitions to the community in community corrections or parole.

Central Transportation Unit - This unit coordinates with mental health in the movement of inmates with mental illnesses into special placement beds. They also handle the movement of mental health files when offenders are transported between facilities.

Community Corrections and ISP - Information is provided regarding offenders with serious mental illnesses or developmental disabilities to parole officers and community corrections statewide prior to their release. A full time psychologist is assigned to provide consultation and support services, including psychological evaluation and assistance in management of mental health issues for offenders in community corrections and on parole.

Correctional Industries - Mental Health works directly with Correctional Industries in DD/MR Integrated Workshop. This involves working together as a team to hire, train, and supervise offenders in an industrial production setting.

Drug and Alcohol Services - This program is administered by the Rehabilitative subprogram of Clinical Services. Substance abuse providers are considered part of the mental health team, they have access to and contribute to the DOC Mental Health record, and share information regarding offender needs and treatment with mental health staff. Substance abuse assessment procedures contribute to placement decisions for the dual diagnosis (mentally ill and substance abuse) Therapeutic Community at SCCF and the Arrowhead Correctional Center.

Education - Mental Health participated with Academic Education Services in the development of a Cognitive Behavioral Core Curriculum that functions as a foundation for subsequent programs to be utilized in Education, Mental Health, Sex Offender, and Substance Abuse Services. Limited psychological testing related to special education needs, and specialized consultation regarding offenders with serious mental illnesses or developmental disabilities is provided. Education Rehabilitative staff share educational records that support transition services for special needs offenders. Mental Health staff work in conjunction with vocational staff to assist special needs offenders in developing job related skills and using adaptive equipment. Job coaching is available to CTCF special needs offenders for on the job training.

Housing - Mental Health staff consult with housing staff about problems with disruptive offenders, particularly offenders with serious mental illnesses or developmental disabilities, in addition to general questions in the mental health area. Crisis intervention services by mental health staff assist housing staff in managing offenders in their custody.

Medical - Mental Health works in conjunction with medical staff to provide appropriate support services to medically fragile offenders, to include HIV, terminally ill, physically handicapped, geriatrics, and other special needs populations. Mental health provides support for the DOC Infirmaries and Hospice. Psychiatrists provide referrals to medical staff for consultation. Medical Services provide Infirmary beds and nursing services for offenders with acute

psychiatric problems. Medical Services physicians provide limited psychiatric services and medical case management.

Offender Services - Mental Health manages SCCF and other special needs unit referrals and movement recommendations and provides input on movement of special needs offenders to various facilities within DOC. Mental Health staff work directly with Offender Services regarding offender movement to and from CMHIP.

Parole Board - Summary reports are provided to the Parole Board on all offenders with serious mental illnesses or developmental disabilities regarding needs and program recommendations, and other offenders with special needs on a case by case basis.

Private Prisons - Assistance is provided to the Private Prison Monitoring Unit with training and consultation regarding mental health services to offenders in private prisons. Private prisons are required to accept and manage offenders who have Psychiatric Needs Level codes of P3C or lower. These offenders may have major mental illness diagnoses, but they are currently psychiatrically stable. Offenders at the private facilities who deteriorate psychiatrically or require special mental health services are returned to DOC facilities and managed by DOC Mental Health.

Recreation - Mental Health at CTCF provides limited consultation on working with special needs offenders in recreational programs and provides support for special programs for offenders with developmental disabilities.

San Carlos Correctional Facility - The Chief of Mental Health participates with SCCF Administration in selection and evaluation of key SCCF staff positions, in program development, and identification and management of referrals of offenders with serious mental illnesses to SCCF. The Special Placement Coordinator selects appropriate inmates for placement based on referrals and staffings, and coordinates movement in and out of special placement units. The DD/MR Coordinator participates in identification and management of referrals of offenders with developmental disabilities, and program consultation and coordination with the CTCF program. SCCF provides in-depth mental health evaluations as well as secure housing for identified offenders with serious mental illnesses or developmental disabilities in a prison atmosphere that is conducive to therapeutic treatment.

Security - Mental Health staff provide crisis intervention services to offenders who present significant mental problems which are often related to facility safety, and/or dangerousness to self or others. Shift commanders initiate mental health on-call contacts and participate in mental health crisis management. Security provides offender escort and supervision.

Sex Offender Treatment and Monitoring Program - This program is administered by the Rehabilitation subprogram of Clinical Services. Sex Offender program providers are considered part of the mental health team, they have access to and contribute to the DOC Mental Health record, participate in the system crisis on-call rotation, and share information regarding offender needs and treatment with mental health staff. In facilities which do not have on site sex offender staff, facility mental health staff provide sex offender screening and support services as required.

use in management of psychiatric cases. The temporary remodeling of the DRDC Infirmary space will further reduce the availability of beds for psychiatric cases. Beds for inmates with mental illnesses at the Colorado Mental Health Institute at Pueblo beds have decreased from 21 beds to 10 beds for males and 1 bed for females.

Management of mentally ill offenders in administrative segregation facilities has been the focus of Federal Court cases in several states. Colorado continues to manage over 370 inmates who have been identified as mentally ill in administrative segregation beds. The DOC currently has 24 special placement beds at the San Carlos facility for administrative segregation inmates and is working to convert a second unit at SCCF to administrative segregation. The Department believes this will require additional staff resources to operate the unit. Placement of administrative segregation inmates at CMHIP is possible, but CMHIP will accept only one such inmate at a time.

Services will be prioritized for those most in need as effectively as possible, maintaining the highest level of services possible. However, frequency of contact with those identified as mentally ill will remain relatively low. Rehabilitative programs continue to be considered a lower priority and have markedly decreased. Special placement beds are being utilized for shorter periods and prioritized for those most seriously impaired.

The number and proportion of offenders with serious mental illnesses in state and private facilities remains quite high, but does not seem to be increasing at this time. The DOC is recommending a change in how this population is counted. Presently, offender mental health needs are identified by using the Psychiatric Needs Level (P code) system. All offenders who require attention are coded as P3-5, with the higher numbers indicating increased symptoms and demand for services. Those identified as P3-5 are further subdivided by a qualifying code which indicated the type of mental disorder that requires attention. The qualifying codes are presented below:

C A major mental illness diagnosis (including schizophrenia, bipolar disorders, depressive disorders, and other diagnosis that involves psychosis). Note: The diagnoses selected for this code matched the target population for community mental health services in Colorado.

O An organic mental disorder that results from disease or injury to the brain.

T This is a temporary code indicating a likely major mental illness, but without sufficient data yet to confirm the diagnosis.

N This group includes other psychiatric diagnoses which require attention. Examples include adjustment disorders, obsessive compulsive disorder, anxiety disorders, attention deficit disorders, and most personality disorders.

In the past, the DOC has identified offenders with C, O, or T qualifiers as offenders with <u>serious</u> mental illnesses. Those coded with an N qualifier were not included in most reports. However, offenders with a P code of 3-5, and an N qualifier, also require mental health services and attention. These offenders may present a significant risk of self injury and suicide. Some may only require mental health services temporarily, but others will require assistance to manage in

general population for the duration of their incarceration. Previous reports have been under-representing the workload for mental health staff.

In the future, the total number of offenders coded as P3-5 with any qualifiers will be reported. The July 2007 report indicates 3,463 offenders with the C, O, and T qualifiers, and 4,706 when all inmates with P codes of 3-5, with all qualifiers are counted.

When DOC began planning for the San Carlos special needs facility, approximately 230 offenders, or 3% of the offender population, was identified as seriously mentally ill. Currently, there are about 3,500 inmates, or 17.9% of the facility population, who meet the same diagnostic criteria for serious mental illnesses. Projections for continued growth of the DOC offender population, and concomitant increases in the number of offenders with serious mental illnesses are presented in Table 1 below:

Table 1: Projected Increases in the Number of Inmates Who Require Mental Health Attention.

Year	2007	2008	2009	2010	2011
Offender Population	19,694	21,492	22,378	23,343	24,365
Offenders with Serious Mental Illnesses	3,463 Actual	3,869	4,028	4,202	4,386
Offenders coded P3-5, all Qualifiers	4,706 Actual	5,137	5,348	5,579	5,823

Division of Criminal Justice (DCJ) Fall 2006 Population Projections: Projections of offenders with serious mental illnesses are based on an assumption that the proportion of the total population who are identified as seriously mentally ill will remain at approximately 18%. The total number of offenders coded P3-5 is projected based on the proportion remaining at the current 23.9%. DCJ figures include community corrections placements. However, DOC Mental Health does not provide direct services for offenders in the community, and previous DOC Mental Health reports have not counted community corrections. The DCJ figures were reduced by 10% to reflect facility populations only.

Workload Assumptions

The Mental Health Subprogram will continue to provide two primary types of services:

- Clinical mental health assessment and treatment services for offenders with serious mental illnesses, developmental disabilities, and acute psychiatric needs.

- Rehabilitative services for offenders who generally do not meet diagnostic criteria for serious major mental illnesses, but who have displayed patterns of behavior that are disruptive and/or dysfunctional, and present a risk to public and institutional safety.

Fiscal constraints continue to limit the availability of mental health services and programs within the department. At this time, nearly all DOC mental health resources are focused on clinical mental health assessment and treatment. Mental health caseloads are quite high, with over 100 inmates with mental illnesses for each mental health clinician in most facilities. Services will continue to be prioritized for high needs target populations. Legally mandated services to offenders with serious mental illness, developmental disabilities, and acute psychiatric needs are the highest priority.

Quality mental health services and programs will continue to rely on computerized records. While the Medical Encounter system makes clinical information more accessible, the system is very slow and has increased the time required to complete psychiatric services.

Providing structured program services in a group format (as opposed to individual treatment) are both cost effective and clinically effective. As resources allow, efforts to provide clinical program in groups increases our efficiency.

Many of the high priority services necessarily occur in a one-to-one contact session. Crisis interventions, monitoring of status, and psychiatric services will almost always have to be done in individual contacts.

Partnerships with universities, public institutions, and community organizations in provision of mental health services to offenders may increase effectiveness and quality of services. There may be opportunities for cooperative efforts to improve transition services for offenders with mental illnesses in the coming year.

Management of mentally ill and developmentally disabled offenders requires a cooperative working relationship with the Colorado Mental Health Institutes at Pueblo and Ft. Logan, the State of Colorado Mental Health Services, Colorado Division of Developmental Disabilities, and community mental health and developmental disabilities service providers.

The offender population will continue to expand as predicted, with concomitant increases in the number and proportion of incarcerated offenders with mental illnesses, developmental disabilities and acute psychiatric needs.

Special placement beds for management and treatment of offenders with serious mental illnesses are very limited. The department also has a very limited number of acute care placement alternatives for inmates with mental illnesses and will continue to be so through the coming year. The expansion of the San Carlos facility to increase available special placements for inmates with mental illness is a department priority. Additional infirmary beds for acute care of mentally ill inmates will be available with the remodeling of the DRDC Infirmary and Intake areas. However, additional infirmary beds are more than a year away and the SCCF Expansion is several years away. Additional special placement alternatives may be possible by using current space at the Fort Lyon and Fremont facilities but will require some additional resources to operate. The mental health needs of more than 4,700 inmates with mental illness will most often be managed in existing facilities and private prisons.

Budget Impacts

Recruiting and retention of psychiatric providers has improved substantially with the hiring of a new Chief Psychiatrist. It is difficult to find full time employees, particularly in the southern region. Utilization of tele-video conferencing has been increased to provide psychiatry for most outlying facilities, but providers must be on site at the San Carlos facility and in Infirmaries.

DOC uses the following special placements for offenders with serious and/or acute mental disorders:

DOC Infirmaries - DOC has infirmaries at CTCF and DRDC. These are for short term (1-2 weeks) psychiatric emergencies, behavioral management, and medical/psychiatric stabilization. Approximately 10 beds total, between the two infirmaries may be used for psychiatric cases. It should be noted that these beds are also dedicated to medically admitted offenders with high custody levels as well. This overlap sometimes results in delay of services for offenders with mental illness.

Colorado Mental Health Institute at Pueblo - CMHIP has reduced the number of beds allocated for DOC's mentally ill offenders to a maximum of 11 beds. These beds are utilized for psychiatric emergencies, assessment and management of difficult cases, treatment of offenders with concomitant medical disorders, and assessments for civil commitment on discharge.

The DWCF Special Needs Unit - This unit formerly provided 36 beds for women offenders with serious mental illnesses or developmental disabilities. Due to the construction required to remodel the DRDC Intake and Infirmary areas, the SNU has been temporarily reduced to 24 beds until construction is completed.

The planned expansion of SCCF (an additional 250 beds for mentally ill and/or developmentally disabled offenders) is several years from completion.

Over the past several years there has been increasing national attention and concern about placement of mentally ill offenders into Administrative Segregation/control units. This has been the focus of several lawsuits, in California, Wisconsin, and Ohio. The "Madrid Standard" was developed from the Pelican Bay suit in California, and specifies that offenders with serious mental illnesses are to be excluded from placement in these units. A similar case in Ohio resulted in an agreement to bar placement of mentally ill offenders in a similar unit. The Wisconsin, Texas, and New Mexico Departments of Corrections have since adopted the Madrid Standard to define mentally ill offenders for exclusion from these placements. These correctional systems have, by court intervention or voluntarily, established special placements for mentally ill offenders. These alternative placement units provide a high level of security, but also provide enriched mental health services and opportunities for treatment and social interaction.

SCCF provides 255 special placement beds (223 beds for offenders with serious mental illnesses, 32 beds for offenders with developmental disabilities). However, the growth in the population of offenders with serious mental illnesses has outstripped the resources provided with SCCF. When

Training - Mental Health staff provide training to all DOC Basic Training classes on mental health services, special needs offenders, and general suicide prevention. There is an instructor provided for crisis intervention training, and a variety of specialized facility training on mental health related topics.

Volunteer Programs - Mental Health works directly with volunteers in the CTCF Life Management and Hospice Program. Volunteers include a volunteer chaplain who provides pastoral counseling.

Prioritized Objectives and Performance Measures

Objective 1 Protection: To protect the general public, staff, and offenders by consistent confinement within appropriate facilities with adequate security, safety, treatment, and programs corresponding to offender classification, assignment, and special requirements.
Objective: To operate effective, efficient, and progressive offender programs for treatment, education, and work assignments with full accountability based on measured improvement in offender behavior and community re-entry through pro-social stabilization.
Objective: To maintain appropriate levels of treatment and management of those offenders identified with mental illness within the DOC offender population.

		FY05-06	FY06-07	FY07-08	FY 08-09
MEASURE: Offenders with Serious Mental Illness. Definition: Count of number of offenders in DOC facilities with Mental Health Needs Level codes of P3-5, with Qualifiers of C, O, T, as of the last day of the Fiscal Year. Demonstrates: Change in mental health needs of the incarcerated offender population and demands for mental health services.	Target	3,752	3,655	3,869	4,028
	Actual	3,590	3,463		
MEASURE: All offenders with Mental Health Needs. Definition: Count of all offenders in DOC and private facilities with Psychiatric Needs Level codes of P3-5. Demonstrates: Change in mental health needs of the incarcerated offender population and demands for mental health services	Target	4,545	4,706	5,137	5,348
	Actual	4,545	4,706		
MEASURE: Mental Health Individual Contacts. Definition: Count of offender contacts with DOC Mental Health providers, excluding substance abuse and sex offender treatment programs, for the fiscal year. Demonstrates: Mental Health staff workload in treatment programs.	Target	75,000	80,000	75,000	75,000
	Actual	74,290	74,862		

		FY05-06	FY06-07	FY07-08	FY 08-09
MEASURE: Mental Health Transition Forms Completed. Definition: Count of the number of transition forms completed for offenders who received mental health services while incarcerated and are recommended for services in the community. Demonstrates: Mental Health staff workload.	Target	2,709	2,500	2,500	2,500
	Actual	2,709	2,222		
MEASURE: Mental Health Case Disposition Forms Completed. Definition: Count of the number of forms documenting changes in mental health status (diagnosis, Psychiatric Needs Levels) and recommended programs. Demonstrates: Mental Health staff workload.	Target	21,650	21,000	21,000	21,000
	Actual	21,650	20,904		
MEASURE: Psychiatric Contacts. Definition: Count of offender contacts with DOC psychiatric service providers during fiscal year. Demonstrates: Demand for psychiatric services.	Target	20,000	20,000	12,000	12,000
	Actual	13,025	10,862		

OPTIONAL ELEMENTS

Trends

Budgetary constraints and limited resources continue to impact DOC mental health services. Mental health resources for offenders are very limited. Rehabilitation programs, such as anger management services, are considered of lower priority and not available in most facilities. Services for the highest needs offenders, particularly psychiatric services and treatment for offender with serious mental illnesses are considered the highest priority. Despite the prioritization for this population, the mental health treatment for offenders with serious mental illnesses is far less than desirable. Only about 6.4% of this population are in special placement beds. Inmates in general population facilities are seen infrequently and ongoing treatment is below standard. The DOC continues to monitor inmates with mental illnesses as closely as possible and prioritize special placement beds for the highest needs offenders.

The community mental health system has been emphasized by Governor Ritter. This may well support improved continuity of care for offenders with mental illnesses as they transition to the community.

The lack of acute care beds impacts the quality of care for inmates with mental illnesses. Acute care refers to the immediate short-term management of inmates who either deteriorate psychiatrically or present and danger to themselves or others due to their mental illnesses. Acute care is available through the DOC Infirmaries. However, only about 10 beds are available for

SCCF initially opened in 1995, approximately 45% of all DOC offenders with serious mental illnesses were in special placement beds. Now only about 6% of offenders with serious mental illnesses are in special placement beds and there are approximately 4,400 of these offenders being managed in facilities outside SCCF. Special placements beds within DOC are often occupied. Emergency placements in response to psychiatric deterioration or risk of self injury sometimes requires 'trading' offenders in and out of special placement beds and/or moving offenders out earlier than clinically indicated.

The stress on the DOC mental health system is exacerbated by the lack of mental health resources in private prison facilities. Currently, 470 offenders with serious mental illnesses are managed in private facilities. This is an increase of 40 over last year, but still only 10% of the inmates with mental illness in the system. By agreement, private prisons only accept offenders with mental illnesses if they are psychiatrically stable (defined as a Psychiatric Needs Level code of P3 or lower). The DOC continues to work with the Private Prison Monitoring Unit (PPMU) to press for improved capability and increased placements of these offenders in private facilities.

Community transition is extremely difficult for offenders with serious mental illnesses. Data from the Dual Diagnosis Therapeutic Community evaluation project suggested that a high proportion of offenders with serious mental illnesses who are returned to the community without special support fail within the first twelve months. Effective working relationships have been developed with many community providers and the DOC continues to benefit from these relationships. The Aurora Mental Health Center has committed to developing a pilot program for female offenders with mental illnesses who are returning to their community this year, and would like to expand the program next year with additional funding. Community/Parole is also adding designated beds for offenders with mental illnesses this year.

Accomplishments

DOC Mental Health continues to manage the expanding population of offenders with high mental health needs. The following is a list of noteworthy accomplishments for the past year:

- Increased psychiatric coverage at critical locations, particularly the special placements, the Denver Reception and Diagnostic Center, and the Infirmaries.

- Improved tracking of psychiatric clinics and scheduling. A mental health clinical standard has been developed related to management of psychiatric clinics and monitor clinic backlogs and missed clinics. This improves effectiveness of scheduling and assignment of resources.

- Increased utilization of tele-psychiatry (utilization of tele-conferencing) for outlying facilities.

- Developed and expanded a system for review of suicides and serious self-injuries.

- Managed referrals and selection of offenders to be placed in the SCCF, DWCF Special Needs Unit, and in DOC beds at the Colorado Mental Health Institute at Pueblo (CMHIP).

- Improved successful completion rate for applications for disability assistance for offenders with mental illnesses who are transitioning to the community.

- Increased use of psychological testing and assessment to clarify diagnoses and treatment planning, including more frequent formal assessments of malingering, particularly in high security and special placements.

Subprogram Specific Goals and Objectives

Goal #1: To successfully plan for the future.

Objective 1.1: Allocate limited staff and contract resources across facilities and program to best meet departmental needs, by June 2008.

Objective 1.2: Develop programs for transitional housing placements for offenders with serious mental illnesses who are progressing from placements at the San Carlos Correctional Facility. These beds may also be used as an alternative to placement at San Carlos, by June 2009.

Objective 1.3: Secure appropriations for additional mental health staff for anticipated caseload increases, by July 2009.

Goal #2: To be a highly cost-effective organization.

Objective 2.1: To manage psychiatric services as efficiently as possible within existing resources, by June 2008

Goal #3: To achieve managerial and professional excellence.

Objective 3.1: Increase involvement and job satisfaction of psychiatric staff by increasing involvement in general and specialty provider meetings, peer reviews, and policy making efforts, by June 2008.

Objective 3.2: To refine the Quality Assurance audit system to monitor staff work activities and improve quality, by December, 2008.

Goal #4: To establish mutually beneficial partnerships with universities, public institutions, and community organizations.

Objective 4.1: Work cooperatively with the UCHSC Department of Psychiatry to maintain professional training programs and psychiatric staffing in the department, while managing costs within existing resources, by December, 2009.

Goal #5: To be an innovative leader in the provision of correctional health care and in the rehabilitation of offenders.

Objective 5.1: Develop and implement a computerized scheduling system for psychiatric appointments that can be accessed and monitored centrally support efficient utilization of limited psychiatric provider resources, by June 2008.

Objective 5.2: Establish and implement procedures to assure clinical information is provided to county jails when inmates are sent out to court, by June 2008

Similar or Cooperating Programs

DOC Mental Health is responsible for providing mental health services to offenders incarcerated in the Colorado DOC. There are twelve beds at the Colorado Mental Health Institute at Pueblo (CMHIP) allocated for DOC use. Offenders who are seriously mentally ill and in need of hospital placement or specialized assessment are sent to these beds. Private prisons also provide similar services to DOC offenders but only accept offenders who are psychiatrically stable, that is, coded P3 or lower. There is no other agency that provides clinical mental health services to offenders serving active DOC sentences. There are other agencies in the state that provide similar services to related populations. The Division of Youth Corrections provides mental health assessment and treatment to youth who are committed to that system. The Colorado Mental Health Institutes at Pueblo and Fort Logan also hold and treat offenders with serious mental illnesses, including patients who are civilly committed due to dangerousness to themselves or others and those found Incompetent to Proceed or Not Guilty by Reason of Insanity. The community mental health system, as contracted through Colorado Mental Health Services, provides mental health treatment to offenders in the community, including those on probation, in community corrections placements, and parolees.

Stakeholders

Customer	Requirements
Offenders and their families	Treatment and management of offender mental health problems, programs for self-improvement, and as requirements for progressive movement or parole.
Correctional staff	Clinical management of offenders with acute and/or severe psychiatric disorders. Assist in managing disruptive offenders, help keep offenders engaged in productive activities, teaching positive self-management skills. Provide programs as required as conditions for progressive movement, or to demonstrate behavioral control and self-improvement.
The Legislature	Provision of services in a cost effective manner sufficient to avert successful litigation, contribute to the safety of the institutions and the public, enhancing successful community reintegration.
Related state agencies and community mental health providers	The Colorado Mental Health Institutes, Colorado Mental Health Services, Developmental Disabilities Services and Community Centered Boards, Community Mental Health Centers, and private providers in the community. Expect DOC mental health to provide adequate mental health services, to keep offenders with serious mental health illnesses stable and under close supervision, to make effective referrals with proper documentation, and to assist with treatment planning and implementation.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
K) MENTAL HEALTH	6,304,645	180,979	15,376	0	1,638,754	(29,894)	(3,438)	8,106,422	77.5	0.2	17.4	95.1
Personal Services	5,671,386	180,979	7,772	0	1,033,601	(29,894)	0	6,863,844	77.5	0.2	17.4	95.1
Operating	61,260		632	0	17,500	0	0	79,392				
Contract Services	568,561		6,972	0	509,658	0	0	1,085,191				
Start-up	3,438		0	0	77,995	0	(3,438)	77,995				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Mental Health Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
Position Detail										
Physician I/II			39,949	0.7			1,411,066	10.4	1,411,066	10.4
M L Provider	15,325	0.2	70,124	0.9			183,276	2.5	183,276	2.5
Clin Ad. I / Clin Tm Ldr	162,708	2.0	155,584	2.0			177,468	2.0	177,468	2.0
Clinical Behavioral Spec III	68,336	1.0	65,676	1.0			69,084	1.0	69,084	1.0
Psychologist II	364,809	4.6	325,159	3.9			303,770	3.6	303,770	3.6
Psychologist I	388,621	5.8	371,340	5.2			551,094	7.5	551,094	7.5
Psychologist Candidate	155,286	2.6	115,092	2.0			62,160	1.0	62,160	1.0
Social Worker IV	469,898	6.3	431,355	7.0			605,628	8.8	605,628	8.8
Social Worker III	1,178,058	19.9	925,619	17.9			1,249,609	22.9	1,249,609	22.9
Social Worker II	22,250	0.5	63,556	1.4			130,349	2.8	130,349	2.8
Mental Health Clinician III	102,997	2.0	139,360	2.8			155,520	3.0	155,520	3.0
Health Prof VI	81,364	1.0	52,628	0.7			82,764	1.0	82,764	1.0
Health Prof II	95,930	2.0	162,860	3.4			249,660	5.0	249,660	5.0
Medical Records Tech I	31,612	0.9	27,000	0.8			37,356	1.0	37,356	1.0
Admin Assistant III	111,910	2.9	105,423	3.2			135,900	4.0	135,900	4.0
Admin Assistant II	49,709	1.5	28,918	1.0			30,000	1.0	30,000	1.0
Subtotal: Mental Health	3,298,814	53.2	3,079,642	53.9			5,434,704	77.5	5,434,704	77.5
Salary Subtotal	3,298,814	53.2	3,079,642	53.9			5,434,704	77.5	5,434,704	77.5
ABCA IntraAgency Transfer										
PERA @ 10.15%	332,304		310,703				551,622		551,622	
Other Retirement Plans			3,009							
Medicare Tax @ 1.45%	44,886		43,723				78,803		78,803	
Compensation Match										
Base Reduction -.51%									(29,894)	
Other Personal Services										
Part-time/Temporary	7,798		82,234							
Contractual Services	88,263									
Medical Contract Services - 1940/2710	793,485		1,406,402						0	
Overtime Pay	(6,630)		626							
Retirements/Payouts	49,371		19,231							
Tuition Reimbursement										
Other Employee Wages										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Mental Health Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Vacancy Savings							0			0	
Subtotal of Personal Services	4,608,290	53.2	4,945,570	53.9	5,671,386	77.5	6,065,130		77.5	6,035,236	77.5
General Fund	4,608,290	53.2	4,945,570	53.9	5,671,386	77.5	6,065,130		77.5	6,035,236	77.5
POTS - Expenditures											
Shift Differential	12,219		30				0			0	
Health/Life Insurance	145,777		182,820				238,524			0	
HB 00-1215											
Short-term Disability @ .21%/.045%	4,819		3,604				4,499			0	
AED/SAED	7,128		21,981				71,221				
Salary Survey							144,336	*			
Anniversary								*			
Pay for Performance							45,804				
Unemployment Security Payments											
Difference							(203,604)			(212,764)	
Total Continuation Personal Services	4,778,233	53.2	5,154,005	53.9	5,671,386	77.5	6,175,770		77.5	5,822,471	77.5
General Fund	4,778,233	53.2	5,154,005	53.9	5,671,386	77.5	6,175,770		77.5	5,822,471	77.5
ANNUALIZATION ITEMS - PERSONAL SERVICES											
DWCF Double Bunking Annualization										7,772	0.2
TOTAL ANNUALIZATION ITEMS										7,772	0.2
Grand Total Continuation Personal Services	4,778,233	53.2	5,154,005	53.9	5,671,386	77.5	6,175,770		77.5	5,830,243	77.7
General Fund	4,778,233	53.2	5,154,005	53.9	5,671,386	77.5	6,175,770		77.5	5,830,243	77.7
DECISION ITEM - PERSONAL SERVICES											
DI # 4 Mental Health Caseload										1,033,601	17.4
TOTAL DECISION ITEMS										1,033,601	17.4

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Mental Health Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
TOTAL PERSONAL SERVICES									6,863,844	95.1
General Fund									6,863,844	95.1
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							5,381,706	75.9	5,671,386	77.5
Previous Year Special Bills/Supplementals							(9,828)	(0.2)		
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							157,512		144,336	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									36,643	
Medical Contracts 1940 inflation @ 2.0%							15,870			
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							114,914	1.0	7,772	0.2
Base Adjustment - .51%							(27,647)		(29,894)	
Adjustments (Decision Items, other)							38,859	0.8	1,033,601	17.4
Total Personal Services Appropriation/Request							5,671,386	77.5	6,863,844	95.1
General Fund							5,671,386	77.5	6,863,844	95.1
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	4,632,170	69.5	5,381,706	75.9						
Supplemental	24,502	0.4	(428,828)	(0.2)						
Special Bills										
Additional Federal Funds										
Transfers										
Reversions			(72)							
Subtotal	4,656,672	69.9	4,952,806	75.7			0		0	
General Fund	4,656,672	69.9	4,952,806	75.7			0		0	
Cash Fund										
Allocated Pots (should match summary table)										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Mental Health Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Salary Survey/Anniversary			17,500				144,336			
Anniversary							0			
Pay for Performance							45,804			
Shift Differential							0			
Medicare change										
Health/Life Insurance	116,748		180,123				238,524			
HB 00-1215										
Short Term Disability	4,814		3,576				4,499			
AED							71,221			
POTS Subtotal	121,562		201,199				504,384			
General Fund	121,562		201,199				504,384			
Total Personal Services	4,778,233		5,154,005				6,175,770	77.5	6,863,844	95.1
Total Actual Personal Services	4,778,233		5,154,005				6,175,770	77.5	6,863,844	95.1
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2170 Waste Disposal Service										
2220 Bldg. Maintenance/Repair	682								0	
2230 Equip. Maintenance/Repair									0	
2231 ADP Equipment Maintenance									0	
2232 Equipment Maintenance	1,000		1,663				1,663		1,663	
2252 Vehicle Mileage Charge	2,264		551				551		551	
2253 Rent for Equipment	1,850		3,072				3,072		3,072	
2512 Travel - IS Per Diem	3,668		1,836				1,836		1,836	
2513 Travel - Vehicle Reimbursement			63				63		63	
2522 IS Non Empl Per Diem									0	
2531 Travel - OS Common Carrier									0	
2532 Travel - OS per diem	253								0	
2610 Advertising/Publicity	6,073		1,682				1,682		1,682	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside	4,236		2,947				2,947		2,947	
2680 Printing and Reproduction	939		2				2		2	
2710 Purchased Medical Services	19								0	
2810 Freight Storage and Moving									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Mental Health Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
2820 Other Purchased Services									0	
3110 Other Supplies & Materials	289		315				315		315	
3112 Automotive Supplies									0	
3113 Clothing/Uniform Allowance									0	
3114 Custodial/Laundry Supplies	92		444				444		444	
3115 Data Processing Supplies	800								0	
3116 Purchase/Lease Software	3,066		1,014				1,014		1,014	
3117 Educ./Rec. Supplies/Service			21,331				25,719		25,719	
3118 Food & Food Service Supp.	276		48				48		48	
3119 Medical Laboratory/Supplies	371		1,672				1,672		1,672	
3120 Library Books/Period./Subs.	232		650				650		650	
3121 Office Supplies	10,431		8,574				8,574		8,574	
3123 Postage	21		8				8		8	
3124 Printing	2,249		2,354				2,354		2,354	
3126 Repair/Maint. Supplies	45								0	
3128 Noncapitalized Equipment	2,178		5,321				5,321		5,321	
3140 Non Capitalized IT Purchases - PCs	6,318		1,230				1,230		1,230	
3141 Non Capitalized IT Purchases - Servers	844								0	
3143 Non Capitalized IT Purchases - Other	3,898		654				654		654	
4111 Prizes & Awards									0	
4140 Dues and Memberships	515		515				515		515	
4170 Miscellaneous Fees & Fines									0	
4180 Official Functions			365				365		365	
4220 Registration Fees	889		560				560		560	
6210 ADP Capital Equipment									0	
6214 IT Other Direct Purchase									0	
6220 Office Furniture									0	
Total Operating Expenses	53,497		56,872		61,260		61,260		61,260	
General Funds	53,497		56,872		61,260		61,260		61,260	
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									342	
DWCF Double Bunking Annualization									290	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Mental Health Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
TOTAL ANNUALIZATION ITEMS									632	
Grand Total Continuation Operating	53,497		56,872		61,260		61,260		61,892	
General Funds	53,497		56,872		61,260		61,260		61,892	
Reconciliation										
Long Bill Appropriation	53,497		57,102							
Supplemental			(230)							
Reversions										
Subtotal	53,497		56,872							
DECISION ITEM - OPERATING										
DI # 4 Mental Health Caseload									17,500	
TOTAL OPERATING - DI									17,500	
CONTRACT SERVICES - 2710	469,730		501,595		568,561		568,561		568,561	
ANNUALIZATION ITEMS - CONTRACTS										
Male Double Bunking Annualization									4,787	
DWCF Double Bunking Annualization									2,185	
TOTAL ANNUALIZATION ITEMS									6,972	
Total Service Contracts - General Fund	469,730		501,595		568,561		568,561		575,533	
Reconciliation										
Long Bill Appropriation	469,730		504,820							
Supplemental			(3,225)							
Reversions	0		0							
Subtotal	469,730		501,595							
DECISION ITEM - CONTRACT SVC.										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Mental Health Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
DI # 4 Mental Health Caseload									509,658	
TOTAL OPERATING - DI									509,658	
START UP	3,434		14,476		3,438		3,438			
DI # 4 Mental Health Caseload									77,995	
OSMI Grant- City of Denver-FF (518,592)	49,004		24,969							
TOTAL MENTAL HEALTH SUBPROGRAM	5,353,899	53.2	5,751,917	53.9	6,304,645	77.5	6,809,029	77.5	8,106,422	95.1
General Fund	5,304,894	53.2	5,726,948	53.9	6,304,645	77.5	6,809,029	77.5	8,106,422	95.1
General Fund Exempt										
Cash Funds										
Cash Fund Exempt										
Federal Funds	49,004		24,969							

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: MENTAL HEALTH SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**5,353,899**	**5,751,917**	**6,304,645**	**6,809,029**	**8,106,422**
General Fund	5,304,894	5,726,948	6,304,645	6,809,029	8,106,422
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	49,004	24,969	0	0	0
Other					
Federal Funds					
OSMI Grants	49,004	*24,969*			
Total Federal Funds	*49,004*	*24,969*			

2L Inmate Pay

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(L) Inmate Pay

Line Items: Inmate Pay

Change Request(s):

Federal/State Statutory and Other Authority: CRS: 17-20-115 Persons to perform labor; 17-20-117 - Labor of inmates - earnings; 17-29-101 through 103 and 17-29-105 - Physical labor by inmates; and AR 850-3 Inmate Pay.

Program Description: The Inmate Pay subprogram supports programs to reduce inmate idleness, rewarding appropriate inmate behavior using a managed system of monetary stipends to inmates who participate at various levels of work and other re-entry programs. The subprogram contributes to more efficient facility operations and the upkeep of correctional facilities.

Total FTE: 0.0

Services Provided
This subprogram provides monetary stipends for inmates who contribute to food preparation, laundry services, housekeeping, maintenance and general facility operations or who participate in educational and specialized treatment programs. It also allows inmates to purchase hygiene and canteen items, postage, or photo copies; and to pay restitution to victims, court ordered child support, etc.

Functions and Activities Summarized
The primary functions of this subprogram are to provide minimal stipends to inmates for work performed, for participation in vocational/academic programs, for specialized program participation, and to provide non-workers/non-students with a stipend for the purchase of hygiene items.

Priority	Function
1	Workers Pay
2	Education Pay
3	Intensive Labor Pay
4	Specialized Program Participation Pay
5	Unassigned Pay
6	Unpaid

Analysis of Functions and Activities

Workers Pay - These inmates are employed by the DOC to do jobs that would otherwise require paid FTEs. In this category, only inmate workers paid from General Fund allocations are reported. Workers paid in either Correctional Industries (CI) or Canteen (cash funded programs) are reported separately - see categories for CI and Canteen below.

Education Pay - Inmates may be enrolled in either full-time or part-time vocational or academic education programs. Numbers are reported on an FTE basis for the purposes of the Inmate Pay Performance Measures.

Intensive Labor Pay - Upon initial placement at a correctional facility, offenders may be assigned to the intensive labor work program. Offenders may also be assigned to this program if behavior is inconsistent with the rules of the Department. The daily pay for the Intensive Labor Program is $0.23 per day.

Specialized Program Participation Pay - Inmates receiving this pay are assigned to specific treatment or behavior management programs that include specialized program plans to which inmates are expected to comply. Examples of such program participation include inmates classified as seriously mentally ill and assigned to the San Carlos Correctional Facility (SCCF), or inmates who have exhibited an inability to successfully function in a general population facility and are assigned to the Colorado State Penitentiary (CSP). At SCCF, inmates are expected to comply with treatment plans that include instruction in hygiene, medication management, general health, and life skills. At CSP, program plans include anger management, crime impact, gangs, prison life skills, behavioral health, and transitional programming. Other facilities may develop specific treatment or behavior management programs for segments of their populations.

Unassigned Pay - Unassigned inmates are paid $.23 per day for hygiene items, are not employed in a work assignment or assigned to an educational or specialized program. Inmates may be unassigned due to a medical condition, for administrative reasons, as new arrivals, on wait lists, subject to disciplinary segregation, etc.

Unpaid - Offenders in this category are assigned to facilities with special programmatic missions (Colorado Correctional Alternate Program-CCAP, Denver Reception and Diagnostic Center-DRDC) or may be unpaid due to being in a temporary location.

Inmate pay is allocated to each DOC facility according to the estimated number of on-grounds inmates assigned. Also taken into consideration are: current budgetary conditions; facility needs; historic patterns of utilization of workers, students, program participants, and non-workers. Inmates working for cash funds exempt/cash funded Correctional Industries and Canteen operations are paid from those funds and are not paid with General Fund monies.

In FY 03-04 the Inmate Pay Subprogram appropriations were reduced to 49.12% of the previous year's levels. Because of this decrease, the Inmate Pay plan (described in AR 850-03) was revised to include two levels of pay: $0.23 per day for unassigned inmates and inmates assigned

to Intensive Labor Programs, and $0.60 per day for inmates in a full-time program or work assignment. (One-half day work or program assignments are paid at $0.30 per day).

The actual inmate pay expense by facility is monitored throughout the year, with adjustments made within existing appropriations to accommodate new inmate employment, educational, treatment, or budgetary information. Mid-year, Inmate Pay allocations are reviewed to assess current pay patterns against projected employment and population. Requested changes in Inmate Pay allocations are addressed by the Inmate Pay Committee (comprised of a facility Warden acting as Chair, and one representative from the following: business managers, a facility, Budget Office, Correctional Industries, and Inmate Bank), and are adjusted according to demonstrated needs within budgetary constraints.

The model of an inmate pay assignment is a full-time or half-time work or education assignment, or a daily stipend of unassigned (non-worker) pay. In practice, there can be a number of variances found based upon either facility mission or special circumstance.

The special operations of certain correctional facilities also lend themselves to modification of the core model of Inmate Pay outlined above. New inmates at the Denver Reception and Diagnostic Center and inmates assigned to Colorado Correctional Alternative Program (Boot Camp) are not paid. Inmates in specialized behavioral or mental health treatment programs such as those at the Colorado State Penitentiary or the San Carlos Correctional Facility receive a level of pay equal to a ½-time work or other program assignment if they are compliant with program mandates. The Youthful Offender System (YOS) inmate pay plan is designed to address the level of educational programming at YOS while providing sufficient inmate pay for hygiene items.

All of these special programmatic functions are reflected in Departmental Inmate Pay allocations. The facility's Zero Based Budget allocation request is evaluated through projections from historical trends taking into consideration these kinds of special missions or circumstances, and available funding.

Shared Functions and Activities

The Correctional Industries Program and the Canteen Operation share the Inmate Pay function because these subprograms pay their inmate workers from their cash-funded operations.

The Business Office and Information Systems subprograms process and maintain all records relating to inmate pay.

Supervisors in education, work, and therapy programs prepare the inmate payroll data each month.

Prioritized Objectives and Performance Measures:

Objective 3.8 (Goal 3 Program Accountability): Manage Inmate Pay to provide cost avoidance to taxpayers through additional employment opportunities for offenders including construction/maintenance trades and client agency work projects (by July 2009).

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Facility Inmate Workers. Definition: The number of inmates employed by the. Calculated on an FTE basis using Average Daily Population (ADP) and reported as cumulated quarterly on each facility's Quarterly Report to management staff. Demonstrates: This number is used along with the measurable numbers of students, inmates in Canteen or CI work assignments, unpaid facility assignments, specialized programs compared with the ADP and percentage of Inmates Working, Studying, or in Therapy or Programs.	Target	6,053	6,123	6,123	6,123
	Actual	5,717	5774		
MEASURE: Number of Inmate Students. Definition: Students on an FTE basis using ADP in both academic & vocational classes. Demonstrates: measurable numbers of workers, inmates in Canteen or CI work assignments, unpaid facility assignments, and specialized programs.	Target	2,976	3,037	3,037	3,037
	Actual	2,977	3007		
MEASURE: Number of Inmate CI/Canteen Workers (CFE/CF). Definition: Inmates employed by the DOC and paid by cash funds (Canteen) or cash funds exempt (CI) monies to do jobs that would otherwise require paid FTE's. Demonstrates: This number is used along with the measurable numbers of general-funded workers, students, inmates in unpaid facility assignments, and inmates in specialized programs.	Target	1,426	1,419	1,419	1,419
	Actual	1,391	1,419		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Average GF Inmate Pay/Inmate Working, Studying, in Therapy, or Unassigned. Definition: This number is calculated by dividing the total amount of Inmate Pay expense recorded in the COFRS system as of the end of the fiscal year by the total number of inmate workers, students, unpaid inmates in special facility programs, and number of inmates in specialized treatment or behavioral programs on an FTE/ADP basis, divided by 260 working days per year. (Cash funded positions and cash funded pay are not included in this calculation). The raw numbers for inmate assignments are reported quarterly on the facilities' quarterly reports. Demonstrates: For the fiscal year beginning July 1, 2003, the Department was allocated General Fund Inmate Pay of $0.41 per inmate per working day (260 days per year). The reported inmate pay expense per inmate demonstrates the Department's effectiveness in designing inmate work and program assignments using this appropriation.	Target	$0.42	$0.43	$0.43	$0.43
	Actual	$0.42	$0.43		

Optional Elements - Trends and Baseline Information

Trends

To maintain sufficient levels of Inmate Pay stipends to ensure that most inmates can purchase minimal hygiene items, full-time employment levels were reduced substantially in FY2004. Without sufficient levels of monthly income, inmates may be declared indigent. A declaration of indigence would require the state supply of hygiene items. Inmate Pay has proven to be an efficient and uniform method of providing incentives for inmate work and of meeting requirements for avoiding inmate indigence.

Also impacting the amount of monies inmates have available for purchases, including hygiene items, is the statutory requirement that inmates having child support or restitution orders have 20% of all deposits to their inmate accounts applied to those debts. Decreases in Inmate Pay levels, combined with the statutory requirement for restitution and child support deductions, are projected to leave inmates with a minimum of monies for basic hygiene items. Any monetary deposits to inmate accounts by friends and families of inmates will also be subject to the 20% restitution/child support deductions.

Jurisdictional populations continue to grow, but state beds were fully occupied in FY2004. Inmate populations in excess of current state bed capacity are housed in private prisons or local jails, which are not subject to the Department's inmate pay appropriations.

General Fund Inmate Pay programs are affected by changes in cash-funded Correctional Industries or Canteen inmate assignments. Because much of Correctional Industries' business

comes from other state agencies, these job opportunities may decrease as monies available for state agency use decreases. If Canteen sales decline, there may be fewer Canteen inmate jobs. More inmates would have to receive at least the unassigned pay from General Funds if fewer cash-funded jobs were available.

Accomplishments
The Inmate Pay Plan was completely re-designed to reflect significantly less appropriations available in FY2004, and expense was held within the reduced appropriation. This included the work of the Department's Business Technology Department.

Workload Assumptions
CCAP (Boot Camp) will not pay any of its inmates, providing hygiene items directly to those offenders.

DRDC will have no inmate pay for newly arrived inmates during assessment. 12 full-time assignments are estimated for those workers providing custodial help to the facility.

CSP uses a unique inmate pay plan for its segregated population which averages to one-half the pay normally paid to full-time inmate students.

SCCF uses a pay plan which includes a treatment compliance program pay of one-half the pay normally paid to full-time inmate students.

The YOS pay plan which includes high numbers of students, along with some traditional facility assignments.

Other facilities may institute specialized treatment programs for portions of their populations based on either behavioral or therapeutic program options.

Subprogram Specific Goals and Objectives

Goal #1: ***A minimum of 90% of DOC inmates in will be engaged in work, study or therapy.***

Assumptions: Most inmates choose to work or participate in programs.

Objective 1.1: Ensure that facilities continue to include in their respective quarterly reports an inmate pay assignment report which shows ADP each quarter as reflected in Planning and Analysis quarterly year to date Average Daily Population figures.

Similar or Cooperating Programs: The self-funded Correctional Industries and Canteen Subprograms pay the inmates working in those programs from their revenues and are not included in this General Fund subprogram.

Stakeholders

Customer	Requirement
Inmates	Provides incentives for work, education, and participation in some specialized programs.
Staff	Inmate pay motivates the inmate population workforce, reduces idleness, and provides a safe work environment while avoiding the need for additional general funded staff. Inmates perform a variety of essential work in areas such as: food service, maintenance, laundry, janitorial services etc., which would otherwise require tax funded staff additions.
Canteen/Library Fund	Inmate pay is often used to buy goods and services from the Canteen subprogram.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Inmates Unpaid. Definition: The number of offenders assigned to facilities with special programmatic missions who, because of such assignment in these programs (CCAP, DRDC, Transition Units for Central Transportation), receive no daily stipend. This number is calculated on an FTE basis using Average Daily Population and reported as cumulated quarterly on each facility's Quarterly Report to management staff. Demonstrates: This number is used along with the measurable numbers of workers, students, inmates in Canteen or CI work assignments, and inmates in specialized programs to compare with the ADP of the Department and calculate the percentage of Inmates Working, Studying, or in Therapy or Programs.	Target	692	729	729	729
	Actual	729	729		
MEASURE: Number of Inmates in Specialized Programs. Definition: The number of inmates receiving an incentive from the Inmate Pay Subprogram for successful participation and program compliance in specialized plans such as treatment programs for the mentally ill (SCCF) or behavioral programs (CSP). This number is calculated on an FTE basis using Average Daily Population and reported as cumulated quarterly on each facility's Quarterly Report to management staff. Demonstrates: This number is used along with the measurable numbers of workers, students, inmates in Canteen or CI work assignments, and inmates in unpaid facility assignments to compare with the ADP of the Department and calculate the percentage of Inmates Working, Studying, or in Therapy or Programs.	Target	723	672	672	672
	Actual	611	611		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Inmates Unassigned Definition: The number of inmates receiving unassigned pay from the Inmate Pay Subprogram in order to provide a stipend for the purchase of hygiene items. These inmates are not employed in a work assignment and are not assigned to an educational or specialized program. This number is calculated on an FTE basis using ADP and reported as cumulated quarterly on each facility's Quarterly Report to management staff. Demonstrates: The number of inmates not having a work or program assignment. The Department strives to reduce the numbers of unassigned inmates by developing work and program opportunities.	Target	2,276	2,276	2,276	2,276
	Actual	2,716	2,716		
MEASURE: Percent of Inmates Working, Studying, or in Programs. Definition: Inmate workers (paid from general funds, cash funds, or cash fund exempt monies) + students + unpaid inmates in special facility programs + inmates in specialized treatment or behavioral programs on an FTE/ADP basis divided by total number of inmates in DOC facilities on a yearly ADP basis. These raw numbers are reported quarterly on the facilities' quarterly reports. Demonstrates: This percentage demonstrates the effectiveness of the Department in developing paid work, educational, and programmatic opportunities for inmates. It also demonstrates that a lower percentage of inmates will be employed as the population increases and additional funding is not available.	Target	90%	90%	90%	90%
	Actual	81%	81%		

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
L) INMATE PAY	1,502,398	0	11,100	0	0	0	0	1,513,498	0.0	0.0	0.0	0.0

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Inmate Pay Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Inmate Pay										
Administration - 051	1,376,374		1,411,768		1,502,398		1,502,398		1,502,398	
Reconciliation										
Long Bill Appropriation	1,376,374		1,416,903							
Supplemental			(5,133)							
Transfers										
Reversions			(2)							
Subtotal	1,376,374		1,411,768							
INMATE PAY ANNUALIZATION										
Male Double Bunking Annualization									7,621	
DWCF Double Bunking Annualization									3,479	
TOTAL INMATE PAY - ANNUALIZATION									11,100	
INMATE PAY DECISION ITEMS										
									0	
TOTAL INMATE PAY - DI									0	
TOTAL INMATE PAY SUBPROGRAM	1,376,374	0.0	1,411,768	0.0	1,502,398	0.0	1,502,398	0.0	1,513,498	0.0
General Fund	1,376,374	0.0	1,411,768	0.0	1,502,398	0.0	1,502,398	0.0	1,513,498	0.0
General Fund Exempt										
Cash Funds										
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: INMATE PAY SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**1,376,374**	**1,411,768**	**1,502,398**	**1,502,398**	**1,513,498**
General Fund	1,376,374	1,411,768	1,502,398	1,502,398	1,513,498
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					

2M San Carlos

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(M) San Carlos Correctional Facility (SCCF)

Line Items: Personal Services
Operating Expenses
Service Contracts

Change Request(s):

Federal/State Statutory and Other Authority: CRS: 17-1-103 - Duties of the executive director; 17-1-104.3 - Correctional facilities-location-security level; 17-1-109 - Duties and functions of the superintendent; 17-19-101 - Visitors at correctional facilities; 17-19-102 - Employees of correctional facilities; 17-20-101- State institutions; 17-20-114.5 - Restriction of privileges in correctional facilities; 17-20-122 - Justification of officer.

Program Description: It is the mission of the San Carlos Correctional Facility (SCCF) to protect the public, staff and offenders by effectively and efficiently managing incarcerated offenders with mental illness (OMI) and developmentally disabled (DD) male offenders by providing intervention and treatment in a secure, safe, clean, and humane environment and by preparing, planning and assisting offenders for re-entry to general population or the community.

Total FTE: 196.1

Services Provided
The SCCF is a specialized 255-bed multi-custody correctional facility designed and operated to provide mental health treatment services to high needs, OMI, and/or DD offenders. Mental health treatment services consist of a network of functions including assessment, medication management and psycho-social treatment interventions provided by psychiatrists, social workers, psychologists, registered nurses, and substance abuse counselors working in concert with program, housing, and security staff to provide both a multi-disciplinary and multi-dimensional approach to integrating treatment and correctional management of offenders with serious mental illness and developmental disabilities.

A. Developmental Disability (DD) is a severe, chronic disability of a person which is:

1) Attributable to a mental or physical impairment or combination of mental or physical impairments;
2) Manifested before the person attains age 22;
3) Likely to continue indefinitely; and
4) Results in substantial functional limitations in three or more of the following areas of major life activity: a) self-care; b) receptive and expressive language; c) learning; d)

mobility; e) self-direction; f) capacity for independent living; and g) economic self-sufficiency;

5) A reflection of the person's need for a combination of special interdisciplinary or generic care, treatment and/or other services which are of lifelong or extended duration and individually planned and coordinated. [from U.S. Public Law 95-602 as amended].

Offenders with Mental Illness (OMI) are those offenders who have been diagnosed with a major mental illness or a chronic and disabling psychiatric disorder using the same criteria utilized by the Colorado Division of Mental Health to identify the target population for publicly subsidized community mental health services.

SCCF combines core Correctional Services (Housing and Security), Physical Plant Services (Maintenance, Housekeeping, Life/Safety, Utilities), Support Services (Food, Laundry), Medical Services, Staff Services (Business Office, Training), Program Services (Academic and Vocational Education, Recreation, Case Management), and Administrative Services in a Mental Health setting that utilizes multi-disciplinary teams to manage and treat offenders with serious mental illness and developmental disabilities.

Functions and Activities Summarized

Priority	Function
1	Support Services
2	Custody/Control
3	Treatment
4	Programs
5	Administration
N/A	Medical Services

Analysis of Functions and Activities

The percentage of offenders committed to DOC with moderate to severe mental health needs is 18.8%. SCCF houses 255 of these offenders with security classifications ranging from Minimum to Administrative Segregation.

Though this facility serves a special needs population, SCCF remains a correctional facility and has many functions in common with other DOC facilities. In conjunction with such institutional functions, the special mission requires an intense mental health program orientation necessitating both professional FTE's and specialized operating resources. Management and treatment of the offender population at SCCF takes a combination of security and treatment through the practice of teamwork.

The facility supports, promotes, and works in treatment teams which include registered nurses, psychiatrists, psychologists, social workers, substance abuse counselors, teachers, and correctional staff. Cross training between correctional staff and mental health staff is required and all staff participates in clinical staffing, treatment planning, and documenting behavior in mental health files.

Core functions identified for the SCCF are: Support Services, Custody and Control, Treatment, Programs, and Administrative Services. Also included is a Medical Services function for Medical Services FTE positions at SCCF. SCCF Medical Services operating funds and performance measures are accounted for in the Medical Services subprogram.

SCCF recognizes its role as a correctional treatment facility and as such performs correctional activities typical to most of the facilities in the Department. For an explicit description of tasks associated with the correctional activities identified in SCCF's functional units, please refer to the appropriate subprogram narratives.

Support Services: This includes physical plant and support activities similar to those found in all DOC facilities such as physical plant maintenance, housekeeping, food service, laundry, life safety, and labor.

The Department of Human Services/Division of Facilities Management provides physical plant maintenance (excluding painting, housekeeping, and grounds maintenance) through an inter-agency agreement. SCCF purchases the needed parts for CMHIP Maintenance and is provided trades labor through contracted FTE positions. With the delay in SCCF Phase II construction, essential mechanical systems that had been planned for Phase II may cause an increase in maintenance expenses, e.g. SCCF has done no conditioning on the cold water. Phase II expansion had called for the cold water to be conditioned in the entire facility. The unconditioned water will create additional maintenance costs in steam tables, plumbing fixtures, etc.

Food is processed to a semi-prepared state at the CMHIP kitchen and is delivered to SCCF. SCCF staff retherm the food for serving to offenders in a cafeteria setting and also prepare trays that are transported to segregation and high security units for in-unit feeding. SCCF contract funds are used to purchase offender meals at $3.24 per offender per day.

Laundry service is provided by the Fremont Correctional Facility (FCF) in Canon City. SCCF issues clothing and bedding to offenders.

Support functions also include life safety and grounds maintenance. Vocational education programs in janitorial services, computer applications, and horticulture interface with support operational needs as students work in the facility for on-the-job training in addition to classroom training.

Activities associated with SCCF Support Services include:
- Contract Administration
- Physical Plant Maintenance (preventative, work requests)
- Housekeeping (janitorial, trash disposal, pest control)
- Food Service (In conjunction with CMHIP Contract)
- Laundry Service (clothing issue, bedding & linen)
- Life/Safety (daily inspections, fire drills, HAZ-MAT)
- Labor (grounds maintenance, interior and exterior painting)

Of special importance in looking at Support Services needs at SCCF is its Physical Plant design. Through design, SCCF's heating system is tied to CMHIP's infrastructure. Steam heat is provided by CMHIP boilers, for which SCCF reimburses CMHIP $19,688 per year for water treatment chemicals.

SCCF faces many physical plant challenges due to the design of the buildings and the nature of the prison population. Costs include increased preventative and routine maintenance costs in elevator servicing, duct work, housekeeping, and mechanical systems. Also included in the Support Services function for facility comparisons are the management of biohazard waste, laundry, linen and clothing replacement, and food service delivery.

Housing and Security: These functions are similar to those in other DOC facilities which include custody, control, locksmith/armory, transportation, property, mail room, and visiting.

Housing and security at SCCF have been combined into a custody and control model. Activities included in this model are:

- Housing (offender counts, canteen delivery, mail, counseling, feeding, laundry delivery, janitorial, hygiene)
- Security (perimeter checks, key checks, control center operations, shakedowns, monitoring offender movement, offender drug screening, escorts, supervising feeding and recreational activities, and ensuring compliance with mental health treatment orders)
- Locksmith/Armory (maintain all security locking devices, maintain weapons and perpetual inventory, munitions, chemical agent and restraining device inventories, provide key control)
- Transportation (court traffic, medical clinics, unscheduled moves, emergency medical transports)
- Property (inventory, store and account offender property, transport discharged or paroled offenders, and prepare canteen for delivery)
- Mail Room (process incoming and outgoing staff and offender mail for SCCF, LaVista Correctional Facility (LVCF), Parole Board, CID and DOC offenders housed at CMHIP
- Visiting (maintain offender visiting lists, monitor visits, enforce dress code policies, background checks, consent to search waivers, contraband control)
- Cell and Sanitation Inspections (contraband detection and compliance with health and sanitation standards)

The physical plant design of nine separate and distinct functional units allows for better control and monitoring of the housing areas; but requires an increase in the number of custody/ control staff needed to staff the units. Staffing is appropriate for the volatile nature of the OMI, escort requirements, the need for direct observation and supervision of offender activities as well as the need for quick response times in the case of emergencies.

The OMI and DD high-need population requires increased monitoring and control due to mental and physical limitations. The custody/control staff at SCCF is an active and necessary part of the treatment team. They provide 1:1 interactions with offenders, participate in group therapy sessions and treatment plan reviews. These tasks require more personalized staff/offender interaction, encouraging the offender to look at the behavioral and treatment options available.

SCCF is one of a few DOC facilities approved to implement 4-point/clinical restraints as directed by mental health personnel. These staff-intensive treatment options directly impact both staffing levels and training requirements.

Security activities at SCCF are provided seven days per week, 24 hours per day. Security provides for the safety of staff, the general public, and the control and management of the offenders. This involves the operation of clearly defined security practices through offender management philosophy, programs, physical plant, staff direction and training in conjunction with SCCF's multi-disciplinary mental health treatment team.

The Housing portion is responsible for the overall operation of all housing units in the facility on a 24 hour per day, seven days per week basis. These positions are responsible for offender contacts on personal, behavioral, and security issues, and other concerns as they arise. They provide direct offender supervision and monitor all activities that exist in the housing units. Officers are provided training in mental health techniques and are a vital part of the mental health treatment team at SCCF. They accomplish housing activities within the mental health treatment milieu.

Treatment: Mental health treatment provided includes psychiatric monitoring for self injurious behavior; admissions assessment and evaluation of medication management; and psycho-social treatment of offenders diagnosed as offenders with serious mental illness or who are developmentally disabled. SCCF also provides housing and treatment for patients determined to be overly dangerous at Colorado Mental Health Institutes of Pueblo and Fort Logan. These patients are transferred to DOC under CRS 17-23-103 for care and treatment.

Treatment at SCCF involves providing a comprehensive treatment and offender management approach designed to enable the offenders with serious mental illness and developmentally disabled offenders to achieve an optimal level of functioning. This is done through provision of the following categories of service: direct mental health treatment including assessment, specialized training, treatment planning, medication management, and psycho-social treatment; and the supervision of specific tasks for delivery of treatment services by those staff who are not mental health professionals. Using all SCCF staff for treatment enables DOC to maximize both resources and effectiveness as a truly multi-disciplinary treatment team. Activities involved in this treatment are:

- Admissions Assessments & Evaluation (develops treatment plan with psychiatric diagnosis, treatment goals and interventions)
- Medication Management (advise offenders of benefits, side affects and major risks of taking medications, monitor medications and report adverse reactions)
- Psycho-social Treatment (treatment plan assessment, treatment plan revision and implementation of treatment interventions by multi-disciplinary teams)
- Involuntary Medication Program (assessing need for and assuring due process in the delivery of psychotropic medications to offenders who will not voluntarily take medications and who are either a danger to themselves or others, or who are gravely disabled)

- Extended Evaluation (evaluating difficult cases such offenders who are malingering, utilizing ongoing observation to make the determination of presence or absence of mental illness or organic impairments)

The SCCF Treatment function enhances mental and medical health delivery for the entire Department, and occupies a complementary position to the Medical Services and Mental Health Services Subprograms. SCCF Mental Health Nursing Services are unique in the ability to maintain a balance between medical and psychiatric treatment. Mental and physical health services are provided 24 hours per day by the mental health registered nurses assigned to each floor. This helps in assessing offenders through a holistic approach and monitoring all aspects of care with medical and psychiatric needs. Medication administration is provided by the mental health registered nurses in all living units. Mental health nurses transcribe physician orders, attend psychiatric staffing, provide one to one and group therapy to the offender population, and monitor all levels of mental health restraints, including 4-point restraints and seclusion. Nursing staff also provides emergency medical coverage on night shift for YOS, LVCF and SCCF offenders.

Psychiatrists are responsible for prescribing all psychotropic medication requiring psychiatric diagnosis, monitoring, documentation, and follow-up. The prescription and administration of psychotropic medication is an especially sensitive area due to the implications of possible involuntary medication delivery. Although most medication deliveries at SCCF are voluntarily accepted by the offenders, court decisions have enabled the Department to hold due process hearings in-house in order to expedite the delivery of involuntary medications. Involuntary medication may only be administered if an offender is a danger to self or others, or gravely disabled. SCCF is one of only three facilities in the state which can use an administrative process to determine when to use involuntary medications. SCCF Psychiatrists are responsible to formulate the initial mental health treatment plan upon the offender's arrival to SCCF.

Social Workers and Psychologists provide both direct and indirect services to SCCF offenders. They also provide professional mental health training and clinical supervision to other service providers such as nurses, teachers, and correctional officers. As mental health professionals, the Social Workers and Psychologists provide the lead role for treatment activities on the housing units. They also function in a central role in the involuntary medication process which requires additional staff time.

One Correctional Officer is assigned to supervise mentally ill and developmentally disabled offenders in the Work Activities Center and provides 1:1 job skills training, concentrating on work behavior and job performance training.

A Therapeutic Community exists to serve offenders who have a dual diagnosed substance abuse history and mental illness. A heavy emphasis is on treating substance abuse and dependency problems along with mental health issues. The Therapeutic Community at SCCF now provides on-site treatment for 35 offenders, with provisions for additional follow-up treatment in community corrections.

The physical facility is a 4-floor structure divided into nine separate treatment and management units. Treatment units are specialized according to both treatment and security needs of offenders. Unit assignment is based on a combination of earned privileges, treatment needs, behavior, and security concerns.

Programs: SCCF Program Services provides case management, recreation, library services, academic and vocational education, religious, volunteer services, and community reintegration to all SCCF offenders.

- Case Management (primary contact from offender to facility administration, central administration, parole board, outside agencies, attorneys, family and victims)
- Recreation (physical exercise, arts and crafts, music, cognitive activities, leisure time activities)
- Academics (competency based education programs in life skills, ABE, GED)
- Vocational Education (janitorial, horticulture and computer applications)
- Library (legal, recreational, educational, cultural)

Administration: The Administration of SCCF oversees policy, facility supervision, and fiscal matters by addressing day to day operations as well as coordinating local procedures with departmental policies. These activities are accomplished through:

- Facility Management (plans, organizes, directs and controls all activities of the facility-offender classification, personnel actions, fiscal operations, physical plant, custody and control, programs and treatment)
- Disciplinary (hearing officer for offender rule violations)
- Clerical (office support, computer data entry, filing, typing, copying, administrative assistance for special projects)
- Administrative Services (originates operational memoranda, post orders, operational rules, response to litigation, maintains records for legal cases, ensures compliance with American Correctional Association standards, directs public information activities)
- Resource Coordinator (coordinates personnel actions, monitors Workers Compensation claims)
- MIS/LAN (administers overall computer use)
- Training (develops and delivers training program to staff at all levels)
- Investigations (investigation of offender activities and internal affairs)
- Quality Assurance (monitors compliance with policies and procedures; conducts audits for effectiveness and efficiency in the provision of treatment services; and provides training to staff to improve compliance, efficiency and effectiveness)

Because of the nature of the SCCF population, all primary and chronic medical care is delivered by the physician and physician's assistant. The majority of primary care for medical issues are monitored by mental health nursing staff, including medication administration on each of the nine units located in bldg 58. Nurses provide nursing care 24 hours a day, 7 days a week which includes medical emergencies referred to the clinic in the event that a higher level of care must be provided and or possible transfer to a local hospital. Psychiatrists and a psychiatric physician extender provide diagnostic services, prescribe medication, and treatments with on going

psychological assessments. Nurses are on site at SCCF to respond to emergent medical issues from 10 PM to 6 AM daily for the Pueblo Campus.

SCCF has an especially important role in the delivery of medical and mental health services in conjunction with DOC Medical Services and DOC Mental Health Services:

- Medical services provide physical examinations, pharmacy, medical treatment, laboratory service and medication in addition to contractual relationships with both outpatient specialty providers and hospitals (both public and private).

- Substance abuse services are provided by Program staff via contracted services for evaluation and a continuum of treatment services to include therapeutic community service.

- The Chief of Mental Health participates with SCCF Administration in selection and evaluation of key SCCF positions; program development; and identification and management of mentally ill offender referrals to SCCF.

- The Coordinator for the DD/MR offenders participates in the identification and management of DD/MR referrals, and program consultation and coordination with the DOC Mental Health practitioners. SCCF provides in depth mental health evaluations as well as secures housing for identified OMI and DD/MR offenders in a prison atmosphere that is conducive to therapeutic treatment.

Shared Functions and Activities

Located on the campus of the CMHIP in close proximity to the LVCF and YOS, SCCF is in a unique position to share personnel resources. SCCF has a number of FTE positions that provide services to all three facilities, and utilizes some FTE positions at LVCF or YOS to provide services for SCCF. The shared resources eliminate redundancies in the staffing patterns of the facilities.

SCCF shares services with other Departmental subprograms as follows:

Business Operations: Provides offender banking/input/cashiering services to SCCF, LVCF, and YOS and is part of the DOC Offender Banking system. Submit all vendor billings and receipts to the DOC Business Office for accounts payable processing. Work with DOC Budget Office to provide actual and projected expenditure figures.

Canteen: The DOC Canteen completes SCCF generated offender orders and delivers them to the facility.

Education: SCCF/LVCF Vocational Education instructors share time and instruction providing vocational computer applications and horticultural programs to both facilities.

Support Services: Several of SCCF Support Service staff (Support Services manager, Life Safety Officer, and Administrative Assistant III) provides support for LVCF and YOS. The Life Safety Officer is also a shared resource with Facility Services for building code reviews. The

support service staff works closely with Facility Management Service staff in the central office to request and perform controlled maintenance of SCCF.

Investigations: SCCF provides an FTE to investigate offender activities and internal affairs. The investigator who operates under the umbrella of the Inspector General's Office and on an as needed basis may be called upon to go to another facility or assist in an investigation not relevant to this facility.

Laundry: FCF provides laundry services to SCCF, YOS and LVCF.

Legal Access: The legal assistant assigned to San Carlos shares time between SCCF, LVCF and other facilities as needed. Also, on an as needed basis, documents, legal material, and information are shared with other facilities.

Offender Services: Offender Services provides documentation of offender transfers in and out of the facility, i.e. offenders to and from court, movement to CMHIP and all Administrative Segregation movement. It also provides the facility with interstate contracts and compact agreements, all classification detainer notification, as well as direction on all case management and classification policies and interacts with the case managers to provide parole planning and referrals for offenders within its custody.

Training: The Training Academy provides the initial Basic Training Program and provides certification for facility trainers to the facility as needed. Staff from SCCF who are certified trainers is often called upon by the Training Academy to provide services to training classes held at the Academy. SCCF provides Block Training for SCCF, LVCF, and YOS.

SCCF shares services with the CMHIP as follows: SCCF contracts with CMHIP to provide physical plant maintenance. CMHIP food service employees prepare quick-chill food for SCCF at the CMHIP Kitchen. SCCF staff reheats the food for serving to offenders in a cafeteria setting and also prepare trays which are transported to segregation units.

LVCF: SCCF and LVCF operate under the same Administration and as such share the services of the Warden, Associate Warden, Administrative Services Manager, Custody/Control Manager, Programs Manager and Support Services Manager. Other shared functions include Emergency Response Team, Perimeter, Fire and safety, Physical Plant Management, Mail Room, Locksmith, Armory, Business Office, Vocational Education, emergency Mental Health Services, and emergency Medical services and Dental Services. LVCF provides offender labor for SCCF's laundry, maintenance, exterior grounds maintenance, food service, and custodial services in Administration.

YOS: YOS joined DOC facilities SCCF and LVCF on the CMHIP campus in FY99. SCCF shares staff and operational functions with YOS to include: Fire and Safety Inspection, Physical Plant Management, Food Service Management, Business Office, Switchboard, Medical Services, and Emergency Response Team.

Prioritized Objectives and Performance Measures:

Objective: Expand Special Needs Bed capacity for offenders with high-needs medical and Offenders with Mental Illness (OMI), to include the DRDC Renovation/Expansion, SCCF Expansion Phase II, FLCF Phase III Expansion, and other alternative placement units (by July 2011).

Performance Measures		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Maintain the number of unauthorized perimeter breeches at zero. Definition: This represents the number of people that enter the SCCF secure perimeter without authorization. Demonstrates: The improvement that facility has made in meeting the mission of safety and security	Target	0	0	0	0
	Actual	0	0		
MEASURE: Number of cell searches conducted. Definition: This number represents the number of cell searches conducted to control contraband. Demonstrates: The improvement that facility has made in meeting the mission of safety and security.	Target	6,500	6,500	6,500	6,500
	Actual	6,854	6550		
MEASURE: Percent of releases due to OMI waiting list returned to SCCF within 60 days. Definition: The number of offenders returned to SCCF for additional treatment needs. Demonstrates: The offenders are receiving proper and adequate mental health treatment.	Target	5%	5%	5%	5%
	Actual	4.6%	1.8%		
MEASURE: Percent of offenders removed from involuntary medication status who are placed back on involuntary medication status within six months. Definition: The number of offenders who de-compensated mentally because of not taking the prescribed psychotropic medication voluntarily. Demonstrates: The offenders are receiving proper and adequate mental health treatment.	Target	0%	0%	0%	0%
	Actual	0%	0%		

Performance Measures		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Percent of offenders placed at SCCF when released from CMHIP due to self-injurious risk without Serious Mental Illness (SMI) diagnosis. Definition: The number of offenders sent to SCCF for close monitoring of self-harming behavior. Demonstrates: The offenders are receiving proper and adequate mental health treatment.	Target	5%	5%	5%	5%
	Actual	0%	0%		

Optional Elements

Accomplishments

- Post at dock established to improve the interception of contraband.
- Letter of agreement with mutual aid agencies renewed.
- Data base developed to identify return of OMI Offenders to SCCF for additional treatment.
- Developed and implemented an internal audit program to conduct performance and compliance audits for each area, which are designed to evaluate the effectiveness and efficiency of operations and compliance with policies, rules, regulations and standards of the DOC, the ACA and the State of Colorado.

Trends

The San Carlos facility is an integral part of Colorado Corrections response to the growing national problem of mentally ill persons being adjudicated to prisons and jails. Public policy and remedy to the problem is being debated daily and in the meantime the numbers continue to rise. When the San Carlos facility opened in 1995, the Department estimated 6% of the incarcerated population to be chronically and/or seriously mentally ill. The incarcerated population has risen over the last five years, but so has the percentage of mentally ill among that population. Current numbers reflect that 18.8% of the prison population is so afflicted. Identification of those defined as mentally ill has not changed over the years, so the numbers do reflect a true growth of actual numbers and not a shift of definition. Department Mental Health Staff use the DSM IV diagnosis manual to make such determinations which are an accepted community standard for such diagnosis.

With this rise in number of mentally ill in the system, the acuity level of illness seen in the offenders assigned to San Carlos has continued to rise as well. Once thought to be a long term placement for the most serious cases until release from the system, it has become a short term diagnosis validation facility, with stabilization through treatment, and return to mainstream prison as the primary function. As the illness acuity of the individual offenders increases, so

does the security and safety concerns. The increasing severity of mental health issues requires closer observation of the offenders and a greater propensity for violent behavior

Bed space use at the facility is currently designated as follows:

Admissions and Diagnostic Validation	25
Administrative Segregation	24
Developmentally Disabled	29
Therapeutic Community	35
General Housing beds	142
Total Beds	255

Since its opening, this facility was initially accredited by the American Correctional Association in 1997 and re-accredited in 2000, 2003, and 2006. SCCF has refined its program delivery to include development of an institutional coping skills program to help offenders cope with institutional life after their stabilization at the facility, developed an alternate classification system for use within the facility to maximize treatment availability and still maintain a safe environment, and implemented a work unit organizational structure that has created a Treatment Team in each major area and leaves line supervision within each respective discipline. This facility is one of three DOC facilities that has an internal mechanism for the administration of involuntary medications without a court order.

San Carlos has been examined by the states of New Mexico, Oregon, and Illinois and internationally, in the development of similar programs to address the issue of the mentally ill in prisons.

Workload Assumptions

SCCF will continue to have increasingly higher risk offenders that will require the highest security standards. The severity of treatment needs for the OMI is already creating problems with double bunking. This trend will only become worse as the more manageable offenders are moved from SCCF to general population.

DOC has a humanitarian and a legal obligation to provide Mental Health Services to offenders. SCCF meets requirements for a specialized correctional treatment facility for the care of the mentally ill. All services e.g. medication management, psychological treatment techniques, programs, and activity therapies are consistent with current mental health and psychiatric practice.

Physical Plant maintenance costs will continue to be a significant part of the zero-based budget process. A well-maintained physical plant contributes to the security and the well-being of both staff and offenders.

OMI/DD offenders are capable of working in a controlled environment. However, as the acuity of the offenders continues to worsen, the ability to work productively decreases. SCCF will continue to employ offenders, to the extent possible, to maintain essential services within the facility. Teaching job skills will aid in offenders' reintegration into the community.

Housing and mental health treatment staff has daily contact with the OMI.

A specialized treatment facility can more efficiently and effectively manage and treat offenders with serious mental illness and developmentally disabled offenders.

The number of OMI in DOC will continue to increase and the corresponding acuity of mental health needs of those offenders will continue to increase, thereby increasing the need for the acute mental health care that SCCF offers.

With the aging offender population, nursing acuity is on the rise in the number of offenders whose medical and mental health needs require more observation and hands-on nursing care. This includes Alzheimer's, dementia, complications from severe diabetes, and other debilitating conditions. This type of offender is difficult to manage in a large cell house. Because SCCF units are smaller, when medical or psychotic episodes occur mental health counselors or mental health nursing staff can respond quicker and more effectively.

Subprogram-Specific Goals and Objectives

DOC Goal # 1: Protection: To protect the general public, staff and offenders by consistent confinement within appropriate facilities or alternate placement programs based on adequate security, safety, and emergency response corresponding to offender classification, assignment, and special requirements.

Objective 1.1: Manage and allocate staff and operating resources to preserve and enhance public and offender safety (by July 2010).

SCCF Goal #2: To develop and implement plans and systems that promotes and enhances staff and offender safety.

Objective 2.1: Develop a plan to install additional security cameras within the facility.

Objective 2.2: Increase the physical security of the second floor (i.e. tray slots, etc.).

Objective 2.3: Improve the training offered to staff at SCCF to increase safety for staff and offenders.

Objective 2.4: Develop a comprehensive emergency management training program to include training with local agencies, to ensure interoperability and communication.

Objective 2.5: Improve communication with other facilities concerning the offenders being admitted and released from SCCF.

Objective 2.6 Expand Special needs bed capacity for offenders with high needs medical and Offenders with Mental Illness (OMI), to include the DRDC

Renovation/Expansion, SCCF Expansion Phase II, FLCF Phase III Expansion and other alternative placement units (by July 2011).

Objective 2.7: Develop a plan to increase the number of Administrative Segregation beds at SCCF.

SCCF Goal #3: ***Offender Program Accountability: To operate effective, efficient, and progressive offender programs for treatment, education and work assignments with full accountability based on measured improvement in offender behavior, performance and community re-entry through pro-social stabilization.***

Objective 3.1: Increase the number of offenders in the correctional education program who are released with improved literacy, high school education, and marketable skills, in accordance with CRS 17-32-101-107 (by July 2007)

Objective 3.2: Increase the education opportunities for SCCF offenders by adding an additional teacher position.

Objective 3.3: Increase the number and variety of volunteer services offered at SCCF.

Objective 3.4: Increase the amount of offender program participation on the fourth floor and Ad Seg at SCCF.

Objective 3.5: Increase the number and variety of programs to help prepare offenders for successful reintegration to the community or a general population facility.

Similar or Cooperating Programs: None.

Stakeholders

Customer	Requirement
Offender Families	OMI have a high level of victimization in the general population.
DOC Stakeholders	Remove OMI from general populations so those facilities become more manageable.
Outside Stakeholders	Good use of public monies invested to treat the OMI offender.
Pueblo Community	Mutual aid agreements and economic benefits.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
M) SAN CARLOS	12,704,674	487,032	0	0	0	(62,702)	0	13,129,004	196.1	0.0	0.0	196.1
Personal Services	11,780,273	487,032	0	0	0	(62,702)	0	12,204,603	196.1	0.0	0.0	196.1
Operating	199,092		0	0	0	0	0	199,092				
Contract Services	725,309		0	0	0	0	0	725,309				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: San Carlos Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
Position Detail										
Management	103,428	1.0	101,398	1.0			109,344	1.0	109,344	1.0
IT Tech II	56,053	1.0	54,667	1.0					0	0.0
IT Professional I							67,752	1.0	67,752	1.0
Gen Prof V	131,544	1.6	83,940	1.0			87,696	1.0	87,696	1.0
Gen Prof III	56,976	1.0	77,341	1.3			104,928	2.0	104,928	2.0
Gen Professional II	47,127	1.0	47,958	0.9					0	0.0
Program Assistant I	46,536	1.0	47,796	1.0			49,464	1.0	49,464	1.0
Admin Assistant III	142,148	4.0	153,437	3.9			157,020	4.0	157,020	4.0
Admin Assistant II	15,159	0.5	28,908	1.0			18,000	0.6	18,000	0.6
Teacher I	65,856	1.0	67,632	1.0			147,528	2.0	147,528	2.0
Legal Assistant I/II	37,508	1.0	45,360	1.0			47,388	1.0	47,388	1.0
Correctional Officer V	45,717	0.6	80,208	1.0			83,724	1.0	83,724	1.0
Correctional Officer IV	226,538	3.4	246,965	3.6			284,052	4.0	284,052	4.0
Correctional Officer III	468,187	8.0	544,647	9.7			624,468	10.0	624,468	10.0
Correctional Officer II	1,417,045	26.6	1,422,890	26.0			1,520,544	27.0	1,520,544	27.0
Correctional Officer I	3,466,691	82.0	3,645,962	80.5			3,813,900	82.0	3,813,900	82.0
Case Manager III	70,392	1.0							0	0.0
Case Manager I	121,680	2.0	189,962	3.0			195,480	3.0	195,480	3.0
Correctional Support Supv III	64,586	1.0	52,965	0.8			73,716	1.0	73,716	1.0
Correctional Support Supv II	60,840	1.0	51,612	0.8			63,456	1.0	63,456	1.0
Correctional Support Supv I	279,205	5.9	298,124	6.0			311,916	6.0	311,916	6.0
Dentist I			13,950	0.1			55,800	0.5	55,800	0.5
Dental Assistant II/Dental Care	17,121	0.5	17,901	0.5			18,750	0.5	18,750	0.5
Physician II	136,245	1.0	128,614	0.9			141,432	1.0	141,432	1.0
Physician I							525,168	4.0	525,168	4.0
Psychologist II	85,436	1.0	89,640	1.0			94,284	1.0	94,284	1.0
Psychologist I	76,076	1.0	79,932	1.0			84,072	1.0	84,072	1.0
Psychologist Candidate	42,170	0.7	55,992	1.0			58,896	1.0	58,896	1.0
H Prof VII	70,906	1.0	77,496	1.0			81,516	1.0	81,516	1.0
H Prof VI	68,704	1.0	76,428	1.0			80,388	1.0	80,388	1.0
MD RC Tech I/II	47,916	1.0	48,972	1.0			31,908	1.0	31,908	1.0
Nurse III	241,704	3.8	270,081	4.0			272,256	4.0	272,256	4.0
Nurse I	931,201	17.2	1,131,964	20.2			1,208,976	21.0	1,208,976	21.0
Nurse Pr. II/Mid Level Provider	137,523	2.0	153,264	2.1			192,660	2.5	192,660	2.5

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: San Carlos Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
LPN I/Health Care Tech I/II	65,466	1.8	76,776	2.0			80,760		2.0	80,760	2.0
Social Worker IV	79,586	1.4	126,420	2.1			132,972		2.0	132,972	2.0
Social Worker III	123,142	3.2	175,836	4.0			232,920		4.0	232,920	4.0
Subtotal: SCCF	9,046,411	181.2	9,765,039	186.4			11,053,134		196.1	11,053,134	196.1
Salary Subtotal	9,046,411	181.2	9,812,108	186.4			11,053,134		196.1	11,053,134	196.1
PERA @ 10.15%	932,770		1,008,808				1,121,893			1,121,893	
Other Retirement Plans											
Medicare Tax @ 1.45%	124,912		137,085				160,270			160,270	
Compensation Match											
Base Reduction -.51%										(62,702)	
Other Personal Services											
Part-time/Temporary	74,293										
Contractual Services - Medical 2710											
Contractual Services - 1920, 1940	406,729		391,300							0	
Overtime Pay	49,939		101,074				0			0	
Retirements/Payouts	52,807		26,025								
Conversion of Sick Leave											
Tuition Reimbursement	2,727		7,764								
Other Empl. Wages											
Vacancy Savings							0			0	
Subtotal of Personal Services	10,690,588	181.2	11,484,163	186.4	11,780,273	196.1	12,335,298		196.1	12,272,596	196.1
General Fund	10,690,588	181.2	11,484,163	186.4	11,780,273	196.1	12,335,298		196.1	12,272,596	196.1
POTS - Expenditures											
Shift Differential	293,990		308,160				281,353			0	
Health/Life Insurance	494,845		660,182				773,820			0	
HB 00-1215											
Short-term Disability @ .21%/.0145%	13,727		11,691				13,431			0	
AED/SAED	18,348		70,570				147,937				
Salary Survey							378,264	*			
Anniversary								*			
Pay for Performance							135,960	*			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: San Carlos Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	Actual FY 05-06 FTE	Actual FY 06-07 Total Funds	Actual FY 06-07 FTE	Appropriation FY 07-08 Total Funds	Appropriation FY 07-08 FTE	Estimate FY 07-08 Total Funds	Estimate FY 07-08 FTE	Request FY 08-09 Total Funds	Request FY 08-09 FTE
Unemployment Security Payments										
Difference							(40,801)		(67,993)	
Subtotal Continuation Personal Services	11,511,499	181.2	12,534,765	186.4	11,780,273	196.1	13,511,038	196.1	12,204,603	196.1
General Fund	11,511,499	181.2	12,534,765	186.4	11,780,273	196.1	13,511,038	196.1	12,204,603	196.1
DECISION ITEM - Personal Services										
Total Continuation Personal Services									12,204,603	196.1
General Fund									12,204,603	
Calculation of Personal Svcs Appropriation										
Previous Year Long Bill Appropriation							11,521,130	196.1	11,780,273	196.1
Previous Year Special Bills/Supplementals										
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							310,164		378,264	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									108,768	
Amortization Equalization Disbursement (AED)									0	
Medical 1940 Inflation @ 2.0%							8,135		0	
Medicare Incremental Increase									0	
Base Adjustment - .51%							(59,156)		(62,702)	
Adjustments (Decision Items, other)									0	
Total Personal Services Appropriation/Request							11,780,273	196.1	12,204,603	196.1
General Fund							11,780,273	196.1	12,204,603	196.1
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	10,997,020	196.1	11,521,130	196.1						
Special Bills/PERA HB 98-1242										
Supplemental										
Transfer										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: San Carlos Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Additional Federal Funds										
Reversions			(20,130)							
Subtotal	10,997,020		11,501,000				0		0	
General Fund	10,997,020	196.1	11,501,000	196.1			0		0	
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	867		80,164				378,264			
Anniversary							0			
Pay for Performance							135,960			
Shift Differential	3,833		227,310				281,353			
Medicare Change										
Health/Life Insurance	493,438		660,181				773,820			
HB 00-1215							0			
Short Term Disability	13,723		11,691				13,431			
AED	2,618		54,419				147,937			
POTS Subtotal	514,479		1,033,765				1,730,765			
General Fund	514,479		1,033,765				1,730,765			
Total Personal Services	11,511,499		12,534,765				13,511,038	196.1	12,204,603	196.1
Total Actual Personal Services	11,511,499		12,534,765				13,511,038	196.1	12,204,603	196.1
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2160 Custodial Services									0	
2170 Waste Disposal Service									0	
2180 Grounds Maint/Repair									0	
2210 Other Maintenance/Repair	2,240								0	
2220 Bldg/Maint/Repair									0	
2230 Equip. Maint./Repair	1,283		125				125		125	
2231 ADP Equipment Maintenance									0	
2232 Equipment Maintenance	60		60				60		60	
2240 Motor Vehicle Maint./Repair									0	
2250 Miscellaneous Rentals	434								0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: San Carlos Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
2252 Vehicle Mileage Charge	17,204		18,546				18,546		18,546	
2253 Rent for Equipment	8,617		8,361				8,361		8,361	
2254 Rental of Motor Vehicles									0	
2255 Rental Of Buildings									0	
2257 Rent Surcharge									0	
2259 Parking Fee Reimbursement			40				40		40	
2510 Travel In State									0	
2512 Travel - IS Per Diem	1,293		1,347				1,347		1,347	
2513 Travel - IS Vehicle Reimbursement			82				82		82	
2520 Travel - IS Non/Empl									0	
2530 Travel Out of State									0	
2531 Travel - OS Common Carrier			480				480		480	
2532 Travel - OS Per Diem	428		1,260				1,260		1,260	
2610 Advertising/Publicity			500				500		500	
2630 Telephone and Telegraph	3,071		1,937				1,937		1,937	
2631 Comm Svc from Outside	16,098		13,472				13,472		13,472	
2640 Purchased Services/ADP									0	
2660 Insurance									0	
2680 Printing and Reproduction	152		659				659		659	
2710 Purchased Medical Services	595		6,088				6,088		6,088	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services	1,689		45				45		45	
3110 Other Supplies & Materials	29,833		19,190				19,190		19,190	
3112 Automotive Supplies			2,549				2,549		2,549	
3113 Clothing/Uniform Allowance	34,181		16,607				16,607		16,607	
3114 Custodial/Laundry Supplies	9,499		10,110				10,110		10,110	
3115 Data Processing Supplies	384								0	
3116 Purchase/Lease of Software	665		2,703				2,703		2,703	
3117 Educ./Rec. Supp./Service	2,606		3,070				3,070		3,070	
3118 Food & Food Service Supp.	961		471				471		471	
3119 Medical/Dental/Hosp./Lab Supp.	1,077		283				283		283	
3120 Library Books/Period./Subs.	587		2,599				2,599		2,599	
3121 Office Supplies	7,573		8,734				8,734		8,734	
3122 Microfilm Photo Supp./Service	73		728				728		728	
3123 Postage	4,205		470				470		470	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: San Carlos Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
3124 Printing	5,521		6,621				6,621		6,621	
3125 Recreational Supp.	1,581		923				923		923	
3126 Repair/Maint. Supp.	1,337		3,234				3,234		3,234	
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equip.	25,382		41,274				41,274		41,274	
3140 Non Capitalized IT Purchases - PCs	7,792		19,325				19,325		19,325	
3141 Servers	5,575								0	
3143 Non Capitalized IT Purchases - Other	1,916		3,863				3,863		3,863	
3920 Utilities									0	
4100 Other Operating Expense									0	
4110 Prizes/Awards/Losses	117		7				7		7	
4111 Prizes/Awards			69				69		69	
4140 Dues and Memberships	300		300				300		300	
4150 Misc. Fees									0	
4170 Misc. Fees and Fines			10				10		10	
4180 Official Functions	2,284		2,499				2,499		2,499	
4181 Customer Workshops									0	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	2,060		451				451		451	
4240 Employee Moving Expense									0	
4260 Non Employee Reimbursement									0	
6260 Laboratory Equipment									0	
6210 ADP Capital Equipment									0	
6220 Office Furniture/Equip.									0	
6280 Other Capital Equip.									0	
Total Operating Expenses	198,672		199,092		199,092		199,092		199,092	
General Funds	198,672		199,092		199,092		199,092		199,092	
Reconciliation										
Long Bill Appropriation	197,821		199,092							
Supplemental	1,271									
Reversions	(419)									
Subtotal	198,672		199,092							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: San Carlos Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
DECISION ITEM - OPERATING										
Service Contracts - 353	721,642		725,309		725,309		725,309		725,309	
Reconciliation										
Long Bill Appropriation	725,309		725,309							
Reversions	(3,667)									
Subtotal	721,642		725,309							
DECISION ITEM - Contracts										
									0	
TOTAL SCCF SUBPROGRAM	12,431,813	181.2	13,459,166	186.4	12,704,674	196.1	14,435,439	196.1	13,129,004	196.1
General Fund	12,431,813	181.2	13,459,166	186.4	12,704,674	196.1	14,435,439	196.1	13,129,004	196.1
General Fund Exempt										
Cash Funds										
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: SAN CARLOS SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**12,431,813**	**13,459,166**	**12,704,674**	**14,435,439**	**13,129,004**
General Fund	12,431,813	13,459,166	12,704,674	14,435,439	13,129,004
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					

2N Legal Access

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(2) INSTITUTIONS**
(N) Legal Access

Line Items: Personal Services
Operating Expenses
Contract Services

Change Request(s):

Federal/State Statutory and Other Authority: *Johnson v. Avery,* 393 U.S. 483 (1969). *Bounds v. Smith*, 430 U.S. 817 (1977). *Twyman v. Crisp*, 584 F.2d 352 (10th Cir.1978). *Ramos v. Lamm*, 639 F.2d 559 (10th Cir 1980). *Nordgren v. Mitchell*, 716 F.2d 1335 (10th Cir 1983). *Petrick v. Maynard*, 11 F.3d 91 (10th Cir. 1993). *Lewis v. Casey*, 518 U.S. 343 (1996). *Montez v. Owens*, 92-N-870, Remedial Plan effective 08/27/03, Americans With Disabilities Act Litigation. New Time Settlement Agreement effective 08/10/04, Offender Reading Material.

Program Description: The Legal Access Subprogram provides offenders the ability to exercise their fundamental constitutional right of "access to the court(s)", pursuant to law, in conjunction with reasonable restrictions related to legitimate penological interests; to develop, implement and maintain systems of documentation to serve stakeholders as it relates to defending allegations of constitutional violations; to assist and educate Department of Corrections (DOC) staff in correctional law issues. The Manager of the Office of Correctional Legal Services serves as the AIC (ADA Inmate Coordinator) and is responsible to insure that all offenders with qualifying disabilities are provided necessary accommodations and equal access to programs, benefits and services offered by the DOC.

Total FTE: 21.5

Services Provided
The Legal Access Subprogram provides "access to the court(s)", as mandated by federal and state case law, by providing various services defined as "legal access," to offenders at all custody levels to include the chronically mentally ill and those with disabilities, each with a unique set of security requirements and/or special needs. It is a constitutionally defensible system of access which serves to deter frivolous/recreational litigation yet assists offenders in their ability to present meritorious issues to the court(s) for proper resolution. The Office of Correctional Legal Services maintains voluminous amounts of data relating to all program services that were or were not provided to offenders which serves to eliminate costly and frivolous litigation. Program staff strives to assist and educate DOC employees regarding correctional law issues. This serves to reduce constitutional rights violations and litigation resulting in a more secure living and working environment. Program staff assistance serves to promote positive employee

morale as it relates to an individual's confidence level in performing job duties with the knowledge that their actions are appropriate and defensible.

The ADA Inmate Coordinator Subprogram provides offenders with disabilities, with or without reasonable accommodations, access to programs and services consistent with legitimate penological interests as mandated by the *Montez Remedial Plan*. The ADA Inmate Coordinator (the "AIC") is responsible for ensuring that specific policies and procedures are developed and implemented by DOC to assure nondiscrimination against all inmates who have disabilities, whether or not the disability impacts placement. The AIC is responsible for tracking of all inmates with disabilities throughout the DOC ensuring that they are not denied access to programs, services, and benefits offered by DOC, and coordinating the placement and treatment decisions regarding inmates with disabilities with appropriate personnel throughout DOC.

Functions and Activities Summarized

Priority	Function
1	Legal Access
2	ADA Inmate Coordinator
3	Administration

Analysis of Functions and Activities

Legal Access: All individual services enumerated below comprise the totality of what is defined as "legal access" which functions to provide offenders "access to the court(s)". The Legal Access Subprogram employs legal assistants who provide various types of legal services to offenders which include: physical access to a law library, photocopies of legal documents, loan of legal research materials, access to typewriters, legal research and writing assistance, assistance in the selection and preparation of appropriate legal documents to be filed with the court(s), response to procedural questions, review of pleadings, assistance to Colorado offenders when housed out of state or in private facilities, access to an appropriate forum for offenders to assist one another, supplies to prepare and mail legal pleadings, transcript review and notary services.

Those offenders who do not have physical access to a law library are provided alternative access whereby the legal assistant provides legal services by personally going to the offender's cell. They are provided access to all legal material(s) and most aforementioned services.

The technical services provided by legal assistants, which includes the maintenance of written and computerized logs/reports on every aspect of the various services the program provides, functions to provide necessary data to program administrators. Services to DOC staff, which include providing responses to procedural questions and access to legal material(s), functions to provide assistance in improved job performance, reduced litigation, increased facility security and improved staff working relationships.

The most recent decision handed down by the U.S. Supreme Court appears to encourage individual States to use experimentation and innovation in meeting constitutional mandates. To date, several States have removed their law libraries and implemented alternative access systems. Our research indicates that a substantial cost savings to the program as a whole is questionable. Although the expenditure for legal material is reduced, it may be offset by the cost of additional

full time employees to provide alternative services. Recent 10th Circuit decisions indicate that federal judges are not receptive to a major reduction in services or changes in legal access standards currently provided to offenders. Most notable is the concern that federal judges will grant offenders counsel to represent them if services are reduced. This may result in a large number of judgments for offender plaintiffs. In addition, it is anticipated that the cost of defending these cases will rise dramatically.

Complications arise in trying to implement change(s) because of the DOC's continuing obligation to meet ACA standards. Although it may be possible to reduce or eliminate specific legal access services, which results in fiscal reductions, many of the services are required to obtain ACA accreditation. This poses a unique problem in that the Department's strategic plan includes ACA accreditation at all DOC facilities as a goal.

The implementation of CD-Rom technology and a separate server has reduced operating costs associated with the purchase of specific legal material(s) contained in facility law libraries. Several collections of legal publications that were contained in each facility law library have been removed. The collections were replaced on CD-Rom and all legal assistants have access to that information via the program server. Offenders can submit a request to obtain these legal materials in paper format. When the material is returned, it is placed in a loan bank and it can be distributed repeatedly, eliminating the need to once again process the request. This makes the system much more efficient and cost effective. Each fiscal year collections will be evaluated to determine what publications, if any, can be removed and replaced on CD-Rom.

In order to streamline the program, the DOC eliminated all book loans to offenders who do not have physical access to a law library. This population is mainly comprised of those offenders housed in administrative segregation. The policy change eliminated the need to maintain voluminous copies of various legal publications for loan purposes and decreased the fiscal expenditures for legal resource materials. In addition, legal assistants are no longer required to load and push heavy carts of books, sometimes in inclement weather conditions, carry books up and down flights of stairs nor process the paperwork and statistics associated with the request for books. Workload efficiencies increase and the possibility for physical injuries are reduced.

The program developed packets of information specific to types of litigation commonly filed by offenders. They are particularly useful in facilities where physical access to the law library is not possible. Offenders are provided with instructions, forms and information to assist them in filing many types of actions without intense and substantial assistance from a legal assistant nor the need for legal research on the offender's part. This system is very beneficial to those offenders with learning, reading or visual impairments regardless of their housing status. The material is provided to offenders with qualifying disabilities in the format required to accommodate their specific disability. The DOC is able to more effectively assist those offenders housed out of state or in the private facilities by use of these packets. This system has increased program staff workload efficiencies. When, for example, one legal assistant is responsible to personally assist 750 offenders housed in administrative segregation with no physical access to the law library, these packets make the job much easier to accomplish.

The use of e-mail, scanners, faxes and servers greatly enhances the ability to provide services in a timely manner. This technology will continue to be used to maintain an effective, efficient system of delivery to law libraries particularly in remote geographical locations.

The use of video teleconferencing will be reviewed over the next fiscal year to determine what use or benefit, if any, may exist in its implementation to the current array of services. The use of resource materials made available through the internet will also be explored.

Staff training, specific to the field of corrections, is an area which could lead to cost savings. Currently, the training academy does not offer many classes related to relevant legal issues which concern the Legal Access program and DOC staff in general. Ensuring that staff is well educated in legal issues that relate to their job duties keeps the department in a position of being pro-active instead of reactive. Litigation costs are reduced when employees know and understand the liability associated with unlawful and/or unconstitutional actions.

ADA Inmate Coordinator: All individual services enumerated below comprise the totality of what is defined as the "AIC" functions to ensure that specific policies and procedures are developed and implemented by DOC to assure nondiscrimination against all inmates who have disabilities. Legal access staff is assigned to assist the AIC in the development and implementation of the mandates of the Montez Remedial Plan by providing support services in managing the ADA (American's Disability Act) as it applies to DOC offenders system wide.

Offenders claiming disabilities, to include those with vision, mobility, hearing, and diabetes which are classified at various security levels are referred to a DOC physician to determine disability status. The AIC must insure that when a disability is confirmed, offenders have the same accessibility to facility programs and services equal to offenders without disabilities by setting forth policies and procedures that address and accommodate their disability. The AIC is required to coordinate with medical staff to see that those inmates are evaluated for disabilities as they enter the system as well as during their incarceration; set up databases and track procedures to ensure accountability. Upon identification of qualifying offenders during the intake process, ensure the requisite accommodations are provided while awaiting facility placement; coordinate appropriate facility placement and disseminate necessary documents; make referrals for further evaluation and assist in providing orientation to disabled offenders.

Legal access staff assigned to the AIC is responsible to respond to all Step 1 ADA grievances, including investigation and interviews, analysis and problem resolution; assist in the development of appropriate accommodations consistent with the unique correctional environment; provide continued tracking and monitoring of ADA compliance, offender accommodations, movements, durable medical equipment and policy development and implementation.

The AIC provides legal support services, training, and responds to inquiries regarding accommodations and facilities production of necessary audio visual aids, tapes and written materials necessary to meet the needs of the disabled offenders, and to assist the facilities in meeting legal requirements.

Administration: The technical and administrative services offered by the Manager and administrative program support staff function to provide the knowledge and expertise necessary to insure that the program maintains its constitutionally defensible position and policies and procedures are developed which are consistent with constitutional/statutory requirements. The implementation and maintenance provide for effective and efficient program management and operation. This function includes writing administrative regulations, facility implementation agreements and posted operational rules. The Court(s) and Office of the Attorney General are provided necessary research and information used to defend the DOC against allegations of constitutional rights. This office provides legal guidance to all DOC staff as it relates to prison operations within the scope of employment. The Manager is responsible to insure that all Court mandates contained in Settlement Agreements and Remedial Plans are complied with and that necessary programmatic and administrative policies and procedures are developed to insure compliance. The Manager also serves as AIC (ADA Inmate Coordinator) and is responsible to ensure that all offenders with qualifying disabilities are provided necessary accommodations and equal access to programs, benefits and services offered by the DOC. The Manager has oversight and management responsibilities of the Step 3 Grievance Officers to insure that offenders are provided due process in conflict resolution. Educational training in correctional law issues is developed and disseminated to DOC staff. The budget is effectively managed. Legal access staff receives appropriate training, ongoing education and assistance in resolving day to day operational problems/conflicts. Personnel issues are addressed appropriately, i.e., evaluations, promotions, corrective actions, time computation, scheduling, etc. Legal assistants serve as liaisons with facility staff to resolve issues regarding legal access at the facilities.

Shared Functions and Activities

The Manager of the Office of Correctional Legal Services provides a shared administrative function with the Executive Director's office which includes, but is not limited to: rendering legal guidance/opinions; conducting legal research; managing litigation; offender grievance system; budget; coordinating contracts; coordinating or preparing Martinez Reports, interrogatories, admissions and production of documents; responding to surveys and audits; reviewing DOC and other subprogram policies and procedures; appearing in court proceedings involving the DOC; coordinating INS hearings and document service; coordinating out of state litigation when offenders are housed outside the State of Colorado; provide necessary services to all out of state inmates, those on parole, and in community corrections and representing the DOC in statewide meetings and seminars; developing and providing departmental training in correctional law issues; sits on boards/committees which develop and implement policy and procedures. Advise executive staff on legal issues and litigation settlement options.

Legal Assistant positions funded from SCCF and YOS equate to 1.5 FTE positions. These positions report to the Manager of the Office of Correctional Legal Services and, although funded from those facilities, are utilized in accessing ratios and daily costs per inmate.

The Manager of Office of Correctional Legal Services sits as the chairperson for the Central Reading Committee and the S-4 Administrative Review Committee and is responsible for the duties associated with those positions.

Objectives and Performance Measures:

Objective: Complete implementation and initiate monitoring of all programmatic requirements for offenders with qualifying disabilities as mandated by the Montez Remedial Plan (by August 2008).

Objective: Implement all programmatic and training requirements involving reading material as mandated by the New Times Settlement Agreement to include a two year monitoring phase (by November 2008).

Objective: To continue to operate an effective and efficient program with full accountability and within legal and ACA accreditation standards.

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of successful lawsuits in which offenders challenged program services, policies and/or procedures. Definition: The number of official judgments against the legal access program in which we are mandated to provide additional/different services and/or revise policy & procedure. Demonstrates: That the DOC is operating a legally defensible program.	Target	0	0	0	0
	Actual	0	0		
MEASURE: Number of successful grievances in which offenders challenge program services, policies and/or procedures. Definition: The number of times relief is granted at the Step I, II or III level which results in revisions to program services, policies and/or procedures. Demonstrates: The consistency between administrative perceptions & that of the Courts. (Exhaustion of administrative remedies is required prior to filing litigation).	Target	0	0	0	0
	Actual	0	1		
MEASURE: Yearly costs per offender. Definition: The total average yearly cost of providing legal access to the courts, providing ADA accommodations, assessing reading materials to include equipment, supplies, administrative costs etc., per offender. Demonstrates: That the cost is minimal given inflation, increasing populations, special needs & classification of offenders.	Target	$120.00	$130.00	$140.00	$150.00
	Actual	$96.39	$102.83		

OPTIONAL ELEMENTS

Prior Year Performance Measures

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of offenders per legal access staff. Definition: Ratio of offenders who may require legal services per legal access staff yearly. Demonstrates: Workload.	Target	2,800:1	3,100:1	3,400:1	3,700:1
	Actual	1,860:1	2,101:1		
MEASURE: Number of offender accesses per legal access staff. Definition: Average number of times services were provided to offenders per legal access staff yearly. Demonstrates: Workload/Efficiency.	Target	5,000:1	3,000:1	3,000:1	3,000:1
	Actual	2,629:1	2,354:1		
MEASURE: Number of law libraries per legal access staff. Definition: Average number of law libraries each legal assistant provides services to. Demonstrates: Workload/Efficiency.	Target	1.0:1	1.0:1	1.0:1	1.0:1
	Actual	1.9:1	1.9:1		
MEASURE: Percentage of completed offender requests for legal services. Definition: Percentage of offenders who requested legal services & received them. Demonstrates: Effectiveness.	Target	100%	100%	100%	100%
	Actual	100%	100%		
MEASURE: Average number of offender documents processed per administrative staff. Definition: Average number of legal pleadings, letters, grievances, requests for accommodations etc., processed by administrative staff yearly. Demonstrates: Workload/Efficiency.	Target	60,000:5	100,000:6	125,000:6	
	Actual	88,968:6	95,000:6		
MEASURE: Number of offenders per administrative staff. Definition: Number of offenders administrative staff will assist yearly. Demonstrates: Workload/Efficiency.	Target	29,000:5	32,000:5	34,000:5	37,000:5
	Actual	26,972:6	30,466:6		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of staff per supervisor. Definition: Number of staff who require supervision by the subprogram manager (to include .5 contract position, 1.0 SCCF, and .5 YOS). Demonstrates: Workload/Efficiency.	Target	20:1	20.3:1	22.5:1	24.3:1
	Actual	19.3:1	22.5:1		
MEASURE: Number of law libraries managed per administrative staff. Definition: Number of law libraries that encounter daily operational problems that administrative staff must assist in resolving. Demonstrates: Workload/Efficiency.	Target	22:2	22:2	22:2	22:2
	Actual	22:2	22.2		
MEASURE: Number of DOC staff trained in correctional law issues per administrative staff. Definition: Number of DOC staff that have attended specialized legal training taught by the manager of the legal access subprogram yearly. Demonstrates: Workload/Efficiency.	Target	5,617:1	590:1	590:1	590:1
	Actual	590:1	1,086:1		
MEASURE: Approximate number of outside contacts made to resolve offender legal issues. Definition: Average number of contacts made to sources outside our office to resolve problems/issues involving offenders by administrative staff. Demonstrates: Workload/Efficiency.	Target	80,000:5	85,000:5	90,000:5	95,000:5
	Actual	85,000:5	90,000:5		
MEASURE: Percentage of all other duties completed relating to shared functions. Definition: Completion of responsibilities related to litigation, management of staff, budget decisions, research, development of lesson plans, resolving departmental issues, etc. Demonstrates: Effectiveness.	Target	100%	100%	100%	100%
	Actual	80%	80%		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Percentage of completed contacts made to resolve specific staff legal issues. Definition: Completion of responsibilities related to ADA, 833 hearings & personnel board actions. Demonstrates: Effectiveness.	Target	100%	100%	100%	100%
	Actual	100%	100%		

Workload Assumptions

The DOC will experience a continual increase in offender populations to include those with various special needs, i.e., chronically mentally ill; geriatric; punitive/administrative segregation populations and those with disabilities who require access to the courts. It is required that the sending state provide Colorado legal research materials to all offenders housed out of state.

Effective August 27, 2003 the DOC is required to comply with the mandates of the Montez Remedial Plan in which offenders with qualifying disabilities must be accommodated. The program is required to provide offenders with materials in Braille, large print, resource materials on tape, provide a personal aide to assist in the preparation of documents when necessary, etc. These mandates place a burden on staff time and fiscal resources. The workload associated with managing offenders with disabilities has impacted the staff in the Office of Correctional Legal Services. Each staff member in the office is responsible for managing a caseload of approximately 800 inmates to insure that all offenders with qualifying disabilities are provided necessary accommodations and equal access to programs, benefits, and services offered by the DOC. Education of facility staff is required on an annual basis to insure compliance with the Plan. In July, 2006 the DOC entered into a stipulation and agreement with plaintiff's counsel in which the DOC was given an extended period of time in which to bring the department into substantial compliance by July 27, 2007. With the additional funding under the Emergency Supplemental in 2006, an increase in staff to manage offender ADA files allowed for the distribution of the existing caseload for each staff member handling offender ADA files.

The DOC will also experience increases in offender populations which require numerous services related to the shared functions and activities of the Executive Director's Office. Offender Correctional Litigation, offender requests for ADA accommodations, personnel actions regarding employment issues, etc., are the responsibility of the Office of Correctional Legal Services and require staff time to manage and resolve issues. New legislation and Court decisions require this office to become actively involved in developing policies and procedures to facilitate the implementation of new mandates. The office must interpret complicated legal issues and respond to voluminous questions posed by management and line staff on a daily basis.

The trend is to house various population types in one facility which necessitates a variety of specialized services requiring additional staff, which cannot be hired due to budget constraints, collections of legal materials, equipment and physical space.

Fiscal constraints are managed by prioritizing and maximizing allocated resources.

Future budget allocations will be maintained at current levels.

New technology will be adopted only when it is demonstrated that efficiency, effectiveness and/ or security will be improved and the existing budget can facilitate the changes.

Decentralization of legal resources takes into account the remote geographic locations of new facilities coming on line and, as a result, the time and technology involved in the distribution process and how it relates to maintaining constitutionally adequate response time frames.

The use of CD-Rom technology requires trained legal assistants to operate the system effectively and efficiently and to maintain proper security measures regarding equipment.

The filing of offender grievances and law suits will decrease if employees are knowledgeable regarding legal issues that affect the department.

The New Times Settlement Agreement has impacted the workload of the Office of Correctional Legal Services by increasing the amount of reading material required to be reviewed by the Central Reading Committee, documentation and recordkeeping, developing and implementing guidelines, policies, and procedures to insure compliance with the Agreement.

Due to staff shortages in FY 06-07, offender access to law libraries was limited. This shortage affected the number of access hours available which resulted in a lower number of offenders able to access the law library. It is anticipated that as positions are filled, access hours will increase to allow offender access to law libraries throughout the DOC.

Existing Conditions
Physical space is limited and expensive.

The demands of special population offenders continue to challenge program administrators to develop and implement new and innovative delivery systems of legal access particularly for the disabled, i.e., blind, hearing impaired, etc. This population continues to challenge program administrators in their ability to provide necessary accommodations to the disabled population in general.

DOC staff is not adequately trained in correctional law issues.

There is a desire to train staff at the top management level.

Employee morale, productivity and job performance are positively impacted by effective training.

The Office of Correctional Legal Services is responsible for the management of all department litigation which includes, but is not limited to: providing legal guidance to all department staff, discovery preparation, service of process, court appearances, witness preparation, litigation tracking, legal research, policy and procedure review for all departments, attending R 6-10

hearings, and training in legal issues, responding to a range of operational questions that present themselves daily and the legal implications that one action may have as opposed to another. In addition, the office is responsible for ADA coordination, responding to offender grievances and correspondence, contract management and supervision of the three (3) Step Three Grievance Officers.

Accomplishments

The continued reduction of the number of individual hardbound publications routinely purchased for law library inventories and replaced them by purchasing material on CD-Rom. This material is now available to all legal assistants via computer in the law libraries. The CD's are loaded onto a server purchased by the legal access program. Savings realized were expended on purchasing computer equipment which allows all legal assistants access to the CD-Rom technology. Book loans have been eliminated which negates the need to maintain numerous copies of legal resources in facility law libraries for loan to offenders who have no physical access to the law library. Instead, all materials are photocopied and provided on a loan and return basis. Efforts will continue to replace outdated furnishings and equipment during the next fiscal year.

The Office of Correctional Legal Services resolves issues involving all staff and offenders to include those associated with ISP, parole, community corrections, YOS, private facilities, etc.

Subprogram Specific Goals and Objectives

Goal #1: Decrease expenditures associated with purchasing legal resource materials, while continuing to maintain constitutionally defensible collections in all facility law libraries and staff effectiveness.

Objective 1.1: By June 30th of each fiscal year, review the possibility of totally eliminating publications currently provided to offenders which are rarely used by the offender population, not related to those areas of law in which assistance is provided, or are not required to maintain a constitutionally adequate law library.

Objective 1.2: By June 30th of each fiscal year, review the possibility of removing legal publications currently maintained in all facility law libraries and replacing them on CD-Rom. Legal assistants will maintain the ability to retrieve this information via computer. The material will then be printed and provided to offenders.

Objective 1.3: By June 30th of each fiscal year, explore new vendors and products to compare service and value against what is currently being purchased.

Objective 1.4: By June 30th of each fiscal year, explore the possibility of utilizing video-telecommunication to provide legal access to offenders.

Objective 1.5: By June 30th of each fiscal year, explore the possibility of utilizing legal resource materials made available on the internet that could be accessed by legal assistants through use of their computer equipment.

Goal #2: Increase staff knowledge in correctional law issues through education and training which results in an improved work environment, increased facility security, reduction in costly litigation, promotion of positive staff interaction and communication and increase in the effective and efficient management of offenders.

Objective 2.1: By July 1, 2008, develop and write a training curriculum which takes complicated legal issues and theories and makes them understandable to lay DOC employees.

Objective 2.2: By July 1, 2008, explore the use of handouts, overheads, brochures and other types of media to enhance the presentation of complicated issues.

Objective 2.3: By July 1, 2008, implement a training program on legal access issues to be offered to all DOC employees.

Goal #3: Complete all programmatic mandates of the Montez Remedial Plan.

Objective 3.1: Complete mandates, to include but not limited to, development and implementation of policies, procedures, tracking mechanisms, medical screenings, providing accommodations, file maintenance, access to programs, services and benefits, placement and treatment decision, identification of all offenders currently housed in the DOC with qualifying disabilities, etc., as mandated by the Montez Remedial Plan no later than July 2008. Continue to provide all mandates on an ongoing basis thereafter.

Goal #4: Implement all programmatic and training requirements involving offender reading material as mandated by the New Times Settlement Agreement to include a two year monitoring phase

Objective 4.1: Complete mandates, to include but not limited to, revisions to all operational policies and procedures to bring the DOC into compliance and develop and disseminate all mandatory training.

Stakeholders

Customer	Requirement
Court System	The Department's ability to maintain a constitutionally defensible program and to deter frivolous/recreational litigation which lessens the courts' workload and creates the opportunity for finite resources to be expended on litigating meritorious claims.
Offenders	Provide a forum and associated services which facilitates "access to the courts" as mandated.

DOC Staff	The program functions as an effective management tool whereby offenders are provided the opportunity to challenge issues and conditions that affect them lessening their frustration level and promoting positive anger management skills resulting in a more safe, humane and secure environment. Educational assistance in correctional law issues assists staff in becoming better employees, equipping them with necessary skills to effectively manage and resolve offender complaints and guard against constitutional rights violations thereby increasing facility security and reducing costly litigation. Providing responses to procedural questions posed by staff who have been named as defendants and are unsure of the litigation process. Providing staff access to legal material(s) which affects ability to promote through testing procedures enhances the development of a good working relationship between program staff and co-workers.
State of Colorado	Obligation to follow mandates set forth by state and federal case law & the liability factor associated with non-compliance. Efforts continue to insure tax payer dollars are not expended unnecessarily.
Citizens of the State of CO	The citizens of the State of Colorado relate specifically to victims and offender family members. Following incarceration of a family member, it is often necessary to litigate conflicts. The Legal Access program provides an appropriate forum to assist in the resolution of important family issues. Although rare, a percentage of offenders are released to be united with family members following successful litigation which promotes the public perception of "justice". Victims can also share in the perception that "justice" has been served when offenders who file frivolous litigation are unsuccessful in gaining additional rights or release from incarceration.

Charts

Cost of Legal Access and ADA management per Offender for Fiscal Year 06-07:

Facility	Legal Publications	Operating	Salaries	Administrative	Montez Allocation	Total
AVCF	3.31	3.74	55.69	3.79	30.65	97.17
BVCF	3.64	5.61	55.69	3.79	30.65	99.37
BVMC	11.54	1.38	55.69	3.79	30.65	103.04
CCC	23.08	0.00	55.69	3.79	30.65	113.21
CCF	10.70	18.86	55.69	3.79	30.65	119.69
CMC	2.72	1.51	55.69	3.79	30.65	94.36
CSP	4.45	6.23	55.69	3.79	30.65	100.81
CTCF	4.24	3.05	55.69	3.79	30.65	97.42
CWCF	16.12	9.26	55.69	3.79	30.65	115.51
DCC	7.34	7.61	55.69	3.79	30.65	105.08
DRDC	7.26	0.07	55.69	3.79	30.65	97.46
DWCF	4.11	3.42	55.69	3.79	30.65	97.66
FCF	2.28	2.31	55.69	3.79	30.65	94.72
FLCF	6.69	7.78	55.69	3.79	30.65	104.60
LCF	3.54	5.68	55.69	3.79	30.65	99.35
LVCF	6.66	0.76	55.69	3.79	30.65	97.55

RCC	17.83	0.00	55.69	3.79	30.65	107.96
SCCF	13.53	9.14	55.69	3.79	30.65	112.80
SCF1	3.33	4.57	55.69	3.79	30.65	98.03
SCF2/3	2.19	3.56	55.69	3.79	30.65	95.88
TCF	7.08	9.08	55.69	3.79	30.65	106.29
YOS	13.92	0.33	55.69	3.79	30.65	104.38
Average	**$7.98**	**$4.72**	**$55.69**	**$3.79**	**$30.65**	**$102.83**

1. The cost of legal publications was obtained by taking the total cost and dividing it by the number of offenders housed in all facilities enumerated on the chart. The exact cost of each publication that a facility law library contains was not computed, therefore, the figure provided is the cost of all publications divided equally amongst all facilities. Costs will always appear quite inflated when a new facility comes on line as the initial purchase of legal materials is very expensive.

2. Operating costs were derived by utilizing actual costs expended during FY06-07, however, there are several factors to consider:

   a. Law library expansions increase operational costs due to the purchase of new shelving, furniture and equipment.
   b. Existing law libraries that are updated with new furniture, shelving and equipment will inflate costs.
   c. Not all facilities have a photocopy machine which increases the operational costs at specific facilities. One facility's machine may service many other facilities' photocopy needs.

3. Staffing costs were computed by dividing the total personal services costs including the salaries for 1.5 legal assistants funded for this program out of the SCCF and YOS line by the total number of offenders housed in DOC facilities. Staff provides services to all offenders in some form. Several staff routinely provides services to the Executive Director's office and routinely provides numerous services to all DOC staff and offenders. The Office of Correctional Legal Services is responsible for many duties that are not directly related to providing offenders legal access to the courts.

4. Administrative costs were derived by dividing the operational costs for the Headquarters office by the total number of offenders. Services are provided to all offenders in different capacities.

5. The allocation for expenses under the Montez Remedial Plan was computed by dividing the total allocated dollars for contract services, staff salaries, and start-up funds under the Emergency Supplemental approved by the Legislature in 2006 for additional staff and the costs associated with the addition of the staff by the number of offenders housed in DOC facilities.

Assumptions and Calculations:

Division/Program Title	FY 07-08 Appropriation Dollars	POTS	FY 07-08 DI Annualization	FY 07-08 Inflation	FY 08-09 Change Request	FY 08-09 PS .51% Decrease	Other Adjustments	FY 08-09 Request Dollars	FY 07-08 Appro. FTE	FY 07-08 Ann FTE	Change Request FTE	FY 08-09 Request FTE
2) INSTITUTIONS												
N) LEGAL ACCESS	1,466,193	52,990	6,636	0	0	(5,887)	0	1,519,932	21.5	0.0	0.0	21.5
Personal Services	1,098,861	52,990	3,461	0	0	(5,887)	0	1,149,425	21.5	0.0	0.0	21.5
Operating	296,427		3,175	0	0	0	0	299,602				
Contract Services	70,905							70,905				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Legal Access Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds		FTE	Request FY 08-09 Total Funds	FTE
Position Detail											
Gen Prof IV/VI	88,096	1.0	141,242	1.8			126,132		1.5	126,132	1.5
Legal Assistant II	304,353	5.6	220,705	4.0			289,132		5.0	289,132	5.0
Legal Assistant I	340,040	9.3	533,115	12.3			591,330		13.5	591,330	13.5
Ad Asst III			32,309	1.0			50,514		1.5	50,514	1.5
Program Asst. I	31,375	0.8								0	0.0
Subtotal: Administration - 054	763,863	16.7	927,371	19.1			1,057,108		21.5	1,057,108	21.5
Salary Subtotal	763,863	16.7	927,371	19.1			1,057,108		21.5	1,057,108	21.5
PERA @ 10.15%	76,179		89,066				107,296			107,296	
Other Retirement Plans			2,866								
Medicare Tax @ 1.45%	10,883		13,133				15,328			15,328	
Compensation Match											
Base Reduction -.51%										(5,887)	
Other Personal Services											
Part-time/Temporary											
Contractual Services	28		14,229							0	
Litigation - 1930	24,478		3,055							0	
Overtime Pay	4,967						0			0	
Retirements/Payouts	4,429		5,808								
Tuition Reimbursement											
Vacancy Savings							0			0	
Subtotal of Personal Services	884,827	16.7	1,055,529	19.1	1,098,861	21.5	1,179,733		21.5	1,173,846	21.5
General Fund	884,827	16.7	1,055,529	19.1	1,098,861	21.5	1,179,733		21.5	1,173,846	21.5
POTS - Expenditures											
Shift Differential	1,466		1,374							0	
Health/Life Insurance	41,432		66,914				78,600			0	
HB 00-1215											
Short-term Disability @ .21%/.045%	1,113		1,047				1,139			0	
AED/SAED	1,577		6,566				13,799				
Salary Survey							43,073	*			
Anniversary								*			
Pay for Performance							12,396				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Legal Access Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Medicare Change							*			
Unemployment Security Payments										
Difference							(25,403)		(27,882)	
Total Continuation Personal Services	930,414	16.7	1,131,429	19.1	1,098,861	21.5	1,247,868	21.5	1,145,964	21.5
General Fund	930,414	16.7	1,131,429	19.1	1,098,861	21.5	1,247,868	21.5	1,145,964	21.5
ANNUALIZATION ITEMS - PERSONAL SERVICES										
Male Double Bunking Annualization									3,461	
TOTAL ANNUALIZATION ITEMS									3,461	0.0
Grand Total Continuation Personal Services	930,414	16.7	1,131,429	19.1	1,098,861	21.5	1,247,868	21.5	1,149,425	21.5
General Fund	930,414	16.7	1,131,429	19.1	1,098,861	21.5	1,247,868	21.5	1,149,425	21.5
DECISION ITEM - Personal Services										
TOTAL DECISION ITEMS									0	0.0
TOTAL PERSONAL SERVICES									1,149,425	21.5
General Fund									1,149,425	21.5
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							955,546	18.3	1,098,861	21.5
Previous Year Special Bills/Supplementals										
HB 98-1331 Montez Remedial Plan							80,795	1.9	0	
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							9,097		43,073	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									9,917	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							58,650	1.3	3,461	0.0

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Legal Access Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Base Adjustment - .51%							(5,227)		(5,887)	
Adjustments (Decision Items, other)									0	0.0
Total Personal Services Appropriation/Request							1,098,861	21.5	1,149,425	21.5
General Fund							1,098,861	21.5	1,149,425	21.5
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	912,708	17.5	955,546	18.3						
Supplemental			80,795	1.9						
Special Bills - HB 98-1242										
Additional Federal Funds										
Transfers										
Reversions	(39)		(1,763)							
Subtotal	912,669	17.5	1,034,578	20.2			0		0	
General Fund	912,669	17.5	1,034,578	20.2			0		0	
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary			27,893				43,073			
Anniversary							0			
Pay for Performance							12,396			
Shift Differential							0			
Medicare change										
Health/Life Insurance	14,671		66,913				78,600			
HB 00-1215							0			
Short Term Disability	1,113		1,045				1,139			
AED	1,961		1,000				13,799			
POTS Subtotal	17,745		96,851				149,007			
General Fund	17,745		96,851				149,007			
Total Personal Services	930,414		1,131,429				1,247,868	21.5	1,149,425	21.5
Total Actual Personal Services	930,414		1,131,429				1,247,868	21.5	1,149,425	21.5
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Legal Access Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
1920 Personal Services - Professional	145								0	
2160 Custodial Services									0	
2210 Other Maintenance/Repair									0	
2220 Building Maintenance/Repair	450								0	
2230 Equip. Maintenance/Repair	83								0	
2231 ADP Equipment Maintenance	513		60				60		60	
2232 Equipment Maintenance	20		20				20		20	
2240 Motor Vehicle Maint/Repair									0	
2250 Vehicle Lease Payments									0	
2252 Vehicle Mileage Charge	11,269		11,239				11,239		11,239	
2253 Rent for Equipment	28,432		35,177				35,177		35,177	
2254 Rental of Motor Vehicles									0	
2255 Rental of Buildings									0	
2258 Parking Fees									0	
2259 Parking Fee Reimbursement	25		96				96		96	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	15,532		14,237				14,237		14,237	
2513 Travel - Vehicle Reimbursement	1,274		34				34		34	
2522 Travel - In State Non-Empl Per Diem									0	
2530 Travel - Out of State									0	
2531 Travel - Out of State Common Carrier			746				746		746	
2540 Out of State - Non Empl									0	
Out-of-State reduction 15%									0	
2610 Advertising/Publicity	2,480		6,255				6,255		6,255	
2631 Telephone and Telegraph	2,548		2,164				2,164		2,164	
2640 Purchased Services/ADP									0	
2660 Insurance									0	
2680 Printing and Reproduction	9,125		10,151				15,151		15,151	
2690 Legal Services									0	
2710 Purchased Medical Services			2,823				2,823		2,823	
2810 Freight Storage and Moving	15								0	
2820 Other Purchased Services	10,000								0	
2830 Moving Expense	400		475				475		475	
3110 Other Supplies & Materials	122								0	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies			10				10		10	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Legal Access Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06		Actual FY 06-07		Appropriation FY 07-08		Estimate FY 07-08		Request FY 08-09	
	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE	Total Funds	FTE
3113 Clothing/Uniform Allowance	30		360				360		360	
3114 Custodial/Laundry Supplies	122		129				129		129	
3115 Data Processing Supplies	8,110		6,420				6,420		6,420	
3116 Purchase/Lease Software	107		18,000				18,000		18,000	
3117 Educ./Rec. Supplies/Service	144								0	
3118 Food & Food Service Supp.									0	
3119 Medical/Dental/Hosp/Lab Supp.									0	
3120 Library Books/Period./Subs.	67,956		66,237				76,237		76,237	
3121 Office Supplies	24,855		28,077				33,077		33,077	
3122 Microfilm Photo Supp./Service									0	
3123 Postage	1,938		2,729				2,729		2,729	
3124 Printing	8,359		8,063				11,838		11,838	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	1,117								0	
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equipment	25,355		17,368				27,368		27,368	
3140 Non Capitalized IT Purchases - PCs	4,987		12,070				12,070		12,070	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	13,229		18,671				18,671		18,671	
3920 Utilities									0	
4100 Other Operating Expense									0	
4110 Awards, Judgments, Losses	(20)								0	
4111 Prizes, Awards Inmate Kick out)									0	
4113 Actual Damages - Other									0	
4115 Punitive Damages - Other									0	
4116 Judgment Interest									0	
4118 Gross Proceeds To Attorneys									0	
4140 Dues and Memberships									0	
4151 Interest - Late Payments									0	
4170 Miscellaneous Fees & Fines	44								0	
4180 Official Functions	1,282		443				443		443	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	140		598				598		598	
4240 Employee Moving Expense									0	
4910 Cost of Goods Sold									0	
6110 Bldgs./Improvements to Bldgs.									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Legal Access Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
6210 ADP Capital Equipment									0	
6212 IT Servers Direct Purchase									0	
6214 IT - Other	5,199								0	
6220 Office Furniture/Equip.									0	
6230 Motor Vehicles									0	
6260 Laboratory Equipment									0	
6280 Other Capital Equip.									0	
Total Operating Expenses	245,388		262,652		296,427		296,427		296,427	
General Funds	245,388		262,652		296,427		296,427		296,427	
Cash Funds										
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									3,175	
TOTAL ANNUALIZATION ITEMS									3,175	
Grand Total Continuation Operating	245,388		262,652		296,427		296,427		299,602	
General Funds	245,388		262,652		296,427		296,427		299,602	
Cash Funds	0		0							
Reconciliation										
Long Bill Appropriation	245,407		262,794							
Supplemental			(139)							
Transfers			(3)							
Reversions	(18)									
Subtotal	245,388		262,652							
DECISION ITEM - OPERATING										
TOTAL OPERATING - DI									0	
CONTRACT SERVICES	50,331		113,628		70,905		70,905		70,905	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Legal Access Subprogram
AGENCY: Corrections

ITEM	Actual FY 05-06 Total Funds	FTE	Actual FY 06-07 Total Funds	FTE	Appropriation FY 07-08 Total Funds	FTE	Estimate FY 07-08 Total Funds	FTE	Request FY 08-09 Total Funds	FTE
Reconciliation										
Long Bill Appropriation	50,425		50,425							
Supplemental			63,210							
Transfers										
Reversions	(93)		(7)							
Subtotal	50,331		113,628							
START-UP			19,496		0		0			
TOTAL LEGAL ACCESS SUBPROGRAM	1,226,134	16.7	1,527,205	19.1	1,466,193	21.5	1,615,200	21.5	1,519,932	21.5
General Fund	1,226,134	16.7	1,527,205	19.1	1,466,193	21.5	1,615,200	21.5	1,519,932	21.5
General Fund Exempt										
Cash Funds	0		0		0		0		0	
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **LEGAL ACCESS SUBPROGRAM**

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**1,226,134**	**1,527,205**	**1,466,193**	**1,615,200**	**1,519,932**
General Fund	1,226,134	1,527,205	1,466,193	1,615,200	1,519,932
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					

Blank

Blank