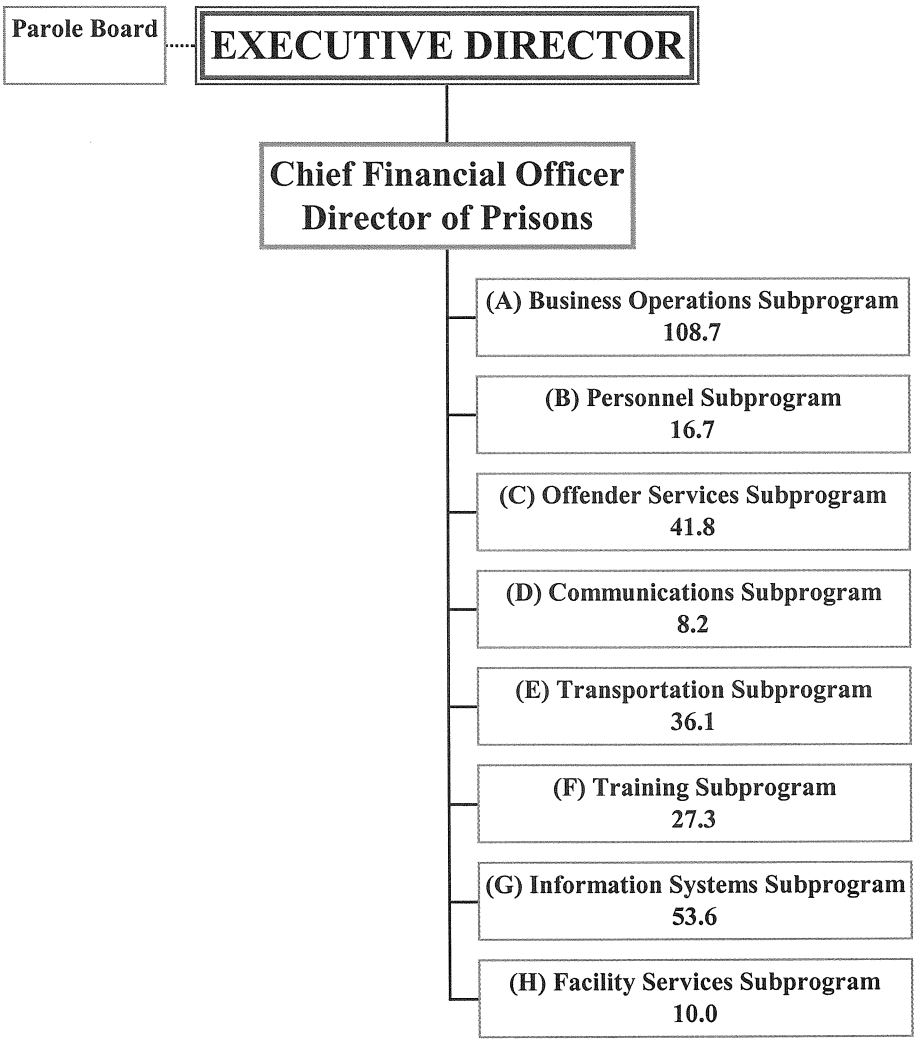
SUPPORT SERVICES

COLORADO DEPARTMENT OF CORRECTIONS

(3) SUPPORT SERVICES GROUP

FY 07-08



3A Business Ops

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(3) SUPPORT SERVICES**
(A) Business Operations

Line Items: Personal Services
Operating Expenses

Change Request(s):

Federal/State Statutory and Other Authority: CRS 24-17-101 through CRS 24-17-104 State Department Financial Responsibility and Accountability; CRS 17-1-103 Duties of the Executive Director.

Program Description: The Business Operations subprogram supports and serves the management of all operating units of the Department of Corrections (DOC) with procurement and distribution of goods and services and the requesting, recording, and reporting of budgetary and financial information in accordance with state fiscal rules, generally accepted accounting principles, and applicable laws, rules and regulations.

Total FTE: 108.7

***Services Provided*:** The services provided by Business Operations include: procurement of goods and services; reviewing department contracts; warehousing and distributing supplies; processing vendor invoices for payment; processing travel and tuition reimbursements; recording inmate receipts and expenditures; processing payroll and deductions; administering worker compensation claims; administering the P-Card program; collecting inmate restitution and child support; recording revenues and collection of receivables and distribution; authorizing, recording, tracking, approving and reporting expenditures; recording and tracking assets and liabilities; coordinating departmental mail pickup and delivery; providing switchboard coverage at headquarters and other facilities; providing financial information to the legislature, DOC staff, inmates and the general public; internal auditing to ensure internal controls are maintained and proper procedures are followed; preparing the annual budget request document that accurately represents the financial and programmatic needs of the DOC; and providing business management to all facilities and subprograms.

Functions and Activities Summarized

Priority	Function	Priority	Function
1	General Accounting	8	Warehouse
2	Budget Office	9	Accounts Receivable
3	Payroll	10	Cashier
4	Purchasing	11	Administrative Support
5	Accounts Payable	12	Inmate Banking & Restitution

6	Contracts Unit	13	Internal Audit
7	Business Managers/Support	14	Risk Management

Analysis of Functions and Activities

General Accounting: This office records the legally authorized DOC budget from the Long Bill, Supplemental Bills, and Special Bills. General Accounting maintains and controls the accounting records; records fixed assets; prepares year-end financial reports; accounts for grant receipts; performs various financial analyses; and provides quality control for the accounting system. This area has responsibility for maintaining the COFRS security access records for the DOC staff with financial, payroll and personnel data access.

The staff collects, analyzes, reconciles, and enters financial information for assets, liabilities, revenues, and expenditures. General accounting staff issues instructions for accounting processes to other business operations offices and operating areas. Accounting documents originating in other offices are forwarded to the general accounting office for review, approval, and filing. Staff authorizes payments to local county jails for backlog billings after audit and review. Staff performs quality control for accounting documentation; accounts for federal and state grants; initiates, records, and approves wire transfers; prepares financial analysis and comparisons for management, and prepares year-end financial reports. The fixed asset group of accounts, fixed asset inventories, and depreciation records are controlled in this office.

The DOC Controller supervises accounting operations and oversees the accounting functions to ensure adequate control of assets is maintained and transactions are recorded in accordance with Generally Accepted Accounting Principals (GAAP) and State Fiscal Rules. The DOC Controller is responsible for ensuring that accounting procedures are followed and good internal controls are maintained to safeguard the DOC assets. The DOC controller has delegated signature authority from the State Controller's Office (SCO) to approve DOC contracts and leases based on risk assessments. The Controller is the DOC security administrator for the Colorado Financial Reporting System (COFRS), INFOPAC/Document Direct, and the SCO Data Warehouse.

Budget Office: The primary responsibility of the Budget Office is to prepare, monitor, allocate, and execute the DOC budget. The Budget Office prepares and submits the request for continuation of the base budget and any change requests to increase or decrease the Long Bill appropriations. The office prepares and monitors fiscal notes on legislation, and negotiates departmental leased space. The Assistant Director of Budget and Finance reviews contracts and has contract signature authority for the DOC.

Budget preparation for the annual submission to the Office of State Planning and Budgeting (OSPB) involves assisting facilities and work units with development, review, and prioritization of decision items; preparing the financial schedules; reviewing and analyzing the data and financial information reported in the subprogram budget request narrative; assembling and delivering the final document. The budget office meets with the OSPB analyst to review the decision items that DOC has submitted. They meet again to review the OSPB analyst's recommendations; to present any information that was not considered in the process; and to negotiate an acceptable request.

The budget process includes preparation of any supplemental requests for the current year and budget amendments for the request year. The Budget Office works with the OSPB and the Joint Budget Committee (JBC) analysts to provide adequate information to substantiate the request(s). A representative from the Budget Office attends all legislative briefings and hearings concerning the DOC budget, including the long bill caucus. The budget office prepares the document to be used during the DOC budget hearing.

The Budget Office is responsible for the fiscal analysis of any new legislation introduced during the legislative session. There are approximately 500-600 bills introduced during the session. The workload varies from session to session but ran about 67 fiscal notes during the FY 2007 session. There can be several amendments placed on the bill that require DOC to re-evaluate fiscal implications each time a change is incurred.

The Budget Office monitors the budget throughout the year to determine supplemental needs (positive and/or negative), and to determine any appropriation transfers that may be necessary. Quarterly fiscal reviews are conducted with all facilities, programs, and divisions to evaluate the fiscal condition of the department and to determine if any reallocation of resources is necessary.

The Budget Office allocates the long bill appropriations within the DOC. The Budget Office meets with wardens, division directors, and facility/program business managers to discuss the long bill and the amount of money that is available to allocate, base operating needs, and any funding issues that should be considered during the current fiscal year. The Budget Office computes the allocations, compiles all the information and publishes an allocation book which includes personal services, operating, contract services and inmate pay.

A small operating contingency is set aside for emergencies. The budget office receives contingency requests and advises the Director of Finance and Administration of the nature of the requests. The executive team reviews and approves or disapproves all contingency requests.

Payroll: The Payroll Office maintains timekeeping records, processes the payroll, and provides benefit and deductions information for all DOC staff. Payroll will provide services to approximately 6,300 FTE in FY 2008.

Payroll handles employee inquiries on salary, leave, and other benefits. The payroll staff meets with each month's basic training employees to describe the functions of payroll and the benefit options that are offered by the state to new employees. Payroll staff trains supervisors and staff on the 28-day work period, computing and recording all types of leave, shift differential and overtime on the timekeeping system.

An automated time/leave reporting system involves an on-line timekeeping system that records leave time used, shift worked and overtime due. This information is transmitted to the payroll office monthly in order to process additional pay such as overtime and shift differential. The time is audited on a monthly basis. The facilities and work areas print leave reports for employees to verify and sign monthly. The use of this system increases both the efficiency and the accuracy of Payroll.

Payroll staff determines when to stop a regular monthly check due to leave without pay, military active duty, short-term disability, worker's compensation or retirements. Changes to the employee's withholding status, insurance, or direct deposit are processed by the Payroll Office. After the payroll is processed, liability accounts are balanced and the benefit deductions taken are verified. Short-term disability claims are monitored for the time used versus time available. Payroll staff collects personal checks when an employee is on leave and is self paying his/her insurance. Routine retirement questions are also answered. The amount of leave time and final payoff is calculated for retirees and the salary certification is sent to PERA indicating the date that the regular check will be stopped.

Risk Management: Activities consist of worker's compensation case management, FMLA coordination, transitional duty assignments, inmate restitution cost assessments for incidents resulting in injury to staff, and some specific areas connected with risk management such as facility inspections. Information is also provided to management regarding lost time, work related injuries, cost reduction and worker's compensation process training.

Purchasing: The DOC Purchasing Office operates under a delegation of procurement authority from the Department of Personnel and Administration. The Purchasing Office ensures that all purchases of goods and services for the DOC are made in accordance with the State Procurement Code and Fiscal Rules. The Purchasing Office maximizes DOC's budgetary effectiveness through competitive bidding of larger purchases, and enhances public and vendor community support by conducting the DOC's procurements in an open and equitable manner.

The Purchasing Agent's role is to procure the goods and services needed by the various facilities and divisions of the DOC by issuing competitive solicitations whenever possible. The Purchasing Agent must balance the specific and sometimes unique requirements of the DOC with the Procurement Code's mandate to provide vendors with a fair and equitable opportunity to compete for State business. Purchasing Agents are responsible for issuing solicitations and State purchase orders that adequately protect the DOC's interests. The Purchasing Agent's procurements establish the requirements for the ensuing purchase order or contract. Purchasing Agents also ensure compliance with various other rules (such as DOC Administrative Regulations, DPA Personal Services rules, Federal grant requirements, etc.).

The Purchasing Administrative Assistant provides support by disseminating and tracking incoming and outgoing documents related to the procurement process; responding to inquiries; providing data entry and word processing services; and maintaining the general organization and operation of the office.

The Purchasing Office Procurement Card Program (P-Card) Administrator is responsible for managing the DOC's purchases made by approximately 650 P-cardholders. DOC staff are projected to make approximately 40,000 P-card purchases in FY07, with the total projected to exceed $10 million. The P-card Program Administrator's duties include continual monitoring of purchases and on-site compliance reviews and training to ensure program compliance.

The DOC's Manager of Purchasing supervises Purchasing Office staff, oversees all of the DOC's procurements of goods and services, promotes and explains purchasing policies and procedures, and has statutory authority to settle and resolve procurement and contracting disputes for the DOC.

Accounts Payable: This office processes disbursements for DOC expenditures and travel reimbursements, and interagency transactions in accordance with the State Fiscal Rules. Using COFRS, the accounts payable department processes all of the DOC expenditures with the exception of payroll. This includes setting up vendors on the state vendor file and processing payments in accordance with internal control procedures. Accounts Payable is labor intensive as it processes approximately 100,000 invoices per year.

Accounts payable also is responsible for encumbering new contracts and changing encumbered amounts for option letters and amendments.

Contracts Unit: The Contracts Unit assists DOC personnel from all divisions with the procurement, drafting, processing and management of vendor contracts, purchase orders, inter-agency and intergovernmental agreements, and contract issues pertaining to grants. The Unit works with DOC staff and the Purchasing Office with contracting issues that may arise from the issuance of state Purchase Orders; institutes State contract policy updates and changes; and assists in the processing of real estate leases. This unit is the contracting liaison between the DOC and the State Controller's Office ("SCO"), the Attorney General's Office, Department of Personnel and Administration, and the State Buildings and Real Estate Program. The unit's legal counsel gives senior management guidance on policy decisions, rules and regulations, reviews new contracts, memorandums of understanding and other legal documents for legal sufficiency, guides and assists in contract generation, development and vendor negotiations, reviews purchasing documents for legal sufficiency and procurement compliance, and assists the Purchasing Manager with vendor disputes. The unit's legal counsel has delegated legal review authority for the same types of contracts as the DOC Controller has for SCO signature authority.

Business Managers/Support: Business Managers are responsible for authorizing, monitoring, and reporting financial transactions for DOC budgetary units. Business managers are an integral part of the facilities' and divisions' management team. They review budget proposals and make recommendations for the allocation/reallocation of funds at the facility or program level. Business managers may assist wardens and division directors in preparing decision items, supplemental requests, and budget amendments.

Business Managers are generally assigned to monitor expenditures for specific facilities, offices, or distinct program areas within the DOC. Support staff performs technical accounting duties, computer input, or auditing tasks which aid the performance of budgetary monitoring, document processing, or inmate banking. Some support staff provide switchboard coverage at outlying facilities.

The Business Managers/Support function includes:

- Fund coding of approved purchase requisition/purchase documents/P-Card transactions;

- Routing expenditure documents (requisition/receiving reports/invoices) to ensure prompt and accurate payment of liabilities;
- Monitoring commitment of funds by the comparison of internal database information to COFRS;
- Reporting the status of budgeted, committed, and expended funds to administrators and managers;
- Developing and administering facility/program procedures for financial transactions;
- Evaluating current and past fiscal information to recommend action regarding purchase/ expenditure options and budgeting decisions;
- Training/updating staff in fiscal rules, procedures and P-Card usage;
- Researching and correcting improper account distributions;
- Entering the weekly canteen orders for outlying facilities into the Canteen order/inventory system; and
- Providing relief support to other Business Operations functions such as the Inmate Bank or the Cashier.

Warehouse: - The DOC Warehouse Operation supports the mission of the agency by procuring, warehousing, and distributing a wide variety of common supplies frequently used by all operating units within the DOC. The warehouse system mostly acquires these items centrally; using combined bids and procurements to achieve cost efficiency through volume purchases. DOC warehouses operate as the central receiving and distribution point for non-inventory supplies and equipment.

DOC Warehouses are staffed at the Canon City Complex, Arkansas Valley Correctional Facility (AVCF), Buena Vista Correctional Facility (BVCF), Denver Women's Correctional Facility (DWCF), Limon Correctional Facility (LCF), and Sterling Correctional Facility (SCF). Fort Lyon Correctional Facility (FLCF), Trinidad Correctional Facility (TCF), Pueblo campus and Headquarters in Colorado Springs are supported with warehouse services from the central warehouse in Canon City.

Warehouses serve as the "central parcel delivery point" for their respective facilities with the Canon City location serving all facilities at the Canon City Complex. As the central receiving point, warehouses are the first line of security for the facility by monitoring/inspecting parcel packages for contraband and/or hazardous chemical information before being forwarded to facilities or work units within the correctional complex. Packages are inspected by processing through a fluoroscope scanner or manual inspection.

The DOC Manager of Warehouse Operations is responsible for managing all warehouse operations; acquiring goods for inventory purposes; and meeting the day to day inventory and receiving requirements of the department. Inventory requirements for each warehouse location are submitted by warehouse supervisors and are combined into large quantity tri-yearly purchases. The warehouse manager coordinates the procurement and delivery of these special buys.

Warehouse supervisors are responsible for overseeing the floor operations of the warehouse. They provide leadership and expertise in supervising correctional staff and offenders. Their

duties include controlling stock levels and reorder points as well as coordinating schedules for deliveries. Warehouse supervisors at the warehouses outside of the Canon City Complex serve as the facility purchasing agent for items needed for the day to day operation of the facility.

Warehouse floor staff supervises the pulling of orders. They check for order completeness and accuracy, coordinate delivery times between customers and drivers, and physically receive products from vendors into the warehouse. They load and unload trucks using the appropriate equipment; check the commodity for proper specification, damage or other abnormality; and sign for deliveries. They input data into the COFRS inventory system for issuing and receiving inventory, processing stock transfers, and entering inventory adjustments. They monitor and reconcile inventory to check for the accuracy of data input as well as provide direct administrative support to warehouse supervisors. DOC Warehouses employ inmates and provide on-the-job training in warehousing principles, practices and techniques. Warehouse employees are responsible for training, evaluating, and supervising inmate warehouse workers.

Accounts Receivable: Staff is responsible for recording and monitoring the billing and collection of revenues generated by Colorado Correctional Industries (CCi), Colorado Surplus Property, and other miscellaneous receipts such as Vocational Education sales. This unit also prepares statutory reports on collections.

Cashier: The DOC cashier function is located at the Business Office in Canon City. The cashier is responsible for recording receipts and depositing funds in the bank from CCi sales, inmate accounts, restitution and miscellaneous revenues. Inmate discharge payments by check or release debit card as well as other miscellaneous checks are also disbursed from the cashier's office. The cashier collects funds for the CTCF Culinary Arts food tickets, staff meal tickets and token sales. Cashiering functions at the other locations are carried out by business managers and their support staff.

Administrative Support: Administrative staff provide support to all areas of the Business Office to include: Payroll, Risk Management, Inmate Bank, General Accounting, Accounts Payable/Receivable, CI Billing, Warehouse and Cashier. This includes tasks such as filing, typing, copying; maintaining employee leave records, employee performance evaluation records, and personnel files for accounting; sorting and distributing incoming business mail, entering vendor information into the Colorado Financial Reporting System (COFRS) and the DOC Information System (DCIS), and operating the Canon switchboard at the Colorado Territorial Correctional Facility (CTCF). Other duties include log-in of checks, vehicle check-out system, and special projects. Administrative support personnel assisting in Budget, Purchasing, and Warehouse functions are further described within those specific functions.

Inmate Banking and Restitution: All of the inmate banking and restitution transactions are handled by the Business Office in Canon City. The responsibility of inmate banking is to control and maintain inmate bank trust funds comprised of approximately 20,000 individual inmate bank accounts. This office records inmate banking transactions and responds to inquiries on inmate bank accounts. Inmate transactions include inmate pay, canteen purchases, mandatory child support and restitution withholding, receipts and miscellaneous disbursements. Inmate Banking

staff spend many hours responding to inmate grievances and inquiries regarding deductions and offender account balances.

CRS 16-185-106 mandates that restitution be collected from incarcerated offenders as well as parolees. This office records restitution collected from approximately 18,900 incarcerated offenders as well as from 1,800 parolees and offenders in Community Corrections.

Internal Audit: This department performs an independent and objective appraisal function of various DOC programs, examining and evaluating operating activities and internal controls. Internal Audit staff provides recommendations to management for improving financial, operating, or compliance control weaknesses, while promoting operating efficiencies and effectiveness. Private prisons, CCi programs, fiscal year end consumable inventories, third party offender medical administrator, grants, and the P-Card program are routinely audited to monitor compliance with generally accepted accounting principles, fiscal and procurement rules, contractual or grant provisions, and DOC regulations.

Shared Functions and Activities

Executive Director's Subprogram: The Executive Director's subprogram supports the activities of the Business Operations subprogram through supervision from the Director of Administration and Finance. Staff in the Executive Director's subprogram provides: support and assistance in budget development, allocation, and monitoring tasks performed by Business Operations staff; assistance with management of DOC fleet vehicles utilized by Business Operations staff; and shared clerical support functions for the Business Operations subprogram and other Central Office program areas.

Canteen: The Canteen, a division of CCi, has been delegated authority for purchases of Canteen items for resale purposes. Business Operations provides canteen order input for facilities outside of the Canon City area.

Colorado Correctional Industries (CCi): The Budget Office works with the DOC fleet manager (under CCi) to oversee the Headquarters motor pool, and lends budgetary support to the DOC fleet program.

Contract Administrative Support: The Purchasing Department, Contracts Unit and Accounting offices assist all DOC departments by reviewing state contracts prior to submission to the State Controller's Office and by ensuring that funds are available for the purchase of goods or services.

Personnel: DOC Human Resources (HR) shares functions with Business Operations by recording funding sources, by tracking classification changes for Budgeting purposes, and by supervising payroll functions. HR provides contract review, program review, and personal services approval for many of DOC service contracts.

Wardens, Parole, and Community: Shared activities include monitoring expenditures and prioritizing proposed expenditures within budget limitations. These activities are shared between the Business Office at various levels with senior managers in the Wardens' offices, and the

Parole and Community Services programs. Determination of suppliers is a shared activity to ensure procurement of quality and low cost goods or services.

Communications: The Business Operations subprogram supports the Communications Subprogram by operating the main Canon City switchboard at CTCF.

Inspector General's Office: The Internal Audit Department routinely provides assistance with DOC staff and / or offender investigations.

Planning and Analysis: Planning and Analysis supports the Budget Office by providing bed usage projections, sentencing impact for fiscal notes, and Average Daily Population (ADP) projections and analysis as needed. Planning and Analysis is responsible for coordinating the DOC strategic planning process which includes the development, review, and update of prioritized goals, objectives, and critical performance measures; and identification of population trends for the budget request document.

Prioritized Objectives and Performance Measures

OBJECTIVE: 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.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE 1.1: Journal Voucher (JV) lines to distribute cash receipts. Definition: Total accounting lines manually entered to record cash receipts. JV's are journal entry transactions entered into COFRS. JV line counts for these JV's are manually added using a calculator. Demonstrates: Workload for Accounting Technician who records cash receipts.	Target	6,500	6,500	6,500	6,500
	Actual	7,013	7,614		
MEASURE 1.2: Number of Accounts Receivable Transactions. Definition: Total invoice payments, interagency transactions (IT), JV's processed, and delivery record transactions. Derived as follows: 1) The CDI software program counts the numbers of invoices paid; 2) IT's and JV's are counted from the numbers of COFRS documents input; and 3) Delivery transactions are counted by an Access database. Demonstrates: Accounts Receivable Workload	Target	30,000	30,000	30,000	30,000
	Actual	32,019	29,668		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE 1.3: Dollars of restitution collected. Definition: Total dollars collected for offender restitution from inmate deposits, and parole and community corrections. Based on actual receipts recorded in DCIS. Demonstrates: Magnitude of dollars collected and processed by inmate banking that are submitted to the Courts for restitution to victims or the victims fund.	Target	$4,000,000	$4,500,000	$5,750,000	$5,750,000
	Actual	$5,231,332	$5,571,296		
MEASURE 1.4: Number of Cashier transactions. Definition Total cash deposits, ~~and~~ checks and release debit cards issued from inmate account and general fund account derived from numerical transaction numbers tracked by the Cashier's DAC Easy software program. Demonstrates: Workload for Cashiers Office.	Target	54,000	60,000	82,000	82,000
	Actual	59,266	81,528		
MEASURE 1.5: Total number of invoices processed, paid and filed. Definition: Total invoices processed through COFRS by the Accounts Payable Office. The number of Payment Voucher (PV) documents is derived using COFRS Automatic Document Numbering Table (ADNT) at quarterly intervals. This number is then multiplied by the predetermined average of 3 invoices per Payment Voucher to calculate the total number of invoices processed. Demonstrates: Workload for Accounting Technicians.	Target	96,000	85,000	80,000	80,000
	Actual	79,142	77,562		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE 1.6: Number of inmate banking transactions per year. Definition: Total number of manually posted transactions for deposits and withdrawals to an inmate account. The number of transactions is counted and reported by the DCIS Inmate Banking program. Demonstrates: Workload for Accounting Technicians in inmate bank.	Target	750,000	700,000	675,000	675,000
	Actual	669,086	660,336		
MEASURE 1.7: Number of Purchasing Office Invitation for Bids, Request for Proposals, Documented Quotes and Purchase Orders processed. Definition: Total number of COFRS and 'Word' POs generated and a compilation of IFBs/RFPs/DQs by each Purchasing Agent. Demonstrates: Purchasing Office Workload to procure goods and services for DOC facilities and programs.	Target	3,000	3,000	2,400	2,400
	Actual	2,910	2,633		
MEASURE 1.8: Number of Warehouse Invitation for Bids, Request for Proposals, Purchase Orders, and Documented Quotes processed. Definition: The total POs generated through the COFRS accounting system (grand totals are cumulated monthly by COFRS PO type), and a compilation of IFBs/RFPs/DQs by each Purchasing Agent. Demonstrates: Warehouse workload to procure consumable goods for DOC Facilities and programs.	Target	2,600	2,600	2,600	2,600
	Actual	2,777	2,615		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE 1.9: Number of fiscal notes prepared. Definition: Total number of fiscal notes prepared for drafted or introduced legislation, plus the number of fiscal notes prepared for any amendments to legislation. Demonstrates: Budget Staff Workload with Planning and Analysis staff in projecting fiscal impact of proposed legislation. Legislative changes can result in fiscal impact due to increased prison sentences (bed impact), or other fiscal impact due to changes in operations.	Target	60	60	60	60
	Actual	126	67		
MEASURE 1.10: Number of Appropriation transactions processed. Definition: COFRS appropriation (AP) transactions recorded by the Accounting Office to record the Long Bill, Supplemental appropriations, Capital Construction bills and other Special bills. From the COFRS ADNT counts. Demonstrates: Workload of Accountant entering the AP documents.	Target	400	400	400	400
	Actual	434	449		
MEASURE 1.11: Total Long Bill and special bill dollars monitored by the Budget Office, excluding Canteen or CCi Subprograms. Definition: General Fund, General Fund Exempt, Cash Fund, Cash Fund Exempt, and Federal Funds as listed in the Long Bill Appropriation and any special bills which yearly fund the operations of the DOC. Specifically excluded from this definition are Cash Funds and Cash Funds Exempt monies from the Canteen and CCi Subprograms. These two subprograms are either trust funds (Canteen) or business enterprises (CCi) which may earn profits and retain earnings from year to year. Demonstrates: Workload of the Budget Office in monitoring and authorizing the expenditure of public monies appropriated to DOC.	Target	$544,420,713	$596,124,201	$648,865,719	$648,865,719
	Actual	$511,215,747	$595,425,923	$648,865,719	

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE 1.13: Total number of Change Requests written. Definition: Total number of Decision Items, Base Reduction Items, Budget Amendments, and Supplemental Requests written and submitted to the Office of State Planning and Budgeting in the current fiscal year. These numbers are calculated from initial submissions to OSPB, i.e., August 1 for Decision Items and Base Reduction Items and end of November for Budget Amendments and Supplemental Requests. Demonstrates: Budget Office Workload in requesting sufficient fiscal resources to operate the State's prison system.	Target	25	25	25	25
	Actual	23	19		
MEASURE 1.14: Number of Contract documents processed. Definition: Total number of finalized agreements which require processing and legal review, including intergovernmental agreements, interagency agreements and contract modifications related to service needs, Correctional Industries' business contracts, real estate leases, grant documents, and mutual aid agreements and memorandums of understanding. This number is obtained from a Contracts Unit database that logs all contracts processed, as well as COFRS. Demonstrates: Work load of the Contracts Unit due to special service and sales agreements negotiated with public and private entities	Target	300	300	300	300
	Actual	316	321		

Optional Elements - Trends and Baseline Information

Prior Year Performance Measures

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
BUSINESS OFFICE MEASURE 2.1: Amount of local jail billings audited. Definition: Total dollars audited and approved for payment for county jail billings of inmates sentenced to the DOC in jail backlog. All monies paid are audited. These amounts are amounts paid from appropriation 215 less accruals for each quarter. Demonstrates: Workload volume to audit each offender on a county's monthly billing.	Target	$6,000,000 (per LB $5.2)	$12,000,000 (per LB $7.6)	$12,000,000 (per LB $6.9)	$12,000,000 (per LB $6.9)
	Actual	$13,394,585	$12,006,060		
MEASURE 2.2: Recorded Cash Receipts. Definition: Total number of entries into the data base used to summarize the account code distribution for input as a Journal Voucher into COFRS. These numbers are hand-calculated using totals from the monthly cashier's reports. Demonstrates: Workload for Accounting Technician to input cash receipts into a database.	Target	9,000	9,000	9,500	9,500
	Actual	9,363	9,721		
MEASURE 2.3: New grant awards (Dollars) Definition: Dollar amount of new grants set up in the COFRS Grants module by the Accountant II. These dollar amounts are hand calculated from the dollar amounts of COFRS GM documents and AP documents entered for grants. Demonstrates: Volume of Grants controlled and monitored by the Accounting Office.	Target	$6,000,000	$6,000,000	$6,000,000	$6,000,000
	Actual	$4,153,500	$3,081,514		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE 2.4: Number of transactions reconciled to bank statements. Definition: The number of debit and credit entries on all bank statements that are reconciled in the General Accounting Office. A Quattro Pro spreadsheet is completed with numbers from each monthly bank statement. These numbers are totaled and counted to provide this figure. Demonstrates: Monthly workload of the bank reconciliation process.	Target	20,000	20,000	18,500	18,500
	Actual	21,676	19,191		
MEASURE 2.5: Total CCi sales recorded. Definition: Total amount of sales recorded for CI and Federal Surplus Property. Demonstrates: Changes in workload for the Accounts Receivable Office as this is tied directly to the number of invoices that must be entered into the Accounts Receivable module.	Target	$30,000,000	$30,000,000	$40,000,000	$40,000,000
	Actual	$31,291,818	$38,995,670		
WAREHOUSE MEASURE 2.6: Total Warehouse Orders Filled. Definition: Total number of orders completed by the Warehouse System to include: warehouse labor and administrative functions of order input, logging, approving, printing, pick scheduling, pulling of order, pick checking, loading, delivery, unloading, acquiring signatures, approving charges to the cost center, filing and files maintenance. Counts are derived by scanning COFRS Suspense (SUSF) table and document maintenance files in warehouse. Demonstrates: Workload (Administrative and labor) required to complete full order processing cycle of Warehouse Stock Orders.	Target	29,500	29,500	29,500	29,500
	Actual	29,403	27,952		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE 2.7: Total Documents Processed throughout Doc Warehouse System. Definition: Includes: requisitions, pos, price agreements, receiving reports, stock returns, inventory adjustments, and stock transfers; calculated by totaling number of transactions for each document. Counts are from scanning COFRS Suspense (SUSF) table and document maintenance files in warehouse. Demonstrates: Workload. Each document processed represents all warehouse functions, administrative and physical, required to complete a given transaction including order input, logging, approving, printing, pick scheduling, pulling of order, pick checking, loading, delivery, unloading, acquiring signatures, approving charges to the cost center, filing and files maintenance.	Target	36,000	37,000	37,000	37,000
	Actual	37,100	34,781		
MEASURE 2.8: Total Dollars of Inventory Processed. Definition: Dollar volume of DOC Warehouse System Inventory sold to DOC Cost Centers. Calculated by looking up "Cost of Sales" for each warehouse in the COFR's "OLGL" table and adding for a grand total. Demonstrates: Volume of easy access, standardized, large volume, high turnover inventory provided by DOC Warehouse system for use by DOC Facilities/Units. Represents workload versus dollar volume when used in conjunction with other performance measures. Demonstrate potential efficiencies gained if individual orders (see orders filled and total documents processed above) decreased while total inventory processed increased due to growing inmate populations.	Target	$13,000,000	$13,500,000	$13,700,000	$13,700,000
	Actual	$13,297,527	$13,667,227		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE 2.9: Total Annual Dollar Amount of Contracts, Purchase Orders, and P-Card transactions subject to the Procurement Code and/or overseen by Purchasing Office. Definition: Totals derived from Purchasing Office Access database, Contracts database, and Program reports.	Target	$60,000,000	$64,000,000	$86,000,000	$86,000,000
	Actual	$95,988,516	$95,943,502		
MEASURE 2.10: Percent of Total Dollar Amount of Contracts, Purchase Orders, and P-Card transactions made under Procurement rules/codes overseen by DOC Purchasing Office Definition: Total purchase order dollars, as a percentage of total dollars in Measure 2.9 above. Demonstrates: The Purchasing Department's efforts to concentrate labor-intensive purchasing in high-dollar/high liability areas of purchases.	Target	50.0%	50.0%	54.0%	54.0%
	Actual	63.4%	54.0%		
MEASURE 2.11: Percent of Total Contracts, Purchase Orders, and P-Card transactions made under Procurement rules/ codes overseen by Purchasing Office Definition: Total P-card purchase dollars, as a percentage of total dollars in Measure 2.9 above Demonstrates: Purchasing Department's efforts to concentrate labor-intensive purchasing efforts in high-dollar/ high liability areas of purchases.	Target	17.0%	17.0%	12.0%	12.0%
	Actual	10.2%	11.0%		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE 2.12: Percent of Total Contracts, Purchase Orders, and P-Card transactions made under Procurement rules/ codes overseen by Purchasing Office. Definition: Total contract dollars, as a percentage of total dollars in Measure 2.9 above	Target	30.0%	33.0%	34.0%	34.0%
Demonstrates: The Purchasing Department's efforts to concentrate labor-intensive purchasing efforts in high-dollar/high liability areas of purchases.	Actual	26.4%	35.0%		

Trends

As accounting processes and reports are increasingly utilizing computer programs, there is greater need to train staff to use various software programs. Training and maintaining competent employees is a challenge facing state accounting offices as experienced employees retire and fewer qualified and experienced employees look for state positions. Due to fraudulent acts committed by management in large corporations, there has been increased governance for independent auditors to improve audits of organizations' internal controls and tests for weaknesses. State and local governments are being held accountable for monitoring and implementing internal controls to deter fraudulent acts and intentional misstatements of financial transactions. The increased awareness of the need for good internal controls will require more monitoring and tests for compliance by state agencies. The Department has limits for procurement card transactions at $3,000 per transactions with some cardholders being given authority up to $5,000 per transaction. With more procurement responsibilities being given to employees, there is greater risk of inappropriate transactions and fraud. The increased risk translates into more review and audit of transactions by the internal auditor and accounting staff. There is a trade-off of less input of transactions by accounting staff, but more monitoring and testing for compliance with established procedures and policies.

Governmental Accounting Standards Board Statement #34 required additional reporting of fixed assets and depreciation for the general fund assets beginning with the fiscal year 2001-2002. The objective of the new reporting requirements is to enhance the understandability and usefulness of the general purpose financial statements of state and local governments to the citizenry, legislative and oversight bodies and creditors. The Accounting Office has assigned estimated life years for all existing buildings and equipment at each of the prison facilities to calculate depreciation. The Accounting Office has also conducted physical inventories of fixed assets to ensure an accurate reporting of assets and depreciation calculation. Changes were implemented in FY 2002 and have been followed in subsequent years.

Technological changes continue to be incorporated into the DOC Business Operations. Business Offices are working to incorporate web-technologies into its daily work of monitoring and reporting fiscal operations.

Workload Assumptions

Workload in the Business Operations subprogram has increased due to increased offender population and related costs. Workload will continue to increase with the expansion of facilities, private prisons, parole, and community corrections. Current state budgetary constraints will mandate more frequent monitoring and reporting on the budgetary status of the DOC facilities and programs. The DOC has instituted a review of all requests to fill positions in order to meet increased vacancy savings standards.

Efficiencies and Effectiveness

General Accounting: An audit of a federal grant in FY 2005 prompted a need for improvement of procedures and internal controls for grants. The DOC formed a committee consisting of Business Operations staff (Controller, Contracts Manager, Grant Accountant, Internal Audit and Budget Office staff) to review the grant process and develop grant training. AR 200-18, *Grants Management*, was significantly re-written and a training program was developed to assist staff in complying with grant regulations and guidelines. The training has helped staff understand grant responsibilities and procedures to be followed. Internal controls for grant accounting will be improved with compliance of the revised administrative regulation. Internal Audit will be auditing Federal Grant awards to insure compliance with DOC policies and federal guidelines.

Budget Office/Business Managers/Purchasing/Accounts Payable/Administrative Support: Work on a web-enabled financial reporting system is continuing. This real-time reporting system is being developed through a collaborative effort with the Department of Public Safety, the State Controller's Office, COFRS staff, and other state agencies.

Business Office: The Business Office has begun utilizing scanners in accounts payable, inmate banking, and the controller's office. The scanners generate Adobe (pdf) files that can be sent via email that allow staff and customers to open from their desktop computers. This has reduced mailing of paper copies and faxing. Inmate bank is able to send reports and statements to courts and private prisons in a fast and effective manner. Accounts payable is able to send copies of invoices to staff to get receiving reports completed and resolve unpaid invoices. The scanners allow staff to send quality copies directly from their desktop computers and provide multiple copies to various email recipients. The DOC controller has used the scanners to provide supporting documentation to resolve statute violations related to contracts and purchase orders. The process has improved communication with staff and the state controller's office.

Budget Office: The Budget Office faced dramatic challenges (along with all DOC programs and facilities) as the state's revenue picture darkened. Budgetary decreases not only affected appropriated levels of spending authority, but also FTE. The Budget Office worked closely with facilities and programs to identify balanced staffing levels and spending allocations with decreased resource levels.

The DOC has continued to refine the use of the Per Offender Per Month (POPM) cost approach in requesting monies for inmate medical care. Rather than the traditional base appropriation with an inflationary increase approach to funding medical costs, in the POPM approach, inflationary factors are built in to trend information and a separate inflationary factor is not needed. This new methodology is proving to be a valuable resource as it identified both cost and caseload components of medical and pharmaceutical needs. The DOC appropriations better reflect medical care costs based on the numbers of inmates in the systems and more current costs for inpatient/outpatient services and pharmaceuticals.

The Budget Office continues to encourage communication between executive staff and facilities/ programs through the use of quarterly budget reviews and semi-annual "budget summits" wherein problems, budgetary status, state policies, and departmental plans are openly discussed.

Purchasing: Administrative Regulation 200-19 (Fiscal Year-End Closing Procedures) became effective in May 2005 and established a process by which the majority of the Department's P-Card accounts were de-activated for the final month of the fiscal year, and were then re-activated for the first billing cycle in July. The Department believes this process will aid in its efforts to spend its remaining funds in a more organized manner.

In FY 2007, the State Auditor's office conducted a complete review of the Department's highest dollar value competitive solicitations. The 'Private Prison Procurement, Department of Corrections, Performance Audit, November 2006, Summary of Audit Findings' stated in part: "Our audit did not find any evidence indicating that the Department did not comply with statutes and procurement rules related to the issuance of the requests for proposals (RFPs) and the selection of proposals for award." (effectiveness)

As an efficiency measure, for FY 2008, the Purchasing Office expects to introduce a Purchasing-specific web page to be added to the Department's DOCNET intranet site. This Purchasing site will provide current P-card information and guidelines, FAQs, copies of frequently requested purchase orders and other documents, and general purchasing information specifically intended for DOC employees and contract staff. It is believed that this site will make certain purchasing information more readily and widely known within the Department. (efficiency)

Contracts Unit: As to Goal #3 in the FY-07 ZBB, the Contracts Unit has scanned most contracts, created accounting for them on an Excel spread sheet, and saved both the Excel file and scanned contracts in .pdf format on the CTCF shared server which is open to Accounts Payable. Beginning in FY08, both the Contracts Unit and Accounts Payable can destroy hard copies of closed contracts and use the .pdf version for archive, retrieval and compliance with state records retention requirements.

Controller and Contracts Unit:

During FY 2007 the State Controllers Office began a contracts pilot program to change the contract approval process and method for delegating state controller's contract signature authority. The DOC controller previously had a contract authority limit of $50,000 per contract each term year and authority for Approved Treatment Program contracts. The Contracts Unit

Manager and DOC Controller participated in the pilot program that was based on a contract risk assessment determination. Low risk contracts are to be approved by the agency controller and high risk contracts go to the State Controller for approval. The pilot program allowed the Contracts Unit manager to provide suggestions and recommendations for the risk assessment process and contracts format. The pilot was deemed successful, and the DOC was commended for having good internal controls over its procurement and contract procedures. As a result, the Contract Unit Manager was given authority to review contracts similar to the Attorney General review for the SCO, and the DOC Controller was delegated signature authority for all low risk contracts and contract amendments, option letters and changes. The change allows the Department to approve many contracts internally. This change will be more efficient for processing contracts internally and requires more accountability for determining contract risks by the department or division managers requesting the contract.

Cashier's Office:

The Cashier's Office began issuing Prepaid Release Debit cards in December 2006 to offenders being released. The Release Debit Card eliminates the Department's liability from check fraud and "stop payments" on lost checks in addition to reducing accounting reconciliation for outstanding checks. There is no cost for the debit card service to the Department. The Release Card gives inmates immediate access to their funds and can be used at an ATM machine or as a point of sale purchase at grocery stores, convenience stores, retail stores and restaurants.

Inmate Bank:

- Effective May 1, 2007, all medical damages and Worker's Compensation COPDs were converted to garnishment orders which eliminates the Inmate Banking Office staff from manually tracking the payments that were received and reduces the total negative offender account balances ($884,000) allowing the offender to purchase hygiene items and reducing the amount of hygiene items provided to the offenders by the facilities.
- Effective March 1, 2007, as an efficiency measure, all closed account monies sent to offenders in community corrections programs are sent on one check instead of individual checks to each offender with a few exceptions. This has significantly reduced the number of checks issued, the amount of time spent in preparing the checks by the Cashier's Office, the number of checks needing to be signed by the authorized signers and the number of checks to be reconciled and tracked by the General Accounting Office.
- As of May 2006, all inmate banking transactions for the 6 private prison facilities were converted to the DOC Inmate Banking Office. In conjunction with transitioning the private prison inmate banking, access to the DOC Inmate Banking and Restitution programs was established allowing the private facilities to utilize the DOC Inmate Banking Program for DOC inmates in all private prisons. This change was made in response to the State Auditors Office recommendation in the April 2005 Performance Audit on Private Prisons. The SAO recommended improved oversight of Inmate banking activities. The conversion of private prisons to the DOC Inmate Banking and Inmate Pay System (MPS) has allowed offenders in private prisons to purchase DOC Canteen items and receive EFT money deposits consistent with DOC facilities.

Restitution

- Effective July 1, 2006, it became mandatory that all restitution payments from offenders on parole or at community corrections be sent via EFT utilizing Western Union Swift Pay with a few exceptions. By using this process payments are electronically posted to the offender's unpaid restitution balance which eliminates the possibility that the remittance be posted to the wrong account, misplaced or lost in transit. This has reduced the workload for inmate banking office staff and community parole officers.
- Effective March 1, 2007, as an efficiency measure, all other remittance for payment of restitution are posted through the Inmate Banking System in DCIS. This has reduced the time needed to process these by the Inmate Banking Office staff and provided the ability to better track the types of payments that are received.

Warehouses: The DOC Warehouse system continues to provide procurement, storage, and delivery services to DOC facilities statewide.

Central Warehouse continues the Recycled Clothing Program. Used pants, shirts, and work jackets are gathered from DOC facilities, sorted, and redistributed as needed. Denver Reception and Diagnostic Center will continue issuing as supply allows two sets of recycled clothing and one set of new clothing to incoming inmates.

Central Warehouse in Canon City has drastically reduced the number of OC documents input by the warehouse. This OC is a more labor intensive manual input process that has been exchanged for the preferred Stock Requisition process that is handled through the automated inventory. OC documents processed through the third quarter FY 06-07 have been reduced by 13% vs. the third quarter of the previous fiscal year.

Accomplishments

Increased the credit card per transaction dollar limit to $3,000 for most cardholders and $5,000 for certain cardholders, and implemented practice that purchase orders will be issued only for amounts greater than $3,000.

Warehouse work to acquire quick turn around goods to change and increase health benefits of master menu resulted in relatively large savings that have allowed continued improvement of the menu and further cost savings due to less need for special diets.

Cost of alternative diets has continued to decrease due to expansion of vendor base, research into available items, rework of specifications and menu changes. Vast research and communication into the availability and creation of menu items specific to the departments needs has reduced pricing and made more products available.

Support and use of smaller localized vendors and relationships developed with all vendors has created a mutual cost benefit for DOC shareholders. Continued relations is a must in trying to contain expected large increases due to transportation costs and reduced commodity production.

Linked the DOC Administrative Web Server (AWS) system to the State Controller's Office (SCO) data warehouse for consistent and accurate financial information to Business Managers and facility staff on a daily basis.

During FY07, the Contracts Unit represented the CDOC by participating in a contract improvement pilot program through the State Controller's Office, which focused on contract risk assessment, and state-wide contract policy development, and resulted in the CDOC being delegated full contract approval authority for the first time in the history of the Department.

FY 2006, established private prisons access to the DOC Inmate Banking and Restitution program.

In April, 2007, began issuing release cards to offenders for the $100 release allowance and any balance that offender has on their account at the time of parole or discharge. This will help released offenders to get cash and/or food and clothing items in a convenient manner. The release card can be used at ATM machines for cash withdrawal or at certain grocery and retail stores. This change will also reduce the number of manually written checks to offenders. There are over 300 release allowances issued per month and many closed accounts over $25.00 that we will be able to use Debit cards.

Subprogram Specific Goals and Objectives

Assumptions: The Business Operations Subprogram will have adequate staffing and resources to carry out functions; an information infrastructure that is adequate and available; and that DOC management support of improvement efforts.

Goal #1: Payroll internal control improvements to the timekeeping system.

Objective 1.1: Payroll Office and BT will re-write the timekeeping system by July, 2008. Presently each month, Payroll staff audit timesheets to make sure that the minimum of 160 hours for each 28 day period has been met, that time has been input correctly, that FML codes have been used correctly, and that comp time has not created more comp time in the timesheet. Also, payroll staff check for sick, vacation, and holidays in each time period that may be creating unnecessary comp time.

An estimate of the benefits to the Department would be:

- Approximately two weeks (about 3 days for each payroll staff) per month of time spent conducting audits.
- Approximately 10 hours (about 2 hours for each payroll staff) per month making payroll corrections to fix any errors made.
- Approximately 5 hours (about 1 hour for each payroll staff) per month for answering questions regarding what was input into the timekeeping system, how much sick, vacation, comp time, holiday balances an employee has on the books, etc.

Objective 1.2: Payroll Office will allow employees to access their own timekeeping records, under query for them to print or review their own timesheets, leave balances, etc. as needed. Improved efficiency may allow payroll to

handle additional workload when CSP II is completed and employees are hired. The original implementation date for this project has been extended due to unforeseen projects assigned to the BT unit. It continues to be a long range goal.

Goal #2: Archiving of department contracts on CD Rom and eliminating duplicate records.

Objective 2.1: SB 07-228 will present a substantial challenge to the Contracts Unit to begin changing DOC contracts and procedures to be compliant as of the effective date of this new law. The content of the DOC's data base of contract information on will be modified to match the State Controller's Office new searchable contract management database, vendor performance evaluation report forms and procedures will be developed, including close-out procedures, and the Unit will implement new policies in accordance with new State Controller's Office policies developed during FY-08 in response to SB 07-228.

Goal #3: Statewide internal control of employee personal information.

Objective 3.1: Payroll Office, Human Resources and BT will work cooperatively to interface with the state's Personnel/Payroll system to eliminate the use of social security numbers for day-to-day business due to the wide-spread occurrence of identity theft. The state system will begin requiring the use of a newly issued Employee ID number. All of the Human Resource and Payroll internal programs will need to be updated and tested using the new number. Implementation date: by July, 2008.

Similar or Cooperating Programs: The majority of the agencies in state government have comparable systems and functions as this Business Operations Subprogram.

Stakeholders

Customer	Requirement
Inmates	DOC inmates are entitled to accurate and timely compensation and access to their funds.
DOC Staff	DOC staff is entitled to accurate and timely compensation.
DOC Vendors	The DOC vendors are entitled to accurate and timely compensation.
External Agencies	External agencies (OSPB, the General Assembly, the Governor's office and other state agencies) require accurate and accountable financial systems to track and project DOC financial needs and requirements. External agencies such as State Purchasing and the State Controller's Office expect the department to adhere to applicable statutes and rules in procurement and expenditure tracking.
DOC Managers	Internal decision makers (DOC management) require clear and concise financial information to make sound resource decisions.

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
3) SUPPORT SERVICES												
A) BUSINESS OPERATIONS	5,804,550	282,646	0	0	124,244	(29,940)	0	6,181,500	108.7	0.0	2.0	110.7
Personal Services	5,575,063	282,646	0	0	0	(29,940)	0	5,827,769	108.7	0.0	0.0	108.7
Operating	229,487		0	0	0	0	0	229,487				
Contract Monitoring (SB 07-228)	0		0	0	124,244	0	0	124,244		0.0	2.0	2.0
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Business Operations 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
Position Detail										
Accountant III	71,506	1.0					64,188	1.0	64,188	1.0
Accountant II	58,082	1.0	81,612	1.4			60,852	1.0	60,852	1.0
Accountant I	158,068	3.0	126,940	2.9			222,468	5.0	222,468	5.0
SES	59,991	0.6	30,000	0.3			76,512	1.0	76,512	1.0
Management	41,371	0.4	54,080	0.5			164,016	1.5	164,016	1.5
Gen Prof VI/VII							83,520	1.0	83,520	1.0
Gen Prof V	390,484	5.0	395,371	5.0			340,572	4.0	340,572	4.0
Gen. Prof IV	254,586	4.0	277,388	4.3			333,060	5.0	333,060	5.0
Gen Prof III	460,863	8.0	711,337	11.8			583,368	10.0	583,368	10.0
Gen Prof II							39,024	1.0	39,024	1.0
SS Pro Trn II	219,360	5.0	34,737	1.0			74,280	2.0	74,280	2.0
Auditor III	56,893	1.0	62,808	1.0			65,052	1.0	65,052	1.0
Auditor II	35,028	0.7	51,036	1.0			52,860	1.0	52,860	1.0
Accounting Tech. IV	53,872	1.0	39,921	1.0					0	0.0
Accounting Tech. III	821,150	21.7	1,014,542	21.3			888,624	22.4	888,624	22.4
Accounting Tech. II	245,487	7.3	259,480	8.1			290,825	8.8	290,825	8.8
Office Manager	39,934	1.0								
Prg Asst I	73,255	2.0	77,276	2.0			80,688	2.0	80,688	2.0
Admin Asst. III	72,550	2.5	128,900	3.5			205,740	5.5	205,740	5.5
Admin Asst II	84,814	3.8	127,603	4.4			119,496	4.0	119,496	4.0
Controller II/III	94,344	1.0	48,114	1.0			109,344	1.0	109,344	1.0
Budget Analyst IV/V	88,125	1.0	64,858	0.7			108,888	1.5	108,888	1.5
Budget Analyst III	136,852	2.0	141,239	1.8			172,788	2.0	172,788	2.0
CS Supervisor II	399,214	6.9	363,829	6.1			417,384	7.0	417,384	7.0
CS Supervisor I	538,903	11.6	588,545	10.8			634,116	12.0	634,116	12.0
Material Handler II/III	248,747	7.4	220,972	5.9			295,212	8.0	295,212	8.0
Subtotal: Business Operations	4,703,478	98.9	4,900,589	95.8			5,482,877	108.7	5,482,877	108.7
Salary Subtotal	4,703,478	98.9	4,900,589	95.8			5,482,877	108.7	5,482,877	108.7
PERA @ 10.15%	457,267		486,897				556,512		556,512	
Other Retirement Plans										
Medicare Tax @ 1.45%	59,248		62,914				79,502		79,502	
Compensation Match										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Business Operations 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
Base Reduction -.51%									(29,940)	
Other Personal Services										
Part-time/Temporary										
Contractual Services	7,701		13,251							
Other State Agencies	580		240							
Overtime Pay	1,571		229							
Retirements/Payouts	47,681		49,891							
Tuition Reimbursement	2,403		3,884							
Conversion of Sick Leave										
Vacancy Savings							0		0	
Subtotal of Personal Services	5,279,929	98.9	5,517,895	95.8	5,575,063	108.7	6,118,891	108.7	6,088,951	108.7
General Fund	4,827,183	90.5	5,047,126	87.4	5,103,299	100.1	5,647,127	100.1	5,617,187	100.1
Cash Fund	452,746	8.4	470,769	8.4	471,370	8.6	471,370	8.6	471,370	8.6
Cash Fund Exempt					394		394		394	0.0
POTS - Expenditures										
Shift Differential	79		171						0	
Health/Life Insurance	300,639		388,289				420,744		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	6,788		5,641				6,401		0	
AED/SAED	9,591		34,052				70,011			
Salary Survey							230,748 *			
Anniversary							*			
Pay for Performance							64,872			
Unemployment Security Payments										
Difference							(248,208)		(261,182)	
Total Continuation Personal Services	5,597,027	98.9	5,946,048	95.8	5,575,063	108.7	6,367,839	108.7	5,827,769	108.7
General Fund	5,144,281	90.5	5,475,279	87.4	5,103,299	100.1	5,896,075	100.1	5,356,005	100.1
Cash Fund	452,746	8.4	470,769	8.4	471,370	8.6	471,370	8.6	471,370	8.6
Cash Fund Exempt	0	0.0	0	0.0	394	0.0	394	0.0	394	0.0
DECISION ITEM - Personal Services									0	0.0

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Business Operations 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
Common Policy Indirect Cost Recoveries - GF									(13,832)	
Common Policy Indirect Cost Recoveries - CF									13,524	
Common Policy Indirect Cost Recoveries - CFE									308	
SB 07-228 - State Contract Monitoring									124,244	2.0
TOTAL PERSONAL SERVICES									5,952,013	110.7
General Fund									5,342,173	100.1
Cash Fund									484,894	8.6
Cash Fund Exempt									124,946	2.0
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							5,442,425	108.7	5,575,063	108.7
Previous Year Special Bills/Supplementals							0	0.0		
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase									0	
Base Reduction 1%										
Salary Survey - classified employees							160,654		230,748	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									51,898	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization										
Base Adjustment - .51%							(28,016)		(29,940)	
Adjustments (Decision Items, other)									124,244	2.0
Total Personal Services Appropriation/Request							5,575,063	108.7	5,952,013	110.7
General Fund							4,935,550	100.6	5,342,173	100.1
Cash Fund							638,793	8.1	484,894	8.6
Cash Fund Exempt							720	0.0	124,946	2.0
Personal Services Reconciliation										
Long Bill Appropriation	5,237,493	107.7	5,442,425	108.7						
Supplemental	11,281	0.3								

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Business Operations 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
Special Bills - SB 07-228										
Additional Federal Funds										
Transfers										
Restrictions	(1,312)		(763)							
Reversions			(1,195)							
Subtotal	5,247,462	108.0	5,440,467	108.7						
General Fund	4,794,716	99.6	4,969,698	100.1						
Cash Fund	452,746	8.4	470,769	8.6						
Cash Fund Exempt	0		0							
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	63,560		120,200				230,748			
Anniversary							0			
Pay for Performance							64,872			
Shift Differential							0			
Medicare change										
Health/Life Insurance	278,745		370,606				420,744			
HB 00-1215							0			
Short Term Disability	6,787		5,641				6,401			
AED	473		9,134				70,011			
POTS Subtotal	349,565		505,581				792,776			
General Fund	349,565		505,581				792,776			
Total Personal Services	5,597,027		5,946,048				6,367,839	108.7	5,952,013	110.7
Total Actual Personal Services	5,597,027		5,946,048				6,367,839	108.7	5,952,013	110.7
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2110 Water/Sewer										
2170 Waste Disposal Svc	959		948				948		948	
2180 Grounds Maintenance Svc.	250								0	
2210 Other Maintenance/Repairs Svc.									0	
2220 Building Maintenance/Repair			400				400		400	
2230 Equip. Maintenance/Repair	829		3,402				3,402		3,402	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Business Operations 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
2231 ADP Equipment Maintenance	1,135		456				456		456	
2232 Equipment Maintenance	2,145		1,124				1,124		1,124	
2240 Motor Vehicle Maint/Repair	6,511		1,999				1,999		1,999	
2252 Vehicle Mileage Charge	12,698		24,102				24,102		24,102	
2253 Rent for Equipment	18,325		15,543				15,543		15,543	
2255 Rental Of Buildings									0	
2259 Parking Fee Reimbursement	71		152				152		152	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	4,229		3,335				3,335		3,335	
2513 Travel - IS Vehicle Reimbursement	270		390				390		390	
2530 Travel - Out of State									0	
2531 Travel - OS Common Carrier									0	
2532 Travel - OS Per Diem									0	
2610 Advertising			50				50		50	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside	5,425		3,375				3,375		3,375	
2641 ADP Billings Purchase Svcs.									0	
2660 Insurance	3,956		3,539				3,539		3,539	
2680 Printing and Reproduction	3,346		2,237				2,237		2,237	
2710 Purchased Medical Services	517		7,178				7,178		7,178	
2810 Freight Storage and Moving	40,120		38,810				38,814		38,814	
2820 Other Purchased Services	4,475		2,317				2,317		2,317	
2830 Moving Expense									0	
3110 Other Supplies & Materials	9,091		3,421				3,421		3,421	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies	12,983		5,911				5,911		5,911	
3113 Clothing/Uniform Allowance	916		1,610				1,610		1,610	
3114 Custodial/Laundry Supplies	4,344		4,268				4,268		4,268	
3115 Data Processing Supplies	637		1,834				1,834		1,834	
3116 Purchase/Lease Software	6,671		719				719		719	
3117 Educ./Rec. Supplies/Service	83								0	
3118 Food & Food Service Supp.	850		314				314		314	
3119 Medical Laboratory and Supplies			148				148		148	
3120 Library Books/Period./Subs.	510		964				964		964	
3121 Office Supplies	19,907		18,848				18,848		18,848	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Business Operations 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
3123 Postage	8,203		8,068				8,068		8,068	
3124 Printing	3,940		4,218				4,218		4,218	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	19,148		12,653				12,653		12,653	
3128 Noncapitalized Equipment	4,758		25,647				25,647		25,647	
3140 Non Capitalized IT Purchases - PCs	6,297		12,004				12,004		12,004	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	2,173		3,276				3,276		3,276	
3920 Bottled Gas			9				9		9	
4100 Other Operating Expense	96								0	
4110 Awards, Judgments, Losses	65		65				65		65	
4111 Prizes, Awards Inmate Kick out)									0	
4119 Claimant Attorney Fees									0	
4140 Dues and Memberships	296		580				580		580	
4170 Miscellaneous Fees & Fines	126								0	
4180 Official Functions	150		270				270		270	
4200 Purchase Discounts Lost	(1,053)		(2,675)				(2,675)		(2,675)	
4220 Registration Fees	634		891				891		891	
4301 Inventory ADJ - Increase	7,389		(918)				(918)		(918)	
4302 Inventory ADJ - Decrease									0	
5440 Purch Serv - Intergovernmental									0	
6210 ADP Capital Equipment			18,000				18,000		18,000	
6212 IT - Servers	15,666								0	
6213 IT Software Direct Purchase									0	
6230 Motor Vehicles										
6280 Other Capital Equip.										
Total Operating Expenses	229,139		229,483		229,487		229,487		229,487	
General Funds	229,139		229,483		229,487		229,487		229,487	
Cash Funds	0		0							
Reconciliation										
Long Bill Appropriation	227,848		229,487							
Special Bills - HB 97-1082										
Supplemental	1,306									

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Business Operations 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
Reversions	(15)		(4)							
Subtotal	229,139		229,483							
DECISION ITEM - OPERATING										
START-UP	4,048				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										
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										

SCHEDULE 4

SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS

AGENCY: BUSINESS OPS 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	**5,830,214**	**6,175,531**	**5,804,550**	**6,597,326**	**6,181,500**
General Fund	5,377,468	5,704,762	5,332,786	6,125,562	5,571,660
General Funds Exempt	0	0	0	0	0
Cash Funds	452,746	470,769	471,370	471,370	484,894
Cash Fund Exempt	0	0	394	394	124,946
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds					
General Fund # 100					
Sales revenues from CI	347,254	365,270	365,761	365,761	378,609
Sales revenues from Canteen	67,000	67,007	67,117	67,117	67,793
CRS 17-2-201(5)(c)(III) /16-18.5-109(3)	38,492	38,492	38,492	38,492	38,492
Total Cash Funds	*452,746*	*470,769*	*471,370*	*471,370*	*484,894*
Cash Funds Exempt					
General Fund # 100					
Indirect Cost Recoveries from FF	0	0	394	394	124,946
Total Cash Funds Exempt	*0*	*0*	*394*	*394*	*124,946*

3B Personnel

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(3) SUPPORT SERVICES**
(B) Personnel Subprogram

Line Items: Personal Services
Operating Expenses

Change Request(s): DI # 10 Utilities, SAFE, Personnel, Facility Services FTE

Federal/State Statutory and Other Authority: Colorado Constitution, Article XII; Equal Employment Opportunity (EEO) Law; Civil Rights Act (1964)-Title VII and (1991); Fair Labor Standards Act of 1985; Americans with Disabilities Act (ADA); Family Medical Leave Act (FMLA); CRS: Title 24 Article 50 Parts 1 through 8, State Personnel System – Department of Personnel; 24-72-101/102-Access to and maintenance of Records; Executive Order, Integrity in Government@ (Sept. 30, 1988); American Correctional Association (ACA) Standards 2-CO-1C-01 to 19 and 21-25, Administrative Regulations 1450 Series and 100-14; and Colorado State Personnel Rules.

Program Description: The Personnel program provides a comprehensive support system to the DOC in all personnel functions, including advice regarding staffing and employee development, recruitment, testing, interviewing, selecting, hiring, orientation of employees, interpretation of personnel rules, maintenance of records (including manual and computer data capture), performance management, special actions (corrective/disciplinary, career development, appeals, settlements), EEO, and ADA.

Total FTE: 16.7

Services Provided
The Office of Human Resources (OHR) services include planning for new, expanding and existing facilities as well as planning for reductions due to budget constraints; oversight of EEO and diversity programs which includes ensuring that equal employment opportunities are provided to all; employee performance management; all induction processes of new employees; job evaluation; compensation; job analysis, exam development and selection; position file and employee record creation, maintenance and administration (manual and computer); Personal Services Contracts, Human Resources training; compliance with ADA; and interpretation and application of employment laws.

Functions and Activities Summarized

Priority	Function
1	Selection/Classification/Centralized Hiring
2	Employee Master Files/Records
3	Dispute Resolution/ADA Compliance
4	Performance Management Program

Analysis of Functions and Activities

Selection/Classification/Centralized Hiring: Human Resource (HR) Specialists are responsible for accurate classification of positions (job evaluation) and for selection services including job announcements; examination construction based on a defensible job analysis that identifies constitutionally-required merit, fitness, and competencies; exam administration; entering/updating applicant data records; and compilation of statistics to include data utilized in development of the department-wide succession training program. Central hiring is completed on the Correctional Officer I classification to expedite the hiring process which includes obtaining applicant registration files, coordinating background clearances, extending the job offer, and scheduling all new staff for the Training Academy.

The OHR complies with HB 99-1076, which mandates development of higher level assessment centers in the competitive examination process and requires continuing in-depth position analysis in this development. Review and update of all exam processes is completed to determine which staff levels would benefit from an assessment center.

The selection function utilizes the Internet and other electronic sources to announce vacancies and develop/administer tests in order to provide an adequate number of qualified applicants to be hired for vacant positions throughout the DOC statewide.

The OHR works closely with appointing authorities during periods of growth within DOC to determine staffing patterns. During expansion of existing facilities and/or the opening of new facilities, HR Specialists assist in the writing and reviewing of Position Description Questionnaires (PDQ), which are used to designate positions at appropriate classification levels approved by the legislature. This has been a significant and critical function over the past several years of departmental growth, and will continue based on future growth and expansion projections. Job evaluation services are provided to assigned facilities and/or divisions. Supervisors are trained in proper construction of job descriptions and interpretation of class descriptions, so that much ground work for accurate classification may be accomplished in the work unit. All DOC positions funded by the legislature must be correctly classified so that accurate compensation may be programmed for all employees. Timely review of position job descriptions assures creation of positions at correct classes to support opening and expansion of facilities as scheduled.

As part of the centralized hiring process, eligible candidates for the Correctional Officer I classification are determined through Applicant Data System scoring and are extended job offers by the unit. Centralized hiring also includes scheduling all new employees for the Training Academy, entering new employee information into the employee master file, and providing orientation to new employees of the Department of Corrections and State employment.

Employee Master Files/Records: This function maintains official employee personnel records in compliance with State Personnel Rules; acts as a liaison with Appointing Authorities, facility staff, employees and attorneys in interpreting pay ranges, hiring ranges, pay differentials, movement of employees and settlements; and processes all employee and position actions. Activities cover broad functional areas of the employment cycle to include the responsibility for quality assurance within the OHR.

Responsibilities include creating positions and position files, coordinating with budget and payroll offices and contacting other State agencies for information concerning employees transferring to the DOC. Facility staff report to OHR concerning all internal moves that affect payroll and budget functions. Training and updated personnel information is provided to facility staff to assist them in completing movements in a consistent and accurate manner.

All payroll actions concerning new hires, promotions, demotions, disciplinary actions, separations, funding changes, unpaid leave, pay changes, performance evaluations, etc. are completed within this function with notification being sent to payroll, budget and respective appointing authorities.

During the maintenance phase of the employment cycle, many record-keeping functions required by law and rule, including the maintenance of employee personnel files while protecting the confidentiality and privacy of the employees and their personal data, are completed in this area.

The separation phase includes advising appointing authorities, supervisors and employees regarding voluntary and negotiated resignations, transfers to other state agencies, disciplinary terminations and retirements.

Dispute Resolution/ADA Compliance: This function within OHR responds to charges filed by employees with the civil rights regulatory agencies such as the Equal Employment Opportunity Commission (EEOC) and the Colorado Civil Rights Division (CCRD). This unit reviews Unemployment Insurance Claims and provides assistance at hearings. Unemployment Insurance liability costs have been reduced in the past several years and control of unemployment benefits is a factor in departmental cost control. The unit coordinates closely with the Inspector General's unit regarding investigations of employment matters and with the Risk Management unit on issues involving leave, fitness for duty, Worker's Compensation and FMLA/ADA. Additionally, this function provides advice regarding settlement and benefits in hearings or legal matters, ensuring effective management of claims to assist in cost savings for the DOC.

Compliance with the Americans with Disabilities Act (ADA) requires engaging in the interactive process with the employee and the Appointing Authority to ensure that disabled employees are able to enjoy the same benefits, privileges, and terms of employment as all other departmental employees.

This function oversees all aspects of employee relations including employee discipline, grievances/appeals, and optimization of the work environment to help ensure it is free from discrimination, hostility, harassment low productivity and ineffective management practices. The unit provides advice to employees and management regarding rule interpretation and strategies for

maximizing effective employee relations. To mitigate trends of rising legal costs, the DOC has implemented an Ombudsman function with the goal of surfacing employment issues early and resolving them at the lowest possible level with the least amount of disruption. This strategy is likely to initially result in an increased number of grievances and complaints; however, the payoff ultimately should be decreased costs of litigation and lost productivity.

Performance Management Program: The Performance Management Program educates supervisors and employees on the departmental performance management process and performance measures and awards. Training is provided to all new hires and the program is legislatively mandated.

The supervision of the Performance Management Program (PMP) and Performance Evaluation Program (PEP) is accomplished in accordance with State Personnel Rules and Administrative Regulations. Activities include providing mandatory training for all supervisors, administrators and all DOC employees on employee performance planning, review and the evaluation process. Consultation is provided to supervisors and employees on performance evaluation issues, maintenance of PEP records for all DOC employees, and accurate and timely completion of all components of the PEP.

The Human Resources Office also:

- Receives and coordinates with management regarding the resolution of discrimination complaints based on race, color, sex, national origin, age, disability, religion, sexual orientation or veteran status.

- Provides aggrieved persons with information and advice on equal opportunity and discrimination issues and other steps which may be taken to help resolve the problem

- Assists in the identification of problem areas and the development of solutions by designing, implementing, and monitoring internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed.

- Serves as a liaison between the Department of Corrections, Department of Personnel and Administration, government regulatory agencies, and community groups and organizations.

- Assists executive staff, wardens, community service or parole supervisors, and managers in all aspects of equal opportunity/diversity concerns (i.e., establishing goals and holding regular discussions to ensure the DOC policies are being followed, ensuring current legal information affecting diversity/equal opportunity is disseminated to responsible officials).

- Keeps the Executive Director and management staff informed of the Diversity Programs' developments through quarterly reports.

- Assists the Training Manager in developing training workshops for all employees that focus upon cultural sensitivity, equal employment opportunity issues, and an introduction to the DOC Diversity Policy.

Shared Functions and Activities

The OHR works closely with the DOC Payroll Office, inasmuch as any action involving salaries, hiring and termination begins with computer input of a personnel action, which in turn effects a response from the Payroll Office, i.e., initial entry on payroll, changing gross/net salary, terminating salary, pay differential decisions, etc.

Merit-based exam and selection activities are only done after coordination with the DOC Budget Office to assure adequate personal services dollars are available for hire. Creation and reallocation of classified positions are done with concurrence of the DOC Budget Office to assure adequate funds are available to fill positions at the requested level. OHR works closely with the Office of the Inspector General in the background investigations process related to pre-employment and consistent processing of current employees who are being investigated for a violation of department policy or are charged with a crime.

OHR works with the Department of Personnel and Administration in reviewing requests for personal service contracts to ensure compliance with statutes and personnel rules and procedures.

Close coordination between the DOC Training Academy and the functional units of the OHR are required to assure that: adequate training space is available for the number of new employees being hired; housing arrangements are made for eligible new hires while attending basic training; Appointing Authority is exercised by the Manager of Human Resources over Correctional Officer I hires that are attending basic training; and variance requests and terminations from the basic training course are consistently handled through this office.

OHR interacts with all agency supervisors in the administration of the Performance Management Program and Pay for Performance Program.

Various personnel actions must be routed to the Executive Director for approval/disapproval from the OHR. These requests are coordinated with the Executive Director's office for: reallocations according to job evaluation and staffing professional practices; granting of shared leave; compliance with the Governor's Executive Order on addressing issues of underutilization; and settlements and Personnel Board decisions.

Prioritized Objectives and Performance Measures

OBJECTIVE: Meet Departmental staffing needs by recruiting, hiring, and retention of "hard to fill" medical professionals and security staff classifications by applying for and obtaining out-of-state waiver and developing an aggressive and effective recruitment program through Comcast.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Positions Reallocated (encumbered). Definition: Total number of reallocations in the Selections Database. Demonstrates: OHR efforts to have all positions accurately classified so that proper compensation to incumbent follows.	Target	50	50	50	50
	Actual	55	60		
MEASURE: Number of position files created. Definition: Total number of newly created positions in a given fiscal year taken from PUF (Personnel Update Form) system. Demonstrates: OHR intent to fulfill departmental needs to establish appropriate number and type of positions to accomplish the DOC mission for new/ expanding facilities.	Target	50	50	50	50
	Actual	32	300		
MEASURE: Employee certification accomplished. Definition: The total number certifications issued in a specified FY for successful completion of a 12-month probationary period or a 6-month trial service period from the Performance Management Database. Demonstrates: DOC determination to reach an acceptable level of employee retention and productivity by recognition through certification.	Target	500	500	500	500
	Actual	958	1,484		
MEASURE: EEOC/Civil Rights Division Complaints researched and responded to. Definition: The total number of civil rights legal claims made against the DOC with potential for litigation, monetary loss and/or other damages. Demonstrates: The need for DOC to ensure all its internal operating processes meet legal employment standards.	Target	50	50	50	50
	Actual	17	20		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Special Actions (Corrective/Disciplinary). Definition: The total number of corrective/ disciplinary actions issued to all employees in the DOC in a fiscal year. Demonstrates: The number of DOC staff with performance issues that need intervention by management, to ensure appropriate utilization of resources.	Target	150(C) 90(D)	150(C) 90(D)	150(C) 90(D)	150(C) 90(D)
	Actual	137(C) 98(D)	162(C) 96(D)		
MEASURE: Number of requests for ADA accommodations by employee and number Accommodated. Definition: Employees accommodated under the American with Disabilities Act. Demonstrates: DOC Compliance with the Americans with Disabilities Act.	Target	10/10	10/10	10/10	10/10
	Actual	25/6	25/4		

OPTIONAL ELEMENTS

Trends

With the induction of a new Governor and accompanying administration, some personnel-related priorities have shifted considerably. Funding for a large new facility, CSP II, will generate the need for considerably ramped-up hiring over the next several years. There has been and will continue to be a need for more Parole Officers due to the Governor's focus on recidivism reduction. Employee/labor relations are a priority with the new administration; OHR shifted resources to hire an Ombudsman as a result and will initially need resources to train and implement a process for proactively managing more employee issues at a lower level within the organization.

The staff for the Office of Human Resources was cut by approximately half in the economic downturn in 2003. Although DOC's total FTE have returned to previous levels and continue to grow, restoration of OHR staff to support the hiring and retention of those FTE has not occurred. A current Decision Item requests an addition of two technical/administrative support FTE to allow OHR to provide the staffing services DOC will need to fulfill aggressive and critical objectives.

DOC has experienced continued growth in its programs and the populations served, which in turn, has increased the demand for filling newly created positions and vacancies. Additionally, there has been some need to redeploy resources to reflect changes in mission, i.e., current trends in Human Resources indicate that the recruitment of well-qualified and suitable employees will continue to be a challenge. Growth of the DOC has also required more creative methods of recruitment and cooperative ventures with other state agencies.

OHR is aggressively recruiting Correctional Officers and medical personnel for positions throughout the state. Statewide recruiting is needed to fill positions that have been vacated due to staff promotions, transferring, and/or previous budget cuts. Problems have been encountered while trying to fill clinical positions state-wide to include nursing, providers, mental health, and pharmaceutical.

Trends in diversity are consistent with our projections. The Department will continue to see an increased representation of females and minorities at all levels, although it is estimated that there will be continued difficulties in recruiting for African Americans (particularly in the rural areas).
OHR shall continue to maintain programs such as Performance Management on a department-wide basis. Performance Management is a continuing process that should be expanded as management positions are filled with staff who have new responsibilities in the performance management process.

Human Resources will assess consistency and appropriateness of certain human resources functions throughout the department, such as classification, FLSA status, the role of contractors, and disciplinary actions and disputes.

In collaboration with Appointing Authorities, OHR will assess development of recruitment, mentoring, and succession planning programs.

Assumptions
The DOC will continue to have difficulty maintaining qualified and diverse staffing levels in outlying facilities/divisions (i.e., parole and community). There may be a need to recruit nation-wide to fill positions that have been vacated due to staff promoting, retiring and/or transferring as well as filling clinical positions state-wide (i.e., pharmacist, nurse, mental health, etc.). Additionally, the DOC will be affected by a deficiency of adequately trained staff for higher level positions vacated primarily due to retirements.

The Department will adequately support the OHR for computer and electronic data management related to employee and position records, recruitment, testing, hiring, pay and performance.

OHR will continue to develop and implement DOC policies and training consistent with needs and current Personnel Rules that provide for more department discretion and accountability.

Development and implementation of an on-line application and testing program that interfaces with associated data requirements will create an efficient and streamlined human resource information system.

Accomplishments
- Inter-unit cooperation between OHR, Backgrounds and the Training Academy resulted in two-week turnaround times for three double-bunking initiatives of approximately 30 FTE each. Innovative methods included onsite testing, backgrounds and job offers.

- Employment Services conceptualized, developed and implemented the Community Parole Intern job class to address ongoing recruitment issues. Innovative coordination with community

resources for POST certification allowed DOC to hire thirty new interns and pay their salaries while they obtained that required qualification; OHR cooperated with Parole in development of a customized basic training to meet the unique needs of Parole and the new interns. This program allowed positions to be filled much quicker, even though DOC covers time for necessary training.

- Employment Services completed 1,918 PAR action requests (reviews, allocations, exams, etc.) since July, 2006 with limited staff.

- The Employee Relations and Systems Operations Unit led the concept of an Ombudsman prior to its implementation at Department of Personnel and Administration. Enhanced management of employee relations and claims has resolved many of the Department's previous litigation matters, is preventing or short-circuiting growth of new ones, and is ensuring more defensible cases when issues go forward to hearing.

- The Records Unit and Employee Relations and Systems Operations Unit managed the project design of an electronic human resources system and successfully implemented the first module of creating an electronic position file. The platform and design of this system is such that top state executives have assessed the feasibility of spring boarding on DOC's efforts for statewide, interagency cooperation to build a comprehensive, state-of-the-art system.

- Employment Services piloted use of Comcast as a recruitment tool resulting in very strong employment lists for locations and jobs that had previously suffered a shortage of applicants. This replaced the more expensive and labor-intensive recruitment methods and proved to be more effective.

Subprogram Specific Goals and Objectives

Goal #1: Develop partnerships with other State agencies in the development of electronic personnel systems and enhancement of current state-wide HR systems.

Objective 1.1: Complete the electronic PDQ, organizational structure and performance management components of the DOC HRMES system; coordinate with other agencies regarding a full-scope electronic HR system that facilitates the application, examination, and selection of the most qualified applicants (by July 1, 2008).

Goal #2: Develop partnerships with other DOC offices and units to enhance delivery of well-integrated employment services.

Objective 2.1: Partner with the Office of the Inspector General to integrate the Background Investigations and Selections process to improve turnaround time and to ensure coordination of information related to employee investigations and cases.

Objective 2.2: Partner with Appointing Authorities in establishing focus groups to identify human resource related needs and goals and enhance processes.

Objective 2.3: Partner with Risk Management to ensure optimal coordination of time away from work for medical or related reasons, fitness for duty, employee rights and federal employment law, claims management, and employee relations.

Goal #3: Improve turnaround time in the classification and selection process in the filling of positions state-wide.

Objective 3.1: Simplify movement between "performance level" job classes (i.e., General Professional I, II and III), reducing classification actions.

Objective 3.2: Create a bank of rotating exams for core classes to be utilized over a three year period (by July 1, 2008).

Objective 3.3: Develop performance measures in selections, disputes and records that provide more meaningful evaluation of program improvements (i.e., track the number of announcements, exams, applicants and turnaround times).

Similar or Cooperating Programs

Virtually all OHR/Personnel functions are administered in accordance with State Constitution and State Personnel Rules which are applicable to all State agencies. Interaction is achieved informally through information sharing meetings in Denver and throughout the state on a regular basis. Likewise, computerized personnel files are maintained on-line through the General Government Computer Center (GGCC). The DOC OHR interfaces with GGCC which is linked to the State Compensation Plan as supported by the Personnel/Payroll Users Group (PPUG).

It is the purpose of the Colorado State Personnel system to assure that a well-qualified work force is serving the residents of Colorado, that all segments of its population have an equal opportunity for entry into state employment, that recruitment is from qualified individuals from appropriate sources, and that, after fair and open competition, selections are made on the basis of job-related ability, competency, and quality of performance. This entire system is closely regulated by rules, policies and procedures developed to meet the standards raised in the Colorado Constitution.

This authority had been entrusted with Department of Personnel/Administration (DPA) located in Denver, which in turn, delegated this practical function to individual agencies across the state through a formal delegation agreement. Compliance is monitored via required reporting and functional audits. Most State agencies administer a program similar to DOC's in the development of examinations, selection and classification processes, and utilization of various practices that ensure adherence to the standards and regulations set forth in the Colorado State Personnel Rules. The DOC also participates in statewide studies to assess and improve various human resource related functions, such as classification and personal services contracting studies.

OHR networks regularly with DPA to assure consistency with the legislatively mandated Performance Management Program.

Stakeholders

Customer	Requirement
Appointing Authorities	Provide assistance/advice on personnel issues and apprise of any updates/changes. Fill vacant positions on a timely basis with qualified applicants.
Employees	Provide efficient support/customer service in the delivery of all human resource functions.
Applicants/Citizens	Provide accurate, timely information regarding employment opportunities.
State Personnel Board/ Director	DOC OHR is delegated authority by and operates under the guidance of the State Personnel Director and the DOC Executive Director.

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
3) SUPPORT SERVICES												
B) PERSONNEL	1,057,922	99,241	0	0	88,132	(5,443)	0	1,239,852	16.7	0.0	1.8	18.5
Personal Services	965,491	99,241	0	0	78,922	(5,443)	0	1,138,211	16.7	0.0	1.8	18.5
Operating	92,431		0	0	1,000	0	0	93,431				
Start-up	0		0	0	8,210	0	0	8,210				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Personnel 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
Position Detail										
SES	28,326	0.3							0	0.0
Management			92,190	1.0			109,344	1.0	109,344	1.0
Gen Prof VI							183,504	2.0	183,504	2.0
Gen Prof IV/V	184,278	3.0	202,289	3.2			71,628	1.0	71,628	1.0
Gen Prof III	168,261	3.5	194,340	4.2			228,096	4.0	228,096	4.0
Gen Prof II	50,935	1.5	92,748	2.6			107,916	2.0	107,916	2.0
SS Pro Trn II/Temp Aide	65,929	2.0	18,015	0.5			97,344	2.0	97,344	2.0
Program Assistant II	23,561	0.6							0	0.0
Program Assistant I	41,556	1.0	39,796	0.9					0	0.0
Admin Assistant II							33,624	1.0	33,624	1.0
Admin Assistant III	116,564	3.9	161,668	5.0			145,729	3.7	145,729	3.7
Subtotal: Administration - P09	679,410	15.8	801,047	17.4			977,185	16.7	977,185	16.7
Salary Subtotal	679,410	15.8	801,047	17.4			977,185	16.7	977,185	16.7
PERA @ 10.15%	69,755		82,699				99,184		99,184	
Other Retirement Plans										
Medicare Tax @ 1.45%	8,001		11,566				14,169		14,169	
Compensation Match										
Base Reduction -.51%									(5,443)	
Other Personal Services										
Part-time/Temporary			24,370							
Contractual Services	46,654		14,705							
Overtime Pay			1,144							
Retirements/Payouts	35,666									
Conversion of Sick Leave										
Tuition Reimbursement	2,292		2,370							
Vacancy Savings							0		0	
Subtotal of Personal Services	841,778	15.8	937,900	17.4	965,491	16.7	1,090,538	16.7	1,085,095	16.7
General Fund	841,778	15.8	937,900	17.4	965,491	16.7	1,090,538	16.7	1,085,095	16.7
POTS - Expenditures										
Shift Differential	2		12						0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Personnel 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	34,828		46,302				63,444		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	978		944				1,218		0	
AED/SAED	1,434		5,779				12,125			
Salary Survey							89,132 *			
Anniversary							*			
Pay for Performance							12,636 *			
Medicare Change							*			
Unemployment Security Payments										
Difference							(23,279)		(25,807)	
Total Continuation Personal Services	879,020	15.8	990,938	17.4	965,491	16.7	1,144,046	16.7	1,059,289	16.7
General Fund	879,020	15.8	990,938	17.4	965,491	16.7	1,144,046	16.7	1,059,289	16.7
ANNUALIZATION ITEMS - PERSONAL SERVICES										
TOTAL ANNUALIZATION ITEMS									0	0.0
Grand Total Continuation Personal Services	879,020	15.8	990,938	17.4	965,491	16.7	1,144,046	16.7	1,059,289	16.7
General Fund	879,020	15.8	990,938	17.4	965,491	16.7	1,144,046	16.7	1,059,289	16.7
DECISION ITEM - Personal Services										
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									78,922	1.8
TOTAL PERSONAL SERVICES									1,138,211	18.5
General Fund									1,138,211	18.5
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							844,982	16.7	965,491	16.7
Previous Year Special Bills/Supplementals										
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction 1%										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Personnel 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
Salary Survey - classified employees							125,361		89,132	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									10,109	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization									0	0.0
Base Adjustment - .51%							(4,852)		(5,443)	
Adjustments (Decision Items, other)									78,922	1.8
Total Personal Services Appropriation/Request							965,491	16.7	1,138,211	18.5
General Fund							965,491	16.7	1,138,211	18.5
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	792,615	16.7	844,982	16.7						
Supplemental										
Special Bills - HB 98-1242										
Additional Federal Funds										
Transfers										
Reversions			(162)							
Subtotal	792,615	16.7	844,820	16.7			0		0	
General Fund	792,615	16.7	844,820	16.7			0		0	
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	48,534		93,431				89,132			
Anniversary							0			
Pay for Performance							12,636			
Shift Differential							0			
Medicare change										
Health/Life Insurance	34,828		46,302				63,444			
HB 00-1215										
Short Term Disability	977		944				1,218			
AED	2,066		5,441				12,125			
POTS Subtotal	86,405		146,118				178,555			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Personnel 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
General Fund	86,405		146,118				178,555			
Total Personal Services	879,020		990,938				1,144,046	16.7	1,138,211	18.5
Total Actual Personal Services	879,020		990,938				1,144,046	16.7	1,138,211	18.5
Difference (explain)	0		(0)				0	0.0	0	0.0
OPERATING EXPENSES										
2150 Other Cleaning Service										
2170 Waste Disposal Svc										
2220 Building Maintenance/Repair									0	
2230 Equip. Maintenance/Repair	2,730		315				315		315	
2231 ADP Equipment Maintenance			402				402		402	
2232 ADP Software Maintenance	60		60				60		60	
2240 Motor Vehicle Maint/Repair									0	
2250 Vehicle Lease Payments									0	
2252 Vehicle Mileage Charge	9,642		7,657				7,657		7,657	
2253 Rent for Equipment	2,218		9,765				9,765		9,765	
2255 Rental of Bldgs.									0	
2258 Parking Fees									0	
2259 Parking Fee Reimbursement	311		126				126		126	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	1,012		1,277				1,277		1,277	
2513 Travel - IS Vehicle Reimbursement			221				221		221	
2531 Travel - OS Common Carrier									0	
2610 Advertising/Publicity	10,926		12,308				12,308		12,308	
2611 Public Relations	5,847		2,492				2,492		2,492	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside	3,677		3,038				3,038		3,038	
2680 Printing and Reproduction	3,600		2,250				2,250		2,250	
2710 Purchased Medical Services			2,442				2,442		2,442	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services			110				110		110	
2830 Moving Expense									0	
3110 Other Supplies & Materials	6		8				8		8	
3112 Automotive Supplies									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Personnel 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
3113 Clothing/Uniform Allowance	15								0	
3114 Custodial/Laundry Supplies									0	
3115 Data Processing Supplies	447		257				257		257	
3116 Purchase/Lease Software	1,714		2,739				2,739		2,739	
3117 Educ./Rec. Supplies/Service									0	
3120 Library Books/Period./Subs.	1,625								0	
3121 Office Supplies	3,358		9,945				9,945		9,945	
3122 Microfilm Photo Supp./Service									0	
3123 Postage	28,031		20,837				20,837		20,837	
3124 Printing			770				770		770	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	1,400		449				449		449	
3128 Noncapitalized Equipment	5,722		2,536				2,536		2,536	
3140 Non Capitalized IT Purchases - PCs	6,459		8,137				8,137		8,137	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	2,267		1,014				1,014		1,014	
4110 Awards, Judgments, Losses									0	
4111 Prizes, Awards	175								0	
4140 Dues and Memberships	383		1,114				1,114		1,114	
4170 Misc. Fees and Fines	10		10				10		10	
4180 Official Functions			1,536				1,536		1,536	
4220 Registration Fees	709		617				617		617	
4240 Employee Moving Expense									0	
6213 IT Software Direct Purchase									0	
6214 IT Other									0	
6220 Office Furniture/Equip.										
Total Operating Expenses	92,343		92,431		92,431		92,431		92,431	
General Funds	92,343		92,431		92,431		92,431		92,431	
Reconciliation										
Long Bill Appropriation	92,431		92,431							
Supplemental										
Reversions	(88)									
Subtotal	92,343		92,431							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Personnel 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
DECISION ITEM - OPERATING										
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									1,000	
TOTAL START-UP	0		0		0		0		8,210	
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										
Cash Funds										
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: PERSONNEL 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	**971,363**	**1,083,369**	**1,057,922**	**1,236,477**	**1,239,852**
General Fund	971,363	1,083,369	1,057,922	1,236,477	1,239,852
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: **(3) SUPPORT SERVICES**
(C) Offender Services 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 purpose of the Offender Services subprogram is to provide Department-wide offender management system operations for offender population management, offender classification, the offender disciplinary process, sentence computation, release operations, jail backlog monitoring, court services, detainer operations, Interstate Corrections Compact, as well as to support and train in the above system processes.

Total FTE: 41.8

Services Provided
The Offender Services Subprogram provides management services for the offender population in correctional facilities and jail backlog. Classification of offenders includes centralized review, auditing, and monitoring of all classification actions. High Custody Management provides management services for Administrative Segregation and performing reviews of Administratively Segregated inmates to determine the possibility of returning the offender to General population settings. Disciplinary actions are monitored to ensure that due process is provided and proper sanctions are levied.

The Administration of the Case Management system is managed from Offender Services. Audits of the Case Management system are conducted bi-annually. Reviews are conducted for each facility case management system regularly to ensure statutory and regulatory mandates for casework are met. The Case Management system and policy development are the main function of this area as well as the associated training development and delivery to ensure compliance with policy.

Time Release Operations includes calculation of offender sentences of confinement pursuant to the applicable statute. Parole Board agendas are prepared and distributed to various law enforcement departments and other agencies.

Court Services and Detainer Operations/Jail Backlog: This unit is responsible for processing sentencing documents and establishing and monitoring the status of those offenders in the jail backlog awaiting intake into the Reception and Diagnostic Center. Court Services provides for the coordination of the temporary transfer of custody to local jurisdictions to resolve pending court actions. Detainers from within and outside jurisdictions are processed and monitored in accordance with State and Federal laws and guidelines.

Court Services coordinates with Sheriffs Offices, U.S. Marshall's, law enforcement agencies, and other states Department of Corrections for the transfer of offenders to their temporary custody by court order; by writs of habeas corpus; and writs of ad testificandum. Court Services also coordinates the transport of offenders to district court when charges have been filed on offenders who have committed additional crimes while incarcerated and for civil cases that offenders have filed against the Department of Corrections.

Court services is also responsible for the record tracking and scheduling of movement for community regresses and parolees on a 180 day return and return to custody cases in coordination with Classification and Case Management staff.

Jail backlog monitoring requires the processing of all sentencing documents and parole revocation documents received from all sentencing jurisdictions and local jails. The process requires review of all documents to ensure that sentences are within legal guidelines to the DOC as the primary jurisdiction. Research is then completed to determine commitment status and whether the individual has been previously incarcerated with the DOC. Upon verification, a DOC commitment number is issued, and the offender is placed on the backlog for that particular jail. The backlog is then monitored to determine reception status by court order, or first in, first out processing. The intake numbers received daily by the Reception and Diagnostic Center are determined by the population management process. Jail backlog researches Mittimi received for offenders not on backlog, in DOC custody, or in sentencing county custody to determine the location and status of the offender.

Detainer Operations monitors all requests from Colorado law enforcement agencies and outside jurisdictions that have interest in offenders incarcerated within the DOC. Likewise, this process monitors offenders in other jurisdictions that the DOC has an interest in. This interest may be for pending criminal charges, unserved portions of sentences, or immigration matters. The legal process for filing Detainers includes time frames mandated by law and subsequently requires precise management. Detainer operations processes detainer requests according to case law to include the offenders request for final disposition of instate charges when no detainer exists. Detainer operations also notifies law enforcement agencies and coordinates the permanent release of offenders being released by court order or Paroling/Discharging to Detainer/charges ensuring all extradition waivers are obtained, when necessary. Detainer Operations provides training on Detainers and accessing CJIS to DOC staff at least semi-annually.

Immigration has changed from INS to ICE resulting in a more complex process to resolve ICE holds or Detainers and has increased the time needed to receive confirmation of deportation.

Commutation applications are also processed through Court Services. Applications and commutation packets are reviewed for completeness and a summary is prepared for review by the Executive Director and the Executive Clemency Advisory Board.

Offender Central Records maintains the Department file on all offenders both active and discharged. These files are maintained in hard copy and electronic format. Files and documents are constantly being scanned into the document imaging system in a standardized format for easy retrieval. Central records responds to requests from Central Classification, facilities, Parole, community, Legal Services, The Attorney General, private attorneys, courts and civilians seeking information regarding offenders. Release of information is monitored and follows strict guidelines regarding the privacy of an individual and the needs for signed releases of information to comply with federal and state statutes. History files are maintained in a separate warehouse and files of returning offenders are retrieved and processed back into the system. The Records Administrator is often called upon to produce records in court and testify on the behalf of the state regarding those records.

Functions and Activities Summarized

Priority	Function
1	Offender Time/Release Operations
2	Court Services and Detainer Operations/Jail Backlog
3	Offender Management
4	Intra/Interstate Corrections Compact/Contract
5	Offender Records

Analysis of Functions and Activities

Offender Time/Release Operations: This function includes time calculation of all commitments in accordance with applicable statutes; establishment of Parole Board agendas; and ensuring that outstanding warrants are completed and notification of release dates are made within the system and to outside agencies.

Offender sentence computation is the process by which offenders under the custody of DOC have their sentences calculated pursuant to the applicable statutes. Numerous statutes effect calculations of sentences, which in turn dictate parole eligibility and release dates. The process involves calculations for over 30,000 offenders and parolees. The initial calculation occurs upon receiving the offender and sentencing documents from the court or recalculation takes place 90 days prior to release or upon receipt of changes in the sentencing document or receipt of a new Mittimus. The calculations establish parole hearing agendas with monthly distribution to various law enforcement departments, and other agencies that may have interest in offenders who are being considered for parole. Newly enacted laws require special monitoring and tracking of Sexually Violent Predators which has been added to the duties of this area.

Offender release is the process by which an offender is released by the Parole Board or by virtue of completion of the sentence imposed, which requires a query of wants or warrants through Colorado Crime Information Center (CCIC) and National Crime Information Center (NCIC). Notifications of release dates are made within the system and to outside agencies that may have an interest in the case for various reasons. Policy changes restricting weekend releases has

increased the workload by requiring the modification of the release dates, release type, time record and parole type which must be done manually on a case by case basis. SB-252 has also increased workloads exponentially by releasing and re-releasing offenders repeatedly upon revocation from parole. This function includes time calculation of all commitments in accordance with applicable statutes; establishment of Parole Board agendas; and ensuring that outstanding warrants are completed and notification of release dates are made within the system and to outside agencies.

Court Services and Detainer Operations/Jail Backlog: This unit is responsible for processing sentencing documents and establishing and monitoring the status of those offenders in the jail backlog awaiting intake into the Reception and Diagnostic Center. Court Services provides for the coordination of temporary transfer of custody to local jurisdictions to resolve pending court actions. Detainers from within and outside jurisdictions are processed and monitored in accordance with State and Federal laws and guidelines.

Court Services coordinates with Sheriff's Offices, U.S. Marshall's, law enforcement agencies, and other state's Department of Corrections for the transfer of offenders to their temporary custody by court order; by writs of habeas corpus; writs of ad testificandum; or the Interstate Agreement on Detainers Act. Court Services coordinates the permanent release of offenders who are being released by court order or paroling/discharging to detainer/charges. Court Services also coordinates the transport of offenders to district court when charges have been filed on offenders who have committed additional crimes while incarcerated and for civil cases that offenders have filed against the Department of Corrections.

Court services is also responsible for the record tracking and movement approval for community regresses and parolees on a 180 day return and return to custody cases in coordination with Classification and Case Management staff.

Jail backlog monitoring requires the processing of all sentencing documents and parole revocation documents received from all sentencing jurisdictions and local jails. The process requires review of all documents to ensure that sentences are within legal guidelines to the DOC as the primary jurisdiction. Research is then completed to determine commitment status and whether the individual has been previously incarcerated with the DOC. Upon verification, a DOC commitment number is issued and the offender is placed on the backlog for that particular jail. The backlog is then monitored to determine reception status by court order, or first in first out processing. The intake numbers received daily by the Reception and Diagnostic Center are determined by the population management process.

Detainer Operations monitor all requests from outside jurisdictions that have interest in offenders incarcerated within the DOC. Likewise, this process monitors offenders in other jurisdictions that the DOC has an interest in. This interest may be for pending criminal charges, unserved portions of sentences, or immigration matters. The legal process for filing Detainers includes time frames mandated by law and subsequently requires precise management.

Immigration has changed from INS to ICE resulting in a more complex process to resolve ICE holds or Detainers and has increased the time needed to receive confirmation of deportation.

Offender Management: The Offender Management function is responsible for Case Management system development and monitoring, population management, offender transport scheduling, and classification, Code of Penal Discipline (COPD) monitoring, as well as, providing support and training to DOC staff in these areas.

Classification of offenders includes centralized review, auditing and monitoring of all classification actions. The High Custody Unit reviews and monitors all Administrative Segregation and performs reviews of Administratively Segregated inmates to determine the possibility of returning the offender to General population settings.

Offender Population Management involves monitoring of all system prison beds, contract beds and the jail backlog (awaiting transfer). This process ensures that all available general population beds are efficiently filled in the effort to minimize the overcrowding in local jails of those waiting to transfer commitments to the Department of Corrections.

Offender Classification requires centralized review, auditing, and monitoring of all classification actions which recommend or require initial assignment or facility reassignment. The process used is an objective based scoring system which applies the same rating factors to all offenders to determine their custody designation. The sorting process that takes place as custody designations are determined directly affects all facility assignments in the population management process. In addition to reviewing the 48,000+ classifications completed annually, the process requires checking for calculation errors, and regulation compliance in all classifications requesting movement or overrides.

Specialized functions include the monitoring of Security Threat Groups (which is conducted by the High Custody Unit), appropriate movement and housing, tracking and identification of ADA inmates according to the Montez agreement, assisting in the management of Sexually Aggressive predators through the PREA (Prison Rape Elimination Act) program, coordinating and monitoring the movement of Offenders being regressed from Community Corrections, accommodating movement on Parole Board requests for Marginal releases to the private prerelease programs at the Cheyenne Mountain Re-Entry Center (CMRC), coordinating movement of parolee returns on the 180 day revocation in accordance to SB252, and participating in the planning and implementation of special housing projects to include bed space planning and system development.

Offender Management monitors all disciplinary actions to ensure that due process is provided and proper sanctions are levied. This process normally mandates classification reviews and the auditing of such actions are completed in conjunction with classification. The Manager of Offender Services is designated as the Administrator of the COPD.

Case Management is the process by which individual offenders are assigned to specific Case Managers in order to ensure compliance with statutory and regulatory mandates for casework. Offender Services directs the process by setting the policy and monitoring compliance through auditing and system development to include enhancement of computer programs and

coordination with other departments and agencies to include State and Federal administrations. (See sub-program for Case Management for more detail)

Training is provided by the Office of Offender Management to all agency staff with regard to the processes previously indicated in this document. The training also is provided to agencies outside the department. Resources to provide such training are currently drawn from the employees performing the functions in each of the areas listed above.

Interstate Corrections Compact: Interstate Corrections Compact provides a process where corrections departments throughout the United States may exchange incarcerated offenders. The process is used to protect high-risk offenders or allow offenders to serve their sentence closer to family and community ties. The process requires that agencies formulate compact agreements to ensure compliance of sending and receiving state statutes and regulations are met. The process usually involves the equal exchange of offenders with no daily per diem charges being involved. This process differs from Interstate Parole in that the offenders are incarcerated and not on parole from another State. This function involves tracking of inmates who are in other states and other states inmates in Colorado, under the Interstate Corrections Compact Agreement. This includes the tracking and arrangement for transportation of inmates being transferred to other states, returned from other states or jurisdictions to Colorado. Case management functions for these offenders is part of the duty of this part of the unit, to include the entry of earned time, completion of classifications and handling normal case management functions. This area coordinates all Federal Tracking cases which have had their Interstate Parole revoked, or have self revoked and have not satisfied their CDOC sentences and cannot be returned to CDOC custody at this time due to new convictions received while out of state. Case management functions are also completed on these offenders.

Offender Records: This area is responsible for the upkeep, care, and access standards of all offender records; expungement and sealing of records; and maintenance of inactive records to include all electronic offender records.

Records are maintained on all offenders sentenced to the DOC or under the custody of the Executive Director, including offenders, youthful offenders and parolees. Maintaining and administering records involves the filing of pertinent case documents and the release of authorized information (which may require redaction of privileged information) to criminal justice and state agencies, law enforcement agencies, legal counsel, case managers, probation officers, public/media, and offenders. Offender Records include both paper and electronically stored documents.

Requests for information are received telephonically, in writing, in person, and via electronic mail. A set rate fee is charged to non-state agencies/persons and offenders for reproduction costs.

Subpoenas for offender records are handled by this area, often requiring court testimony to be presented by the Records Supervisor. Requests from Prosecuting Attorneys for Pen Packs or packets of information regarding previous convictions must be prepared by records staff as well as requests for documents from attorneys, courts and other criminal justice agencies.

The expungement and redaction of records entails the obliteration, striking out, or destruction of the identified subject matter. Unless otherwise provided by law or regulation, a record may only be expunged upon the proper order of the originator of record, superior authority, or the court of record.

Sealing of offender records is an action taken to prevent the inadvertent or intentional disclosure of criminal information ordered sealed by the court. Sealing does not mean the expungement or destruction of such information. A record may be totally sealed (inactive records only), or partially sealed. Upon the receipt of a court order directing the sealing of a record, a review committee will decide if DOC should oppose the sealing order in court in coordination with the sentencing county's district attorney's office.

Records of offenders no longer under the jurisdiction of the DOC (e.g., offenders discharged by completion of sentence; a parolee who has discharged his/her parole obligation; or a deceased offender) are considered inactive records. Prior to movement to the inactive records storage site, certain documentation is purged from the record. Retained documentation from inactive records is often provided to criminal justice agencies and the Denver Reception and Diagnostic Center (DRDC). These records are retrieved on offenders who, after discharge, commit new offenses and return to the custody of the DOC. These records are sent to DRDC to facilitate the processing of the offender. These files are stored in a warehouse and any file that has been inactive for ten years is purged of non essential information to reduce the inactive records storage space.

The Document Imaging of active offender records is also a part of the Records section requiring the sorting of documents and scanning of those documents into a document imaging storage system. All new arrivals to DOC have their records scanned into the system to manage the storage space of the offender records. More than 90% of the active cases are now stored electronically and all documents being created on these cases require sorting and scanning into the specific categories of documents created for this system.

Shared Functions and Activities

Case Management is a shared function with the facilities as the monies required are currently allocated from the facility budgets; the processes and requirements of the positions are administered by Offender Services. The facilities set place and time of work along with supervision and specific duties; Offender Services administers the policies, procedures and training which impact the form that case managers' work will take.

Offender Services maintains oversight of jail backlog issues that pertain to movement of offenders into the Departments bed space while the External Capacity Subprogram pays the per diem costs to the local jails.

Prioritized Objectives and Performance Measures

Objective: Manage resources for increased demands of document imagining 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 2008).

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Time/Release Operations Case Load Size (average) per month. Definition: Offender time records assigned to a specific specialist to track and calculate totals taken from Offender Services 4th Quarter report divided by total specialists. Demonstrates: Target indicates optimum caseload. Variance from this by 10% indicates a possible problem or need for reassessment of optimum levels.	Target	2,500	2,500	2,500	2,500
	Actual	3,888	3,758		
MEASURE: Inter/Intrastate Corrections Compact: Number of Active Interstate contract cases. Definition: Total number of offenders on Interstate Corrections Compact and Federal Tracking from Offender Services 4th Quarter report. Demonstrates: Current workload and estimates of future population growth. A 10% variance from optimal target indicates a problem or a need for reevaluation of optimal levels.	Target	260	275	275	275
	Actual	220	189		
MEASURE: Annual Activity total number of detainers added and released or canceled. Definition: Total number of detainers added and released or canceled from Offender Services 4th Quarter report. Demonstrates: The amount of work completed annually for this position. Current optimum levels are estimates. This information will be used to determine future optimum levels of caseload for the assigned FTE.	Target	3,300	3,600	3,600	3,600
	Actual	4,041	4,321		

Optional Elements

Prior Year and Other Performance Measures

Offender Services - Time/Release Operations

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Releases Processed. Definition: Total number of inmates released from DOC to Parole, Discharge, Court release or modification of sentence totals taken from Offender Services 4th Quarter report Demonstrates: Level and frequency of a critical function that is used in determining optimum caseload.	Target	6,900	7,000	7,000	7,000
	Actual	8,242	8,910		
MEASURE: Number of inmates presented for Parole Consideration. Definition: Offender who's time has been calculated and placed on the agenda for parole consideration requiring time/release to generate the parole actions form s and track results and actions. Totals taken from Offender Services 4th Quarter report. Demonstrates: Level and frequency of a critical function that is used in determining optimum caseload.	Target	16,800	17,400	17,400	17,400
	Actual	15,424	16,865		
MEASURE: Detainer Operations/Court Services: Number of Detainers. Definition: Current active caseload totals taken from Offender Services 4th Quarter report Demonstrates: Current workload and estimates of future population growth. A 10% variance from optimal target indicates a problem or a need for reevaluation of optimal levels. This figure needs to be assessed against the number of detainers canceled, added and released to indicate the actual workload of this position.	Target	2,350	2,400	2,400	2,400
	Actual	2,430	2,647		

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: The number of Inmates Per Classification Liaison. Definition: Total number of inmates divided by total liaisons from the Offender Services 4th Quarter report. Demonstrates: The optimal level of inmates per liaison. A 10% variance from optimal target indicates a problem or a need for reevaluation of optimal levels.	Target	3,000	3,000	3,000	3,000
	Actual	3,162	3,027		
MEASURE: Case Reviews. Definition: Total number of classification actions that were evaluated and cases reviewed to ensure computer entry and compliance with regulations. Totals taken from Offender Services 4th Quarter report. Demonstrates: Unit workload measure used to assess the optimum caseload figures.	Target	45,000	40,000	35,000	30,000
	Actual	29,067	33,395	33,395	
MEASURE: Scheduled moves. Definition: Total number of planned movements that were made through scheduling. totals taken from Offender Services 4th Quarter report Demonstrates: Unit workload measure used to assess the optimum caseload figures.	Target	42,000	45,000	45,000	45,000
	Actual	34,564	39,717		
MEASURE: % of case reviews progressive or lateral. Definition: Total resulting in movement to equal or lesser security divided by total case reviews taken from Offender Services 4th Quarter report Demonstrates: This figure can be used as a barometer of offender social climate and offenders' compliance with programming.	Target	60%	65%	>80%	>80%
	Actual	81.6%	86.4%		

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: % regressive case reviews. Definition: Number of case reviews that resulted in movement to a facility of greater security divided by total number of case reviews. Totals taken from Offender Services 4th Quarter report Demonstrates: This figure can be used as a barometer of offender social climate and offenders non-compliance with programming and increased disciplinary actions when compared with other data.	Target	8%	8%	<20%	<20%
	Actual	17.2%	13%		
MEASURE: % of scheduled moves initiated by classification. Definition: Tracks the percentage of scheduled moves that were a result of classification. Calculations based on manual count of cases worked that resulted in movement based upon an actual classification action. Demonstrates: The amount of movement that is triggered by classification verses those moves made for court traffic, medical/dental appointments and temporary housing prior to a classification review.	Target	75%	75%	75%	75%
	Actual	83.2%	83.7%		
MEASURE: Federal Tracking Cases worked. Definition: Federal Tracking is a process that monitors parole violators that have "Self-revoked" their parole while in other states or under Federal Jurisdictions. This is a total number of cases worked, that have been added to the Federal Track case load during the year. Demonstrates: Increases in these figures indicate an increase in offenders paroling out of state or captured in another state (or other jurisdictions) after absconding parole or self-revoking their parole. "Self Revocation" of parole has been an increasing occurrence indicating a trend.	Target	125	125	125	125
	Actual	122	113		

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of penitentiary packets (Pen Pack) prepared. Definition: Information provided to the District Attorneys who are pursuing a conviction for habitual offenders. A Pen Pack contains the history of CDOC incarcerations. Calculation figure based on total number of Pen Packs completed monthly, added together for the annual number. Demonstrates: Unit workload measure used to assess the optimum caseload figures.	Target	700	700	700	700
	Actual	754	725		
MEASURE: History records received and logged on a monthly average. Definition: Offender records sent to Inactive Records due to the offender discharging sentence. Record tracked and filed. A 10% variance from optimal target indicates a problem or need for reevaluation of optimal levels.	Target	<200	<400	<400	<400
	Actual	462	461		
MEASURE: Records, Document Imaging Unit: Scanning completed to include quality control and inserting into the electronic file system >5 inches per staff member average per day. Definition: Papers that need to be scanned are measured by inches. Each person has an optimal performance of scanning as indicated by the target. Demonstrates: A 10% variance from optimal target indicates a problem or need for reevaluation of optimal levels.	Target	>5	>5	>5	>5
	Actual	3.68	5.54		
MEASURE: Records, Document Imaging Unit: Scanning Backlog in number of boxes of documents to be scanned. Definition: 1 box is equal to 17 2 inches, average scanning per person is 5 inches per day. Measure is in boxes. Demonstrates: Workload measure, How far behind are we in scanning active offender documents into the document imaging system.	Target	<150	<150	<150	>150
	Actual	126	153.39		

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Records, Document Imaging Unit: Increase in backlog, in number of boxes. Definition: The number of boxes received minus the number of boxes scanned, equals the growth of the backlog per quarter. Demonstrates: The rate at which the scanning backlog is increasing and the severity of the need to address the issue.	Target	>2	>5	>5	<5
	Actual	7.28	7.11		
MEASURE: Records: Filing backlog / average per day of 8"-10" stacks. 1 box is equal to 2 stacks. Definition: Documents that need to be filed are measured by 8-10 inch stacks. 1 box is equal to 2 stacks. Actual number indicates number of stacks backlogged needing filed, that are more than 90 days old. Demonstrates: A 10% variance from optimal target indicates a problem or need for reevaluation of optimal levels.	Target	<50	<10	<10	<10
	Actual	29	4		
MEASURE: Records: Files pulled/requested average # per quarter. Definition: Records are requested and pulled daily by various units within DOC HQ. Indicates the number of such requests and those actually pulled. Demonstrates: A 10% variance from optimal target indicates a problem or need for reevaluation of optimal levels.	Target	1000	1000	>2000	>2000
	Actual	2,061	1,861		

Workload Assumptions

Caseloads in Time Release Operations have increased in the last 4 years reaching a level of over 4,000 per analyst where 2500 is the recommended maximum. Due to the population growth, turn over of trained staff, length of time to train new staff (18-24 months), loss of clerical support, changes in sentencing laws or court decisions that require staff to recalculate cases and increases in the processing of releases as a result of SB252, the workload has reached previously unknown levels as illustrated in the prior year performance measures.

Time Release Operations, in an effort to handle the increased caseloads and sentencing changes, modified or eliminated several processes. Modifications were made to reduce the review of earned time grants from semi-annual to once, when the offender is within 90 days of release. Official Time Computation Reports in general have been limited to a review 90 days before release or in cases where additional or amended sentences have been received. Functions that were eliminated include the tracking of out of order mitts, auditing of time files, auditing and review of earned time grants and preparing official semi-annual time computation reports.

Legislation regarding offenders' incarceration time vs. parole time has been redefined through the courts which has impacted the case loads of the Time and Release Operations staff requiring re-calculation of numerous cases. The impact of SB252 has been far more work intensive than anyone estimated.

Continued changes as a result of case law and legislation including sentencing statute changes continue to effect the Time Release Operations exponentially as each new change compounds the difficulty in calculating multiple sentences that are governed by different sentencing laws, guidelines and court decisions

The effects on the time computation systems and the related court decisions that have mandated recalculations of specific categories of cases has increased the normal workload well above what was used to estimate the effective recommended case load. These are figures currently used to determine staffing patterns. The 2500 recommended caseload needs to be reexamined in light of the numerous changes that have impacted the workload for each case.

The backlog of documents needing to be scanned is growing at a rate of over 12,250 documents per month with signs of this figure increasing at a steady rate due to new electronic files being created each day. The current backlog of documents is now approaching 590,000 documents that are part of active or recent case files. The inability to access these documents to respond to subpoenas, or administrative actions is quickly becoming a major issue as there are 170 boxes of loose documents waiting to be scanned for active offender records. If a document is required, staff must search through the boxes to find it. All documents are placed in boxes based on the date the document arrived at Central Records and they are not sorted by name or DOC number making the search a time intensive physical task.

The hardware for the Document Imaging system has past its' normal life expectancy and will need to be replaced and scanning software updated soon.

Accomplishments

- The Time Computation Program has been completed. The Business Technologies Division in conjunction with the Time Computation Office have implemented the automated Time Computation Program which will aid in the computation and auditing of the Time Computation reports and functions. 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.

- The Female Offender Classification System which is a gender-responsive instrument for evaluating the custody/risk of the female offender utilizing factors that are separate from the male offender, but equal in its relationship of usefulness and appropriateness for the gender class, has been completed which includes the opportunity for electronic signature and the reduction in paper documentation. This system has been implemented.

- 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.

The development and implementation of the Earned Time regulation and computer program has been completed and will ensure accurate and consistent granting of earned time for all eligible offenders regardless of facility placement. Recent enhancements in the earned time program have made the identification of program compliance almost fully electronic and eliminate the possibility of subjective evaluation of criteria. This provides for a reliable system for granting the appropriate amount of Earned time to an offender within the standards set by statute.

Existing Conditions

Much of this operation is dependant upon the Business Technologies Division, and due to economic issues, programs have been left unfinished and several projects have not been started. New methods of data collection are being investigated, but most are not cost effective or there are no resources readily available to develop and implement

The need for an improved, all inclusive transportation scheduling system is necessary in order to comply with the recommendation from the State Government Auditing Team. Development of these electronic systems is a priority for the Department.

There is a critical need to fully fund and update the Document Imaging system to include more staff, scanning stations, and server replacement and upgrades. Today over 90% of the active offender files are electronic, which is more than triple the amount from 4 years ago, and the numbers are increasing each day. The original staffing levels and hardware needs were never fully funded and positions were left vacant. There are approx. 595,000 active offender documents waiting to be scanned. These documents concern active cases and date back over 22 months. Due to the backlog of documents it has been increasingly difficult to respond to subpoenas for these offenders' files as many of the needed documents are waiting to be scanned and cannot be provided to the courts without having facility case managers copy the documents in the working files and send them to Offender Records. Without upgrades and expansion of the system, information will be woefully behind in the offenders' files which increases the possibility of critical errors being made in classification, movement and release of offenders. Failure to upgrade the system tempts hardware failure that would collapse the system, making the scanned data inaccessible and preventing the ability to scan or retrieve current documents.

The Case Management Tracking System (CMTS) is in need of modification and enhancement. CMTS has been in place for 6 yrs. 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.

Subprogram Specific Goals and Objectives

Objective 1.1: 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)

Objective 1.2: By November, 2008 complete the three phases of design, development and implementation of the High Risk Management Unit within the Office of Offender Services.

Objective 1.3: Phase II by November, 2008 have developed and implemented the High Risk Offender Management Unit within the Office of Offender Services, establishing the unit mission, goals, values and operating practices.

Objective 2.1: 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 2008).

Objective 2.2: By July 2008, develop an action plan and estimates for eliminating the backlog of documents waiting to be scanned

Objective 2.3: 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 3.1: Develop and maintain systems, procedures and standards to identify Sexually Aggressive Behavior Offenders, assess the level of risk and coordinate placement and housing of these offenders in cooperation with the Office of the Inspector General PREA Unit, Central Classification Unit and Facility Management.

Similar or Cooperating Programs: The Office of Offender Services has no counterpart in any other system at this time. The vast and varied combination of duties is a unique concept which has attracted a great deal of attention among other state correctional systems. New Mexico and

Idaho have been so impressed that they are constantly inquiring about our systems and adapting them for their own use.

Offender Services has responded to inquires regarding our systems to the following states and governments who wish to model some or all of our systems for their use: Wyoming, Virginia, New Mexico, Idaho, North Carolina, Florida, Texas, Maryland, Missouri, Arizona, Wisconsin, and the Governments of Singapore and Scotland.

Stakeholders

Customer	Requirement
Governor	Maintain accurate information regarding offenders and provide a representative to the clemency board.
Judicial	Provide subject matter experts for testimony regarding offenders classification, time, and records.
Public	Respond to inquires and provide notification to the public regarding offenders in, or, releasing from our custody.
EDO	To properly assign offenders to facilities in the name of the director.
DOC	Calculate sentences, respond to inquires regarding offenders, maintain proper records and maintain an objective classification system.
Facilities	Maintain facility capacity with offenders appropriate for that facility. Maintain a legally defensible disciplinary process and administer the case management and classification system.

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
3) SUPPORT SERVICES												
C) OFFENDER SERVICES	2,418,814	208,717	6,195	0	0	(13,147)	(3,155)	2,617,424	41.8	0.0	0.0	41.8
Personal Services	2,363,160	208,717	6,150	0	0	(13,147)	0	2,564,880	41.8	0.0	0.0	41.8
Operating	52,499		45	0	0	0	0	52,544				
Start-up	3,155		0	0	0	0	(3,155)	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Offender Management 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	94,212	1.0	96,756	1.0			109,344	1.0	109,344	1.0
Gen Professional VI			90,956	1.0			98,772	1.0	98,772	1.0
Gen Professional V	83,688	1.0	157,696	2.0			169,968	2.0	169,968	2.0
Gen Professional IV	220,803	3.0	120,396	2.0			128,784	2.0	128,784	2.0
Gen Professional II	53,678	1.0	52,818	1.0			55,068	1.0	55,068	1.0
Case Manager II	468,340	6.8	521,598	7.9			575,220	8.0	575,220	8.0
Case Manager I	125,693	2.0	123,216	2.0			131,616	2.0	131,616	2.0
Correctional Officer IV	73,589	1.0							0	0.0
Program Assistant II	89,635	2.0	81,648	2.0			85,296	2.0	85,296	2.0
Program Assistant I	189,632	5.0	285,311	6.5			326,512	7.0	326,512	7.0
Data Specialist			44,676	1.0			48,972	1.0	48,972	1.0
Rec Admin I	59,150	1.0	61,680	1.0			64,440	1.0	64,440	1.0
Admin Assistant III	228,654	6.4	258,982	7.0			351,426	8.8	351,426	8.8
Admin Assistant II	136,589	5.0	164,778	5.5			172,392	5.0	172,392	5.0
Admin Assistant I									0	0.0
Subtotal: - S09	1,823,663	35.2	2,060,511	39.9			2,317,810	41.8	2,317,810	41.8
Salary Subtotal	1,823,663	35.2	2,060,511	39.9			2,317,810	41.8	2,317,810	41.8
PERA @ 10.15%	188,452		206,111				235,258		235,258	
Other Retirement Plans										
Medicare Tax @ 1.45%	20,549		23,980				33,608		33,608	
Compensation Match										
Base Reduction -.51%									(13,147)	
Other Personal Services										
Part-time/Temporary										
Contractual Services			3,258							
Overtime Pay	39,289		21,616							
Retirements/Payouts	28,139									
Sick Leave Conversion										
Tuition Reimbursement			112							
Vacancy Savings							0		0	
Subtotal of Personal Services	2,100,094	35.2	2,315,587	39.9	2,363,160	41.8	2,586,676	41.8	2,573,529	41.8

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Offender Management 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
General Fund	2,100,094	35.2	2,315,587	39.9	2,363,160	41.8	2,586,676	41.8	2,573,529	41.8
POTS - Expenditures										
Shift Differential	11		23						0	
Health/Life Insurance	74,978		121,291				151,296		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	2,689		2,377				2,937		0	
AED/SAED	3,783		14,492				29,677			
Salary Survey							184,995 *			
Anniversary							*			
Pay for Performance							29,652 *			
Medicare Change							*			
Unemployment Security Payments										
Difference							(8,869)		(14,799)	
Total Continuation Personal Services	2,181,555	35.2	2,453,772	39.9	2,363,160	41.8	2,761,717	41.8	2,558,730	41.8
General Fund	2,181,555	35.2	2,453,772	39.9	2,363,160	41.8	2,761,717	41.8	2,558,730	41.8
Cash Fund										
ANNUALIZATION ITEMS - PERSONAL SERVICES										
External Capacity Impacts Annualization									3,080	
DWCF Double Bunking Annualization									3,070	
TOTAL ANNUALIZATION ITEMS									6,150	0.0
Grand Total Continuation Personal Services	2,181,555	35.2	2,453,772	39.9	2,363,160	41.8	2,761,717	41.8	2,564,880	41.8
General Fund	2,181,555	35.2	2,453,772	39.9	2,363,160	41.8	2,761,717	41.8	2,564,880	41.8
Cash Fund										
DECISION ITEM - Personal Services										
TOTAL DECISION ITEMS									0	0.0

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Offender Management 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									2,564,880	41.8
General Fund									2,564,880	41.8
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							2,171,612	39.5	2,363,160	41.8
Previous Year Special Bills/Supplementals							(5,047)	(0.1)		
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							113,366		184,995	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									23,722	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							60,747	1.4	6,150	0.0
Base Adjustment - .51%							(11,400)		(13,147)	
Adjustments (Decision Items, other)							33,882	1.0	0	0.0
Total Personal Services Appropriation/Request							2,363,160	41.8	2,564,880	41.8
General Fund							2,363,160	41.8	2,564,880	41.8
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	1,822,827	36.8	2,171,612	39.5						
Supplemental			(5,047)	(0.1)						
Special Bills - HB 98-1242										
Additional Federal Funds										
Transfers										
Reversions			(5,880)							
Subtotal	1,822,827	36.8	2,160,685	39.4						
General Fund	1,822,827	36.8	2,160,685	39.4						
Cash Fund										
Allocated Pots (should match summary table)										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Offender Management 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
Salary Survey/Anniversary	276,466		150,366				184,995			
Anniversary							0			
Pay for Performance							29,652			
Shift Differential							0			
Medicare change										
Health/Life Insurance	74,867		121,291				151,296			
HB 00-1215							0			
Short Term Disability	2,689		2,377				2,937			
AED	4,706		19,053				29,677			
POTS Subtotal	358,728		293,087				398,557			
General Fund	358,728		293,087				398,557			
Total Personal Services	2,181,555		2,453,772				2,761,717	41.8	2,564,880	41.8
Total Actual Personal Services	2,181,555		2,453,772				2,761,717	41.8	2,564,880	41.8
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2170 Waste Disposal Services									0	
2230 Equip. Maintenance/Repair	2,587								0	
2231 ADP Equip. Maint/repair Svcs.	839		260				260		260	
2232 Equipment Maintenance	20		1,162				1,162		1,162	
2240 Motor Vehicle Maint/Repair Svcs.									0	
2252 Vehicle Mileage Charge	4,181		5,029				5,029		5,029	
2253 Rent for Equipment	7,157		8,219				8,219		8,219	
2259 Parking Fee Reimbursement	11		108				108		108	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	3,717		1,510				1,510		1,510	
2530 Travel - Out of State									0	
2531 Travel - OS Common Carrier	1,109		2,346				2,346		2,346	
2532 Travel - OS Per Diem	1,157		1,939				1,939		1,939	
2610 Advertising/Publicity									0	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside	1,981		1,507				1,507		1,507	
2680 Printing/Reproduction Svcs.									0	
2810 Freight									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Offender Management 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
2820 Other Purchased Svcs.			904				904		904	
2830 Office Moving									0	
3110 Other Supplies and Materials	1,433		471				471		471	
3112 Automotive Supplies									0	
3113 Clothing Uniform	1,782		332				332		332	
3115 Data Processing Supplies	2,013		1,727				1,727		1,727	
3116 Purchased Software	2,375		14				14		14	
3117 Educational Supplies	280								0	
3120 Library Books/Period./Subs.			413				413		413	
3121 Office Supplies	9,432		10,726				11,606		11,606	
3122 Microfilm Photo Supp./Service									0	
3123 Postage	160		129				129		129	
3124 Printing	2,346		4,052				4,052		4,052	
3126 Repair/Maint. Supplies									0	
3128 Noncapitalized Equipment	2,135		5,970				5,970		5,970	
3140 Noncapitalized IT - PCs	4,117		830				830		830	
3143 Non Capitalized IT Purchases - Other			2,030				2,030		2,030	
4111 Prizes, Awards Inmate Kick out)	6								0	
4140 Dues and Memberships			374				374		374	
4170 Misc. Fees									0	
4180 Official Functions	442		867				867		867	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	1,720		700				700		700	
6420 Furniture & Fixtures-lease Purch										
Total Operating Expenses	51,000		51,619		52,499		52,499		52,499	
General Funds	51,000		51,619		52,499		52,499		52,499	
Cash Funds										
ANNUALIZATION ITEMS - OPERATING										
DWCF Double Bunking Annualization									45	
TOTAL ANNUALIZATION ITEMS									45	
Grand Total Continuation Operating	51,000		51,619		52,499		52,499		52,544	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Offender Management 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 Funds	51,000		51,619		52,499		52,499		52,544	
Cash Funds										
Reconciliation										
Long Bill Appropriation	51,044		51,636							
Supplemental			(17)							
Transfer										
Reversions	(44)									
Subtotal	51,000		51,619							
DECISION ITEM - OPERATING										
TOTAL OPERATING - DI									0	
START-UP			6,876		3,155		3,155			
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										
Cash Funds	0		0		0		0		0	
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: OFFENDER SVCS. 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	**2,232,554**	**2,512,267**	**2,418,814**	**2,817,371**	**2,617,424**
General Fund	2,232,554	2,512,267	2,418,814	2,817,371	2,617,424
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: **(3) SUPPORT SERVICES**
(D) Communications

Line Items:
Personal Services
Operating Expenses
Multiuse Network Payments
Dispatch Services
Communications Services Payments

Change Request(s):
DI #1 External Capacity Caseload Increase
DI #2 Parole/Parole ISP/Re-Entry Caseload Increase
DI #4 Mental Health Caseload
DI #5 Community Corrections Caseload Increase
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: CRS 17-1-103 CRS - Duties of the executive director. CRS 24-30-908.5 - Public safety communications trust fund - creation.

Program Description: The Communications Subprogram (Unit) exists in full support of the Colorado Department of Corrections' (DOC) mission and goals. This centralized service provides Management, Operations, and Support Services with consistent, efficient, and appropriately secure technologically sound voice communication systems and devices for staff and offenders. The Unit constantly monitors industry changes to ensure application of state-of-the-art technology and operational practices in the telecommunications field and continues to provide the DOC with cost effective service that optimizes sound fiscal management, while maintaining the security and control that the environment requires. When and where possible, the Unit strives to be progressive and make professional decisions to upgrade the technology and equipment to current industry standards within the DOC operating boundaries.

Total FTE: 8.2

Services Provided
The Communications Subprogram provides planning for the inclusion of new technology, development of existing infrastructure and equipment, installation of voice equipment for new sites/offices/facilities, management of operating funds and billing procedures, and maintenance of all voice hardware and equipment for staff and inmate telephone systems, radios, pagers, cell phones, blackberry devices, and video conferencing. The Unit reviews all invoices for verification of services and charges prior to payment for telecommunication services, trunks, and

circuits by the accounts payable department. Further, the Unit monitors industry and technological changes for possible implementation or upgrade to existing facilities while planning for long range consistency. The Unit strives to ensure fiscal responsibility and to maintain current levels of quality and service expectation within an expanding department driven by rising inmate population and maximization of staffing resources.

Functions and Activities Summarized

Priority	Function
1	Radio Communications
2	Private Branch Exchange (PBX) Communications
3	Video Conferencing
4	Pagers
5	Cellular
6	Billing Review & Administration

Analysis of Functions and Activities

Radio Communications: Functions and activities include monitoring the developments and changes within the digital radio industry and coordinating optimum changes with the regulating authority of the Department of Personnel and Administration (DPA), Division of Information Technologies (DoIT). This unit coordinates and ensures consistency in the DOC radio programming templates as well as implements appropriate changes to the templates for more functional operation within the user applications. Other activities are to coordinate DoIT approval for purchases, maintain DOC master inventory listing, assist in installations, and provide training and instruction on systems and individual configurations.

Radio communication remains a priority life safety issue for the majority of the employees within the DOC. Maintaining records of all the equipment and ensuring that equipment is functional and distributed quickly and optimally is a prime objective. Control and management of this area is necessary to ensure that sound fiscal practices are employed while, at the same time, meeting the security and communication needs of 24-hour per day staffing.

Cost comparisons in radios cannot be charted or cross-functionalized. Operating funds for radios come from facility funding and capital outlay monies. The number of radios used in a given location is controlled by the number of staff at the location that requires radio communication and the funding available to purchase equipment. DOC utilizes statewide contracts and bids as well as any cost reduction published sales for purchasing radio equipment in order to maximize the funds allocated.

DOC is fully participating in the State's Digital Trunked Radio (DTR) network in accordance with Colorado State Statute (CRS) 24-30-908.5. The DOC purchased 800 MHz radio infrastructure converted by Department of Information Technology (DoIT) to DTR standards, DOC can now utilize the DTR at all our correctional facilities and Parole offices. DOC continues to strive to enhance and expand the DTR as well as work with additional agencies on the interoperability issues that face the growing network.

Private Branch Exchange (PBX) Communications: PBX duties are to design, purchase, install and program all necessary voice switches and hardware as well as install and maintain cable plant for both new and existing facilities. The Unit provides voice system administration and switch management for all facilities. End-user training is provided by the BT-Communications staff.

BT-Communications administers fifteen large PBX switches, and twelve electronic key systems in Corrections sites throughout the state. Additionally, the Unit ensures that basic phone and fax service are provided to those offices/locations/sites that have smaller staffing patterns. Budget allocations pay for all line/trunk charges as well as toll calls from Canon City facilities and the Headquarters office in Colorado Springs. The Unit reviews all bills for trunk charges before payment and makes recommendations and/or changes to ensure use of the most cost effective service. Application of voice communication utilizing Voice over IP (VoIP) phone sets are being beta-tested at some sites to obtain a basis for comparison and VoIP trunks are being utilized between major facilities for toll call avoidance . Information is being collected to include ease of use, end-user satisfaction, maintenance parameters, and installation issues.

DOC has adapted wireless headset systems to enable more productivity for staff in areas like control centers where they now have voice communication and the mobility to be multi-tasking. VoIP continues to be a part of the overall plan for converging and utilizing more of the Multi-use Network (MNT) project bandwidth that the DOC has on site. The Unit continues to focus on risk management plans for catastrophic failures, cleanup and verification of data in our PBX equipment, additional migration from legacy to VoIP based systems, and additional features, training, and information for the users.

Video Conferencing: Duties include management of the video network and all its components throughout the DOC. The Unit provides information for interfacing with state, judicial and medical providers, facilitates and coordinates the installation, maintenance and repair of network equipment and video units; recommends and purchases ongoing enhancements and additional equipment, and pushes upgrades to the software and peripherals used on the video network. On an as needed basis: design and recommend network expansion; diagnose and resolve difficulties with conferences in progress; provide training for on-site facilitators; and inform external agencies on DOC network capabilities to ensure video teleconference compatibility.

DOC continues the expansion of the video network and has installed a new Internet Protocol (IP) bridge to allow us greater depth and capability in connecting to sites for video conferencing. With this unit, we now have capability to create multiple simultaneous conferences and offer voice conferencing services as well. Currently we have over 45 functional video sites throughout the state, including private prisons, that allow DOC to reduce some travel costs and increase security through decreased transportation of high-risk inmates. Multiple conferences of point-to-point and group conferences for training, medical, meetings, and judicial activities continue to be daily occurrences.

The efficiency and effectiveness of the video network is improving and DOC has created a fully functioning IP network for the video conferences. Most sites have more than one location within that site that is able to conduct video conferences, which again increases the capacity for video

conferencing. Use of video conference has expanded capabilities for Parole Board, federal arraignments, INS detainment hearings, YOS transition program meetings, telemedicine consults, video psychiatry groups and sessions, and meetings of all kinds. More training sessions are being conducted by video conference to help reduce travel time and per-diem costs.

Pagers: The Unit evaluates and identifies providers and equipment for paging services throughout the state, in accordance with mandatory and permissive state bids. Equipment is obtained, managed, and tracked for accountability as well as replacement when necessary. Invoices are received electronically as well as hard copy and all billings are verified and disseminated to the appropriate cost centers. Information necessary for end-users to utilize alpha paging is kept current on the DOCNet site. The unit also procures the spare pagers for inventory and immediate replacement for critical assignments.

An alternate method of exchanging information is the use of pagers. BT-Communications staff oversees management of approximately 984 alpha and numeric pagers and 35 group paging numbers, statewide. Choice of providers, types of equipment, maintenance/repair, billing review, and training in the use and application of pagers are all the responsibility of BT-Communications. Monthly operating costs for the pagers themselves are funded through the facility operating lines.

Cellular Phones & Blackberry Devices: The Unit evaluates and identifies effective providers, appropriate equipment, and fiscally sound calling plans for cellular phone service. Evaluate and ensure that all requests for cellular phones are in compliance with DOC regulations and that appropriate spending authorization exists. This unit is also responsible for tracking and inventory of all cellular equipment, reviewing bills, and to facilitate repair and replacement needs for current equipment.

Cellular phones are authorized and provided as a means of efficient mobile communication for staff members who travel to enable them to continue conducting business during that travel. Additionally, cellular phones provide a security factor enabling communication when other forms may not be available. All on-call duty staff use cellular phones as an alternative means of communication. The addition of Blackberry devices has allowed many of the highly mobile staff to remain connected to the data network, receive their e-mails and access database information while on the go. Through the use of software, DOC has enabled the blackberry devices to receive pages from within DOC to further enhance the alternative forms of communication. The BT-Communications office orders and activates cellular phones once administrative approval has been granted; selects an air time vendor and calling plan based on calling patterns; tracks all equipment including electronic serial numbers (ESN) for security purposes and inventory; compiles and reviews all cellular air time bills for appropriate use and coding for payment; and coordinates equipment repair or replacement. DOC utilizes pooled minute plans for most cellular and blackberry users to reduce the operating cost for this type of communication.

Billing Review & Administration: The Unit practices sound fiscal management by reviewing all of the billings for appropriate utilization of the lines, circuits, and trunks. The unit also reviews and authorizes payment for billings from all vendors. This ensures that DOC is only paying for those services received and paying the appropriate amount based on mandatory state contracts

and current billing agreements. The Unit creates orders for and maintains records on all installation and disconnection of lines and circuits, to ensure that billing is consistent with the start and stop dates of the services. When needed, disputes or questions regarding billings are generated and followed through to completion by the Unit. Post-warranty maintenance contracts are reviewed frequently for accuracy of equipment covered, added, and removed.

Shared Functions and Activities

All forms of communications activity, whether verbal, visual or electronic, affect all areas within the DOC. The Unit provides essential services to all levels and subunits within the DOC. Staff coordinates the procurement, programming, and use of radios, pagers, cellular phones and all forms of telecommunications. Security of facilities and offenders depends upon the ability of staff to quickly and effectively convey, share, and retrieve information. Department goals can only be met through the use of high speed services and networking functionality to provide the most effective communication tools.

In the constantly changing and evolving highly technical field of communications and networking, the Unit staff makes recommendations for systems and equipment necessary to provide integrated telecommunication networks. The Unit also provides the labor and expertise necessary for the majority of the installation and maintenance for these systems. Staff continue to position the DOC to take advantage of the new technologies while maximizing the return on investment of the equipment already owned. Each of the FTE assigned to the BT-Communications Subprogram have overlapping workloads and responsibilities within the functional areas and provide maximum amount of service and support.

Prioritized Objectives and Performance Measures:

Objective: By June 30, 2008, have installed video conferencing equipment at Crowley County Correctional Facility. This is the last remaining site to be installed, as in 2007, the Parole Board changed the priority and asked for Huerfano Correctional Facility to be completed first. All installations are in accordance with HB04-1395.

Objective: By July 1, 2008, maintain existing central support levels for all DOC facilities and field organizations consistent with the overall growth of departmental caseloads.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Total DOC staff. Definition: Total number of staff within DOC.	Target	6,076	6,076	6,340	6,385
Demonstrates: Total number of staff supported by communications staff.	Actual	5,772	6,097.4		
MEASURE: Total staff phones. Definition: Total number of phones, faxes and modems.	Target	6,630	5,570	6,712	6,712
Demonstrates: Total phone devices supported by communications staff.	Actual	5,570	6,646		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Cellular phones. Definition: Total number of cellular phones within DOC. Demonstrates: Total cellular devices supported by communications staff.	Target	547	732	863	922
	Actual	666	848		
MEASURE: Pagers. Definition: Total number of pagers assigned to DOC staff. Demonstrates: Total number of pagers supported by communications staff.	Target	1,381	1,300	993	1,021
	Actual	1,280	984		
MEASURE: Radios. Definition: Total number of radios in use within DOC facilities. Demonstrates: Total number of radios administered by communications staff.	Target	3,125	4,436	2,563	2,720
	Actual	4,436	2,485		
MEASURE: Video units. Definition: Total number of video units on the DOC network. Demonstrates: Total number of units supported by communications staff.	Target	40	60	50	55
	Actual	45	45		
MEASURE: Billing Administration Definition: Average Number of billings per month reviewed for payment. Demonstrates: Fiscal responsibility & accuracy of billings and charges prior to payment.	Target	716	716	317	312
	Actual	658	305		

Optional Elements – Other Trends and Baseline Information

Trends

The growth of the Department of Corrections, the geographic spread of its facilities and the reductions in staff is increasing the demand for secure, reliable, and multi-functional communications networks, mobile communications, video teleconferencing, and compatibility with other systems and agencies. The rapid advancement of telecommunications technology and increased end-user awareness has raised the expectations for the speed and options associated with telecommunications networks.

The geographic spread of the Department makes a reliable facility-based telecommunication network essential and critical, which leads staff to increased dependency on the rapid exchange of real-time information. This necessitates the use of available mobile systems including radios, pagers, Blackberry devices, and cellular phones to access the essential data housed within the DOC data warehouse and other state agencies data bases.

Safe and secure transportation of inmates between facilities, to court appearances, to medical appointments, etc. depends upon reliable and secure radio communication systems. Pursuant to CRS 24-30-908.5, by June, 2007, DOC will have all facilities converted to the digital 800 MHz radio system. This enhances the ability to communicate within all of DOC regardless of site, as well as provide interoperability with other agencies, law enforcement, and mutual aid organizations. The DOC fully expects DoIT to gain sufficient funding to purchase additional infrastructure equipment necessary to enhance coverage throughout the statewide 800 MHz DTR network.

Increased use of video conferencing as a means of effective communication without the time, expense, and risk of transporting inmates has become more acceptable and available. As the Department continues to expand its needs for video conferencing, the potential for judicial purposes, parole board hearings, tele-medicine, training opportunities, and general staff use for meetings and conferences will continue be fully realized. The Department is an active participant in the migration of current frame relay and microwave transmission circuits to Asynchronous Transfer Mode (ATM) as part of the Governor's mandated MNT.

The benefits of advancing and changing telecommunications technologies is constantly weighed against the substantial costs for installation, training to support, and maintenance of these networks.

Workload Assumptions

- Networking carriers and contractors are not significantly changed from the current structures.
- Increases in private sector costs are minimal and do not have a significant impact on projections.
- Personnel projections for staff are accurate.
- The majority of splicing and cable pulls for new facilities will continue to be contracted out utilizing personal services monies.
- DOC projections for additional facilities and sites have not changed significantly from their current levels.

Accomplishments

- Continued training on the ability to dial facilities without incurring long distance charges has provided a cost savings that has enabled the Unit to improve services in other areas. This feature also continues to provide centralized functions such as payroll, human resources, and

maintenance, more rapid communication with outlying sites and enables the staff to more rapidly report problems and concerns to these centralized areas.

- Successfully routed internal 911 calls at all facilities to go to the Master Control for action. Master Control phones are programmed with appropriate speed-dial numbers to locate the various emergency services. This will allow faster clearance and appropriate notifications to all affected areas.

- The Unit continues to refine the various radio templates to match the changes within the organization. This is aiding in standardizing the radios for all units which helps to avoid confusion among the end users. As additional local law talk groups are required, the appropriate Memorandum of Understanding is being created and the templates are being adjusted. Reports from the users indicate that this is enhancing their ability for daily contact with outside agencies.

Subprogram-Specific Goals and Objectives

Goal #1: To develop and maintain critical DOC information systems by upgrading and maintaining progressive and reliable computer systems.

Objective 1.1: By June 30, 2009, utilizing the inventory of all telecommunications voice, video and data transmission sources, speeds and band widths in the DOC, develop a plan for convergence of all into one network for increased efficiency and more cost effective use of the MNT bandwidth at the facilities.

Goal #2: To develop and implement plans for the management of current and future offender populations and their special needs, including the appropriate use of private service providers.

Objective 2.1: By June 30, 2009, plan and implement appropriate telecommunications for all DOC expansion and construction projects to meet project specific needs and time lines.

Similar or Cooperating Programs: None.

Stakeholders:

Customer	Requirement
DOC Staff	All levels and functions require voice communications.
Program Staff	Specialized needs for mobile systems in Community and Parole programs.
Inmates	Real-time communication with families and other support agents is supported by DOC.
Public	Associated costs to taxpayers mandate the public as major stakeholders.
Legal/Court Systems	State/Federal and Parole utilize video-conferencing for effectiveness/efficiency.
Facility Staff	Radio and voice communications are a mission critical, life and safety need.

Customer	Requirement
Clinical Services	Video-conferencing for telemedicine & telepsychiatry allows for effectiveness and efficiency measures.
State Govt. Agencies	Delegated authority enhances DOC communication services while reducing Division of Information Technologies (DoIT) workload.

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
3) SUPPORT SERVICES												
D) COMMUNICATIONS	4,890,201	38,174	7,485	0	179,874	(3,070)	0	5,260,136	8.2	0.0	0.0	8.2
Personal Services	562,454	38,174	0	0	0	(3,070)	0	597,558	8.2	0.0	0.0	8.2
Operating	1,459,640		7,485	0	40,095	0	0	1,507,220				
Multi Use Network-New Line	1,078,262		0	0	139,779	0	0	1,218,041				
Dispatch Services	230,270		0	0	0	0	0	230,270				
Communication Services Payments	1,559,575							1,707,047				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Communication 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
Position Detail										
Gen Professional III	60,084	1.0	61,704	1.0			64,464	1.0	64,464	1.0
Telecomm Spec III/Elec Spec III	135,541	2.0	133,644	2.0			139,896	2.0	139,896	2.0
IT Professional IV/V	82,907	1.0	100,728	1.0			105,240	1.0	105,240	1.0
IT Professional III	75,084	1.0	77,112	1.0			80,568	1.0	80,568	1.0
Prg Asst I	46,536	1.0	47,796	1.0			51,464	1.0	51,464	1.0
Admin Assistant III	45,644	1.1	87,480	2.0			92,780	2.0	92,780	2.0
Admin Assistant II							5,950	0.2	5,950	0.2
Subtotal: - C09	445,796	7.1	508,464	8.0			540,362	8.2	540,362	8.2
Salary Subtotal	445,796	7.1	446,495	8.0			540,362	8.2	540,362	8.2
PERA @ 10.15%	44,193		44,976				54,847		54,847	
Other Retirement Plans										
Medicare Tax @ 1.45%	5,481		5,570				7,835		7,835	
Compensation Match										
Base Reduction -.51%									(3,070)	
Other Personal Services										
Part-time/Temporary										
Contractual Services			9,555							
Employment Security Payments										
Overtime Pay										
Retirements/Payouts										
Conversion of Sick Leave										
Tuition Reimbursement										
Vacancy Savings							0		0	
Subtotal of Personal Services	495,470	7.1	506,596	8.0	562,454	8.2	603,044	8.2	599,974	8.2
General Fund	495,470	7.1	506,596	8.0	562,454	8.2	603,044	8.2	599,974	8.2
POTS - Expenditures										
Shift Differential			38						0	
Health/Life Insurance	15,534		16,307				22,752		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	656		518				692		0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Communication 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
AED/SAED	921			3,165						7,064					
Salary Survey										32,606	*				
Anniversary											*				
Pay for Performance										6,960	*				
Medicare Change											*				
Unemployment Security Payments															
Difference										(1,024)			(2,416)		
Total Continuation Personal Services	512,582		7.1	526,623		8.0	562,454		8.2	632,528		8.2	597,558		8.2
General Fund	512,582		7.1	526,623		8.0	562,454		8.2	632,528		8.2	597,558		8.2
DECISION ITEM - Personal Services															
TOTAL PERSONAL SERVICES													597,558		8.2
General Fund													597,558		8.2
Calculation of Personal Services Appropriation															
Previous Year Long Bill Appropriation										484,377		8.2	562,454		8.2
Previous Year Special Bills/Supplementals															
PERA BILL - HB 00-1458													0		
PERA Reduction/Increase															
Base Reduction 1%															
Expansion FMCC & CSP															
Salary Survey - classified employees										80,903			32,606		
Annualized Anniversary (Option 8)-classified													0		
Pay for Performance													5,568		
Amortization Equalization Disbursement (AED)													0		
Medicare Incremental Increase													0		
Annualization															
Base Adjustment - .51%										(2,826)			(3,070)		
Adjustments (Decision Items, other)													0		
Total Personal Services Appropriation/Request										562,454		8.2	597,558		8.2
General Fund										562,454		8.2	597,558		8.2

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Communication 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
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	456,592	8.2	484,377	8.2						
Supplemental										
Special Bills										
Additional Federal Funds										
Transfers										
Reversions			(682)							
Subtotal	456,592	8.2	483,695	8.2						
General Fund	456,592	8.2	483,695	8.2						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	38,620		22,975				32,606			
Anniversary							0			
Pay for Performance							6,960			
Shift Differential							0			
Medicare change										
Health/Life Insurance	15,533		16,306				22,752			
HB 00-1215										
Short Term Disability	656		517				692			
AED	1,181		3,130				7,064			
POTS Subtotal	55,990		42,928				70,074			
General Fund	55,990		42,928				70,074			
Total Personal Services	512,582		526,623				632,528	8.2	597,558	8.2
Total Actual Personal Services	512,582		526,623				632,528	8.2	597,558	8.2
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2170 Waste Disposal Svc	661		788				788		788	
2230 Equip. Maintenance/Repair	21,550		32,903				32,903		32,903	
2231 ADP Equip. Maint/Repair Svc.	29,228								0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Communication 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
2232 Software Maintenance/Upgrades	11,052		278,590				278,590		278,590	
2240 Motor Vehicle Maint/Repair	673								0	
2250 Miscellaneous Rentals			660				660		660	
2252 Vehicle Mileage Charge	35,157		37,809				37,809		37,809	
2253 Rent for Equipment	2,484		2,656				2,656		2,656	
2254 Rental of Motor Vehicles									0	
2255 Rental Of Buildings	660								0	
2259 Parking Fee Reimbursement	12		77				77		77	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	1,615		6,405				6,405		6,405	
2513 Travel - IS Vehicle Reimbursement			4				4		4	
2531 Travel - OS Common Carrier			713				713		713	
2532 Travel - OS Per Diem			2,288				2,288		2,288	
Out-of-State reduction 15%									0	
2630 Comm Svc from Div of Telecom	61,119		69,000				69,000		69,000	
2631 Comm Svc from Outside Source	728,751		512,969				610,344		610,344	
2660 Insurance									0	
2680 Printing and Reproduction									0	
2710 Purchased Medical Services			25				25		25	
2810 Freight			65				65		65	
2820 Other Purchased Svcs.	54,190								0	
3110 Other Supplies & Materials	177		39				39		39	
3112 Automotive Supplies			23				23		23	
3113 Clothing/Uniform Allowance									0	
3114 Custodial									0	
3115 Data Processing Supplies	2,562		8,744				8,744		8,744	
3116 Purchase/Lease Software	180,536		777				777		777	
3117 Educ./Rec. Supplies/Service									0	
3120 Library Books/Period./Subs.	3,139								0	
3121 Office Supplies	2,730		5,216				5,216		5,216	
3123 Postage	1,947		1,301				1,301		1,301	
3124 Printing									0	
3126 Repair/Maint. Supplies	501								0	
3128 Noncapitalized Equipment	18,555		48,765				48,765		48,765	
3140 Non Capitalized IT Purchases - PCs	11,786		11,581				11,581		11,581	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Communication 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
3141 Non Capitalized IT Purchases - Servers	4,456		5,168				5,168		5,168	
3143 Non Capitalized IT Purchases - Other	11,295		15,735				15,735		15,735	
4100 Other Operating Expense									0	
4110 Losses									0	
4111 Prizes and Awards									0	
4140 Dues and Memberships	398		401				401		401	
4170 Misc. Fees									0	
4180 Official Functions									0	
4220 Registration Fees	4,428		18,830				18,830		18,830	
4240 Moving Expenses									0	
6210 ADP Capital Equipment									0	
6213 IT Software Direct Purchase			46,565				46,565		46,565	
6214 IT - Other	53,252		246,847				246,847		246,847	
6280 Equipment	43,262		7,320				7,320		7,320	
Operating Expenses	1,286,178		1,362,265		1,459,640		1,459,640		1,459,640	
General Funds	1,286,178		1,362,265		1,459,640		1,459,640		1,459,640	
Cash Funds	0		0		0		0		0	
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									5,265	
DWCF Double Bunking Annualization									2,220	
TOTAL ANNUALIZATION ITEMS									7,485	
Grand Total Continuation Operating	1,286,178		1,362,265		1,459,640		1,459,640		1,467,125	
General Funds	1,286,178		1,362,265		1,459,640		1,459,640		1,467,125	
Cash Funds	0		0		0				0	
Reconciliation										
Long Bill Appropriation	1,275,675		1,354,898							
Supplemental	11,252		7,371							
Restrictions										
Reversions	(749)		(4)							
Subtotal	1,286,178		1,362,265							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Communication 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 - OPERATING										
DI # 1 External Capacity Increases									720	
DI # 2 Parole/Parole ISP/Re-Entry Caseload									21,780	
DI # 4 Mental Health Caseload									8,550	
DI # 5 Community/Community ISP Caseload									1,395	
DI # 5 External Capacity Impacts										
DI # 7 Academic & Vocational Instructors									3,600	
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									3,150	
DI #11 Planning and Analysis Statisticians									900	
TOTAL OPERATING - DI									40,095	
GENERAL FUND									40,095	
CASH FUND									0	
CASH FUND EXEMPT										
Multi Use Network	1,052,531		955,861		1,078,262		1,078,262		1,078,262	
General Funds	996,011		904,532		1,020,360		1,020,360		1,020,360	
Cash Funds									0	
Cash Funds Exempt	56,520		51,329		57,902		57,902		57,902	
Reconciliation										
Long Bill Appropriation	987,757		1,043,094							
Supplemental	64,774		(87,233)							
Restrictions										
Reversions										
Subtotal	1,052,531		955,861							
MNT Unprioritized Decision Item									139,779	
General Funds									132,273	
Cash Funds									0	
Cash Funds Exempt									7,506	
DISPATCH SERVICES	230,270		221,431		230,270		230,270		230,270	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Communication 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
Reconciliation										
Long Bill Appropriation	230,270		230,270							
Supplemental										
Restrictions										
Reversions			(8,839)							
Subtotal	230,270		221,431							
Unprioritized Decision Item										
COMMUNICATIONS SERVICES PAYMENTS	1,368,791		1,562,881		1,559,575		1,559,575		1,559,575	
General Funds	1,368,791		1,562,881		1,559,575		1,559,575		1,559,575	
Cash Funds					0		0		0	
Cash Funds Exempt					0		0		0	
Reconciliation										
Long Bill Appropriation	1,352,841		1,460,947							
Supplemental	15,950		101,934							
Restrictions										
Reversions										
Subtotal	1,368,791		1,562,881							
Unprioritized Decision Item - Comm. Services									147,472	
General Funds									147,472	
Cash Funds									0	
Cash Funds Exempt									0	
START-UP	0		0				0		0	
DECISION ITEM - START-UP										
									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										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Communication 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
Cash Funds	0		0		0	0.0	0	0.0	0	0.0
Cash Fund Exempt	56,520		51,329		57,902		57,902		65,408	
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **COMMUNICATIONS 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	**4,450,351**	**4,629,061**	**4,890,201**	**4,960,275**	**5,260,136**
General Fund	4,393,831	4,577,732	4,832,299	4,902,373	5,194,728
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	56,520	51,329	57,902	57,902	65,408
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds					
General Fund # 100					
Private Prison Monitoring Fees	0	0	0	0	0
Total Cash Funds	*0*	*0*	*0*	*0*	*0*
Cash Funds Exempt					
General Fund # 100					
Sales Revenues from CI	56,520	51,329	57,902	57,902	65,408
Total Cash Funds Exempt	*56,520*	*51,329*	*57,902*	*57,902*	*65,408*

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(3) Support Services**
(E) Transportation

Line Items: Personal Services
Operating Expenses
Vehicle Lease Payments
Start-up Costs

Change Request(s): DI #1 External Capacity Caseload Increase
DI #2 Parole - Parole ISP - Re-Entry Caseload Increase
DI #5 Community Corrections Caseload Increase
DI #6 External Capacity Impacts

Federal/State Statutory and Other Authority: 17-1-103.7 CRS - Duties of Executive Director; 17-19-102 CRS Employees of Correctional Facilities; 17-20-122 CRS - Justification of Officer; 17-22.5-202 CRS - Authorization for Dress Out Allowance; 18-1-707 - Use of Physical Force in Making an Arrest or Preventing Escape, Division of Central Services Rules, Senate Bill 92-30.

Program Description: The mission of the Transportation Subprogram is to provide clean, safe, reliable modes of transporting staff, goods, materials, and inmates in the most cost-effective way possible to ensure the Department's optimum functionality.

Total FTE: 28.6

Services Provided
Inmate work crew transportation - Inmates are transported out of the facility daily for participation in manual labor to assist other local government and non-profit agencies. These vehicles are also available in the event of an escape. A 15-passenger van or a suburban is a typical work crew vehicle.

Security - The perimeter of each facility is patrolled on a scheduled basis every day. Each facility has differing terrain conditions, and vehicles are equipped accordingly. These vehicles are also used in the event of escape. Four-wheel drive pickups and utility vehicles are typical security vehicles.

Staff transportation - DOC staff use these vehicles for inter- and intra-facility transportation; i.e. administrative meetings, audits, training, etc. These vehicles are essential for Administration, Investigations, Parole and Community staff on a daily basis. Staff vehicles are used in a motor pool operation, optimizing the use of the vehicles. Many staff vehicles are assigned to specific

individuals on a permanent basis; i.e. Administration, Investigations, Parole and Community Services, Private Prisons Monitoring Unit. Sedans and Utility vehicles are typical staff transportation vehicles.

Inmate transportation (CTU) - Inmates, their property, and files are transported on a daily basis between facilities, to medical facilities including clinics, medical providers' office and hospitals, courts, other correctional facilities. Motor coaches, buses and vans are typical inmate transport vehicles.

Inmate Transportation (Facility Level): Facility assigned vehicles-State Fleet Management (SFM) vehicles are utilized by correctional facilities' FTE to conduct emergency, scheduled, and unscheduled transports of inmates. Each correctional facility in the state has tracked transportation statistics for the past nine years, reporting quarterly and, cumulatively, annually. The tracking mechanism in place consists of standardized instructions for computing scheduled transports (x-rays, parole/discharge commercial bus station transports); emergency transports (medical or psychiatric-based transports to hospitals or Colorado Mental Health Institute in Pueblo); and unscheduled transports (previously unknown court, Immigration and Customs Enforcement, or medical/psychiatric transports). In each of these categories, the number of inmates transported, the number of miles of the transport, and the number of total staff hours consumed are tracked and reported. In FY 05-06, the number of inmate admissions to hospitals and the number of inmate admissions to DOC infirmaries are also being tracked.

The impact of facility-level transportation on facilities' staffing is significant. Few facilities can afford to assign FTE solely to transportation purposes. Transport duties are included within correctional officers' Position Description Questionnaires. Staff training hours and requirements are increased as inmates classified as Level II must be escorted by two staff members, at least one of whom is trained in armed transport techniques. Unscheduled and emergency transports often reduce facilities' staffing levels to minimum or below, creating safety and security concerns for inmates, staff, and the general public.

Maintenance and support - Maintenance vehicles are used for transporting materials and staff to job sites daily. Typical vehicles are pickup trucks and cargo vans. Support vehicles are used daily to deliver food, supplies and canteen to the facilities. Snow plows, perimeter maintenance equipment, and large trucks, tractors, and trailers are typical support vehicles. The use of golf carts in place of maintenance type vehicles where possible continues to decrease fleet costs.

Functions and Activities Summarized

Priority	Function
1	Inmate Transportation - Central Transportation Unit (CTU)
2	Inmate Transportation – Facility Level
3	Fleet Management

Analysis of Functions and Activities

Transportation Subprogram falls into three separate categories: 1) CTU - transportation of inmates, which is position oriented and has specific persons assigned to it; 2) Facility emergency, medical and routine inmate transportation, which does not have specific persons assigned to it,

and is staffed by facility custody and control; and 3) Fleet Management Program for DOC vehicles that are leased through Colorado State Fleet Management and all DOC-owned vehicles.

Inmate Transportation - CTU: The Central Transportation Unit is responsible for the safe secure transportation of offenders from facility to facility including private prison facilities, to medical appointments, and court appearances. In 1992, the Central Transportation Unit was developed as a result of increased transportation needs and the burden it was placing on individual facilities and staff. Prior to the program change, each facility provided its own 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 DOC 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. The CTU was expanded into three units in 1999: Cañon City Area, Cañon City Area Medical Transportation and Northern Hub in Denver. In 2003 the Southern Transportation Hub located at the YOS facility in Pueblo was created. 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 CTU fleet consists of eight buses; 14 Colorado State Fleet Management (SFM) 15-passenger vans; one SFM SUV, four 3-passenger wheel chair buses, and one 22 passenger van.

The continued growth and development of the DOC has greatly impacted the CTU. The increase in inmate population has increased the miles driven by 109% since FY 96-97. This increase has dictated a need for more FTE and vehicles, increasing the overall operating cost.

Lease: SFM was given the responsibility through SB 92-30 to administer a fleet program to include all state-owned vehicles rated 3/4 ton and less. SFM evaluates replacement and additional vehicle requests, pays for maintenance and repairs, and provides accident insurance for all vehicles enrolled in the program. DOC has 1,053 vehicles leased through the SFM program.

In July 2006, SB 06-015 mandated all motor vehicles owned by the state which include all two and four-wheel drive trucks, all passenger vehicles, including cars, vans, station wagons, and other similar passenger vehicles, and any other vehicle not described herein that may be described as a state owned motor vehicle by SB 06-015, must be enrolled in the State Fleet Management program. The DOC enrolled 191 additional vehicles, one ton and over, in the program. SFM is in the process of developing a data base to determine a variable cost per mile for all oversized vehicles. At that point, the DOC will pay a mileage rate that will include fuel, repairs, and insurance. Until the data base is developed, all fuel and repairs are done on a pass through billing from Colorado Correctional Industries (CCi) Fleet Services to State Fleet Management, and then passed on to the customer through an Interdepartmental Transfer. This enrollment program established a computerized database of CTU and CCi Transportation vehicles to establish a Preventive Maintenance Schedule and improve the maintenance and recordkeeping for these vehicles by July 1, 2007.

The SFM fixed lease rate/charge for vehicles includes the finance cost of the vehicle and a $14.50/month management fee for SFM. If the vehicle can be utilized after the lease period, the

fixed rate will consist of only the management fee. Before FY 05, an average of 20% of DOC vehicles were retained after the lease expired. Additional savings are accomplished by ordering vehicles with specific equipment installed (light bars, sirens, snow plows, sanders and tool boxes) prior to facility deployment in order to reduce impact on facility operating budgets while standardizing the equipment for maintenance purposes.

Correctional Industries (CI) is assigned 176 vehicles through Colorado SFM. These vehicles are used by CI staff to transport inmates from facilities to work sites; transportation of manufactured products to customers throughout Colorado; and site visits to manufacturing facilities by managers. Service and account representatives employed by CI also call on accounts throughout Colorado on a daily basis.

In FY 07, 71 vehicles were requested for replacement vehicles, and 72 additions were approved. In FY 08, 85 replacement vehicles have been approved.

Shared Functions and Activities

Business Operations - CTU delivers paychecks to other facilities for payroll, to ensure timely delivery and security.

Offender Services - functions as the work leader over CTU, directing inmate moves in a cost-effective manner.

Correctional Industries - employs the DOC Fleet Manager in conjunction with the CCi Service Station and the DOC motor pools.

Prioritized Objectives and Performance Measures

OBJECTIVE: Enhance safe offender transfer from facility to facility, medical appointments, court appearances, discharge and parole.

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: CTU- Number of inmates transported. Definition: The number of DOC inmates transported on scheduled trips annually for facility transfers, court appearances, scheduled outside medical providers and parole.	Target	35,000	42,000	44,100	48,000
Demonstrates: The DOC continued dedication to maintain a centralized transportation unit to move inmates statewide using a highly trained core CTU staff instead of security staff from each facility which would increase the number of transports, number of vehicles, and number of staff involved to transport the same number of inmates.	Actual	41,479	42,842		

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Total miles driven by all DOC Fleet Vehicles. Definition: Total fiscal year mileage of all vehicles assigned to the DOC that are leased through SFM. Demonstrates: The distances between the prison facilities, diversity of Corrections operations, inmate transports, staff miles driven and private prison monitoring.	Target	8,500,000	10,000,000	11,000,000	11,770,000
	Actual	9,539,845	10,316,727		

OPTIONAL ELEMENTS

Prior Year Performance Measures

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of miles driven by CTU. Definition: Total number of vehicle miles driven annually by CTU for inmate transportation. Demonstrates: The increase in inmate population and the distance between outlying facilities continues to impact CTU. Increase mileage results in increase expenses.	Target	450,000	470,000	460,600	451,000
	Actual	470,436	435,664		
MEASURE: CTU number of accidents. Definition: This figure represents the number of vehicle accidents that CTU has annually that involves vehicle damage, police contact, injury, or major vehicle repair cost. Demonstrates: CTU's continuing efforts in exercising safety and caution by minimizing vehicle accidents while number of miles and trips continue to increase.	Target	0	0	0	0
	Actual	5	6		
MEASURE: Total trips made by CTU. Definition: This figure represents the number of times CTU was on the road transporting inmates. 1 vehicle round trip is counted as 1 trip. Demonstrates: The increasing need of inmate transports and its impact on CTU.	Target	2,290	3,000	3,000	2,900
	Actual	2,859	2,445		
MEASURE: Number of underutilized vehicles reassigned. Definition: The total number of fleet vehicles	Target	40	40	20	18

		FY05-06	FY06-07	FY07-08	FY08-09
that have low mileage that have been transferred to other higher usage areas within the DOC. Demonstrates: Efficient use of DOC assigned vehicles by placing lower mileage vehicles in higher demand areas.	Actual	27	25		
MEASURE: Number of existing vehicles used to fill new vehicle requests. Definition: The number of vehicles reassigned to meet the department's expansion and new programs without acquiring additional vehicles. Demonstrates: Efficient use of DOC assigned vehicles by placing lower demand vehicles in expanded operations.	Target	10	10	10	10
	Actual	12	10		

Prioritized Objectives and Performance Measures (Facility-Level)

OBJECTIVE: Collect data from a standard statistical reporting system of all emergency, scheduled, and unscheduled transports for all DOC facilities and focus on obtaining additional funding and FTE for facility-level transportation.

SCHEDULED TRANSPORTS		FY05-06	FY06-07	FY07-08	FY 08-09
MEASURE: Number of inmates transported. Definition: This figure represents the number of DOC inmates transported on scheduled trips from the time of day the staff and vehicle left their home base. Demonstrates: The DOC facilities' continued dedication to maintaining safe and secure transportation in moving in and out of the facilities.	Target	26,000	28,000	30,000	30,000
	Actual	20,855	18,175		
MEASURE: Number of miles inmates are transported. Definition: Total miles traveled. Demonstrates: The distances between the prison facilities and required destinations.	Target	360,000	465,000	470,000	470,000
	Actual	421,326	370,276		
MEASURE: Number of staff hours. Definition: Number of staff hours conducting the	Target	42,000	42,000	42,000	42,000

SCHEDULED TRANSPORTS		FY05-06	FY06-07	FY07-08	FY 08-09
transport. Demonstrates: Number of staff hours devoted to scheduled inmate transports.	Actual	41,763	41,729		
MEASURE: Number of scheduled transports. Definition: Total number of scheduled transports.	Target	11,000	11,000	11,500	11,500
Demonstrates: Total number of scheduled transports required.	Actual	8,101	8,472		

EMERGENCY TRANSPORTS		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of inmates transported. Definition: This figure represents the number of DOC inmates transported on emergency trips from the time of day the staff and vehicle left their home base.	Target	1,250	1,800	2,000	2,100
Demonstrates: The DOC facilities' continued dedication to maintaining safe and secure transportation in moving in and out of the facilities under emergency circumstances.	Actual	1,735	1,919		
MEASURE: Number of miles inmates are transported in emergency situations. Definition: Total mileage traveled for all emergency trips.	Target	60,000	65,000	90,000	95,000
Demonstrates: The distances between the prison facilities and required destinations.	Actual	64,074	89,442		
MEASURE: Number of staff hours. Definition: Number of staff hours consumed conducting the emergency transport.	Target	11,500	12,000	20,000	21,000
Demonstrates: Number of staff hours devoted to emergency inmate transports.	Actual	11,210	18,079		
MEASURE: Number of emergency transports. Definition: Total number of emergency transports.	Target	1,300	1,500	1,600	1,600

EMERGENCY TRANSPORTS		FY05-06	FY06-07	FY07-08	FY08-09
Demonstrates: Total number of emergency transports required.	Actual	1,403	1,521		

UNSCHEDULED TRANSPORTS		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of inmates transported. Definition: This figure represents the number of DOC inmates transported on trips other than scheduled or emergency from the time of day the staff and vehicle left their home base. Demonstrates: The DOC facilities' continued dedication to maintaining safe and secure transportation in moving in and out of the facilities under unscheduled circumstances.	Target	1,800	1,900	3,000	3,500
	Actual	2,622	2,088		
MEASURE: Number of miles inmates is transported in unscheduled situations. Definition: Total mileage traveled for unscheduled trips. Demonstrates: The distances between the prison facilities and required destinations.	Target	67,000	68,000	69,000	69,000
	Actual	63,332	67,220		
MEASURE: Number of staff hours. Definition: Number of staff hours consumed conducting the unscheduled transport. Demonstrates: Number of staff hours devoted to unscheduled inmate transports.	Target	7,500	8,000	8,500	8,500
	Actual	6,117	7,524		
MEASURE: Number of unscheduled transports. Definition: Total number of unscheduled transports.	Target	1,300	1,400	1,600	1,700

UNSCHEDULED TRANSPORTS		FY05-06	FY06-07	FY07-08	FY08-09
Demonstrates: Total number of unscheduled transports required.	Actual	1,616	1,536		

Trends

- The total inmate jurisdictional population continues to increase. The geographic disbursement of DOC facilities has increased significantly in the last five years. With the opening of Sterling Correctional Facility (SCF), Fort Lyon Correctional Facility (FLCF), Trinidad Correctional Facility (TCF), and Cheyenne Mountain Reentry Center (CMRC), the total miles and the number of inmates transported have increased significantly. In June 2003, a Southern Transportation Unit (STU) was created at the Youthful Offender System (YOS) in Pueblo to house transitional inmates traveling north to south and east to west. Today, the STU is located at the LaVista 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/Cañon City area. The additional inmate movement not only adds mileage to existing vehicles, it also requires additional trips and staff to ensure public safety is maintained.

- The increase in vehicle operating and maintenance costs is multi-faceted. The operational budget in 1992 was $65,000 as compared to $184,472.00 in FY 06. Diesel fuel has increased from $1.06 per gallon in 1992 to an expected $3.00 plus in FY 07. Repair and maintenance costs are unpredictable. Central Transport's historical documentation and projections show an increase from $43,000.00 in bus repair and maintenance alone in 1998 to $206,721.23 in FY 06. At the current rate of use, the total operating cost of repair and maintenance for the CTU bus fleet from 2007 to 2011 will be an estimated $583,000.00 based on current data with no new buses.

- In FY 96-97, CTU transported 20,346 inmates. During FY 06-07, the number of inmates transported increased to 42,842; a 111% increase in the last 10 years.

- The increase in the number of miles driven has also impacted operating cost. In FY 96-97 the unit traveled 222,407 miles; in FY 06-07, the mileage increased to 435,664.

- The CTU attempts to gain efficiencies whenever possible. Examples of such efficiencies are:

  In 1998, DOC purchased the first MCI (Motor Coach Industries) Bus #5 secure transport vehicle with a capacity of 44 offenders and 3 staff. The operational costs were $.07 per mile with no down time the first year of operation.

  In 1999, two used MCI buses, Bus #4 and Bus #6 were purchased; one was a 1986 and the other a 1989 model. Both buses had the drive train reconditioned prior to use and for the next three years, the cost per mile to operate was $1.01 per mile due to the age and conditions of the buses at purchase.

A 34 passenger Bluebird, Bus #9, essentially a school bus, was purchased in 2001 for approximately $20,000 and has been used as an in town, Cañon City backup.

In 2002, DOC purchased a 2001 Thomas Bus, Bus #10, however the property storage was insufficient and had to be reconfigured by the manufacturer prior to delivery. The initial cost of operation for the Thomas was $0.30 cents per mile.

In FY 04, a 1976 MCI Bus #12 was purchased and retrofitted for offender transport which included installing cages to prevent inmate contact and installation of a rear exit door. This bus came on line for use in June of 05. In the first year of operation, a new drive train and engine had to be installed making operating costs an average of $2.96 per mile.

During FY 04, a 40 passenger Thomas Bus, Bus #11 was leased with operating costs averaging $0.30 a mile for the first year.

All purchases and leases have been driven by the increase in offender population and the need for transportation of those offenders. Operating costs increase proportionally as mileage and age of the buses increase. To date, the primary repairs have been drive trains and suspensions. Engine rebuilds have occurred in Bus #4 in 1999 and again in 2006; Bus #6 in 1999 and 2006; Bus #12 in 2003; and Bus #5 is slated for and engine rebuild in 2007. Requests have been submitted to purchase two 44 passenger motor coaches; one in FY 08. CTU received a new 44 passenger bus in late April 2007 and placed it into service as Bus #14 in May. CTU will retire Bus #2, a 1990 Thomas with repair costs of $56,975.77 and fuel costs of $23,936.66 for a total of $0.46 cost per mile. Bus #12, a 1976 MCI 44 passenger bus, with repair costs of $65,038.10 and fuel cost of $8,502.71 or $2.96 cost per mile, was retired July 2006. Upon acquisition of another 44 passenger bus, the DOC will retire Bus #9.

The remaining buses will then be redeployed to obtain the most efficient use. Bus #5 and the two new MCI's will be the primary buses for the Cañon City hub; Bus #10 will be moved to the Western hub as the primary Bus #7; the Western Hub present primary bus will move to the Northern Hub as a back up; and Bus #11 will become the Northern Hub primary bus. Bus # 4 and Bus #6 will be reserved for off road during preventative maintenance for all of the CTU fleet. The estimated cost of repair and maintenance for 2007-2011 is $267,405.77, resulting in a savings of $308,381.57.

- Staff transportation costs are higher due to the mileage between facilities located across the state. SFM adjusts the mileage rate every year to reflect the actual operating costs of each department by the particular vehicle body type. The present overall DOC fleet operating cost per mile increased from $0.142 in FY 03-04 to $0.191 in FY 05-06, a 17% increase. The current trend in vehicle replacement, resulting in few replacements, will increase the average cost to maintain the remaining vehicles, ultimately raising the variable rate approximately 20% each year.

- DOC Facilities operating state vehicle repair facilities and fueling sites will decrease the department's cost-per-mile expenses due to lower labor rates.

- Facilities with a higher number of outside work crews will have additional vehicles and higher mileage costs. Labor crew vehicles continue to escalate the variable rate due to higher maintenance costs from the rough service requirements.

Assumptions

- The cost of fuel and increased maintenance due to lack of replacement vehicles, will continue to increase the operating cost for both DOC and CTU.

- The inmate population will continue to increase. The state will continue to contract with Private prisons.

- Existing facilities will have increased emergency medical transportation needs as the inmate population grows.

Accomplishments

- Implemented the use of current information systems by medical providers, to track scheduled medical appointments, medical provider capabilities, and ultimate medical transportation needs.

- Developed a plan to centralize medical transportation by utilizing a medical scheduling system that works in conjunction with Offender Services to pre-schedule inmates on regular, mass transportation from outlying facilities to the Cañon City area for appointments at Colorado Mental Health Institute Pueblo, or Denver Metro area for appointments at Denver Health.

- Implemented the use of the DCIS Transport Authorization Program (TAP). This program provides current photo identification and pertinent information about every inmate transported by the Central Transportation Unit.

Subprogram Specific Goals and Objectives

Goal #1: Continue to evaluate and make appropriate changes to the existing Central Transportation Unit. Develop and implement plans and systems that progressively increase standards of Public, Staff and Offender safety.

Assumptions: Inmate population growth will continue at a dramatic pace, pressuring the existing program. Inmate population will continue to be housed in private contract facilities. Vehicle operating cost will continue to rise due to fuel price increase.

Objective 1.1: Develop plans, revise budgets and secure appropriations sufficient to replace Central Transportation owned buses or overhaul engines and State Fleet Management vehicles consistent with accepted useful life estimates for each item (by July 1 Annually).

Objective 1.2: In conjunction with the Chief of Security, develop and implement an objective security audit instrument that measures consistency, compliance with governing documents, safety and efficiency of centralized transportation (by July 1 Annually).

Objective 1.3: Develop plans, revise budgets and secure appropriations to purchase and maintain global positioning systems for every Central Transportation Vehicle enabling Transportation Control to monitor trip activity (by July 2008).

Objective 1.4: Evaluate the continued growth in the number of inmates transported to court and medical providers by the Central Transportation Unit annually.

Objective 1.5: Continue to evaluate the cost per mile of Central Transportation Unit Fleet, per vehicle, and assure vehicle assignment is cost effective.

Goal #2: Develop and maintain a DOC Department-wide standardized vehicle management program.

Assumptions: Both the Joint Budget Committee and Colorado State Fleet Management will be more restrictive with vehicle appropriations and vehicle replacements in the future.

Administrative and operational authority will be given to enhance the development and on-going processes of the program. Policies will be clarified to ensure full staff compliance of the vehicle management program.

CTU staff and vehicles will be appropriately assigned to ensure all facilities receive full benefit from the program.

Vehicle maintenance will be more consistent to ensure proper maintenance, safety and cleanliness of vehicles.

Objective 2.1: By reassigning underutilized vehicles, reduce the underutilized vehicle count to zero (by July 1, 2008).

Goal #3: Maximize resource utilization by continuously improving the efficiency and effectiveness of the Transportation Subprogram. Develop and maintain information systems relating to inmate transport tracking at the facility level.

Develop system-wide tracking system gathering information on facility based transportation for emergency and scheduled transports.

Objective 3.1: Complete the development of an information system that provides all DOC facilities with a system to track individual inmate transports to include number of inmates transported, staff usage, mileage, cost of

vehicle, etc. to provide more accurate representation of facility-level transportation requirements (by July 2008).

Objective 3.2: Revise budget and secure appropriation to purchase and maintain laptop computer systems for all CTU vehicles capable of accessing DCIS for instant inmate information, criminal history, movement orders, photo identification, etc (by July 2008).

Objective 3.3: To utilize the video teleconferencing system to more effectively manage scheduled medical clinics, court hearings INS and parole board hearings as well as staff attendance at conference and meetings.

Objective 3.4: Analyze facility-level transportation statistics to determine appropriate staffing relief factor to cover emergency, scheduled and unscheduled facility-level transports.

Goal #4: Develop and implement a vehicle accident database to monitor the cost of vehicle accidents and identify problem drivers.

Objective 4.1: Analyze costs and compare with other state agencies. Identify any problem drivers.

Similar or Cooperating Programs: None.

Stakeholders

Customer	Requirement
Clinical Services	Inmates are transported from facilities to providers and back. Blood, urine, and pharmacy supplies are transported to and from facilities and pharmacies.
Dress Out Program	CTU transports parolees to destinations on scheduled transports in lieu of public transportation which reduces cost.
Executive Director	Administrative services unit provides oversight of the Transportation subprogram with respect to Fleet Management.
Correctional Industries	Correctional Industries has vehicles that are subject to Fleet Management rules and regulations. Lease and mileage rates are paid out of cash funds.
Public	The public relies on Central Transportation and DOC correctional facilities to ensure safe reliable transports that prevent escape of convicted felons back into the community.

Statistical Tables and Charts

Vehicle Use Projections

FY Ending June	2004	2005	2006	2007	2008
Number of Vehicles	805	805	800	1108	1179
"Underutilized Vehicles" less than minimum annual miles	2	2	2	2	2
Mandatory vehicle reduction	0	0	0	0	0

CENTRAL TRANSPORTATION
TOTAL INMATES TRANSPORTED

FISCAL YEAR	TOTAL INMATES	PERCENT INCREASE
FY96/97	20,346	
FY97/98	24,295	19%
FY98/99	27,538	13%
FY99/00	33,049	20%
FY00/01	34,034	3%
FY01/02	34,988	3%
FY 02/03	35,642	1%
FY 03/04	38,735	.08%
FY 04/05	34,102	(.13%)
FY 05/06	41,479	17%
FY 06/07	42,842	3%

CENTRAL TRANSPORTATION MILEAGE

FISCAL YEAR	TOTAL MILES	PERCENT INCREASE/DECREASE
FY 96/97	222,407	
FY 97/98	237,708	7%
FY 98/99	303,365	28%
FY 99/00	411,836	36%
FY 00/01	421,808	2%
FY 01/02	472,313	12%
FY 02/03	502,077	6%
FY 03/04	427,675	(14%)
FY 04/05	423,389	(1%)
FY 05/06	470,436	1%
FY 06/07	435,664	(7%)

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
3) SUPPORT SERVICES												
E) TRANSPORTATION	3,982,405	39,058	106,294	0	167,075	(9,732)	(3,091)	4,282,009	36.1	0.0	0.0	36.1
Personal Services	1,866,510	39,058	10,539	0	0	(9,732)	0	1,906,375	36.1	0.0	0.0	36.1
Operating	289,230		1,619	0	0	0	0	290,849				
Vehicle Lease	1,823,574		94,136	0	167,075	0	0	2,084,785				
Start-up	3,091		0	0	0	0	(3,091)	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Transportation 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
Position Detail										
Correctional Officer IV	70,392	1.0	57,215	0.8			76,244	1.0	76,244	1.0
Correctional Officer III	182,443	3.0	161,633	2.7			189,096	3.0	189,096	3.0
Correctional Officer II	364,500	7.0	356,838	6.9			425,332	8.0	425,332	8.0
Correctional Officer I	710,212	16.2	804,963	19.5			1,002,924	23.1	1,002,924	23.1
Admin Assistant III							33,492	1.0	33,492	1.0
Subtotal:	1,327,548	27.2	1,380,649	29.9			1,727,088	36.1	1,727,088	36.1
Salary Subtotal	1,327,548	27.2	1,362,649	29.9			1,727,088	36.1	1,727,088	36.1
PERA @ 10.15%	129,476		135,182				175,299		175,299	
Other Retirement Plans										
Medicare Tax @ 1.45%	17,631		18,605				25,043		25,043	
Compensation Match										
Base Reduction -.51%									(9,732)	
Other Personal Services										
Part-time/Temporary										
Contractual Services										
Overtime Pay	2,469		3,609							
Retirements/Payouts	3,783		17,304							
Tuition Reimbursement	205		887							
Vacancy Savings							0		0	
Subtotal of Personal Services	1,481,111	27.2	1,538,236	29.9	1,866,510	36.1	1,927,430	36.1	1,917,698	36.1
General Fund	1,481,111	27.2	1,538,236	29.9	1,866,510	36.1	1,927,430	36.1	1,917,698	36.1
POTS - Expenditures										
Shift Differential	2,371		3,516				3,290		0	
Health/Life Insurance	90,697		118,668				154,008		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	1,799		1,583				1,974		0	
AED/SAED	2,603		9,670				18,439			
Salary Survey							28,757	*		
Anniversary								*		
Pay for Performance							12,876	*		

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Transportation 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
Medicare Change							*			
Unemployment Security Payments										
Difference							(19,287)		(21,862)	
Total Continuation Personal Services	1,578,581	27.2	1,671,672	29.9	1,866,510	36.1	2,085,854	36.1	1,895,836	36.1
General Fund	1,578,581	27.2	1,671,672	29.9	1,866,510	36.1	2,085,854	36.1	1,895,836	36.1
ANNUALIZATION ITEMS - PERSONAL SERVICES										
External Capacity Impacts Annualization									3,427	
Male Double Bunking Annualization									7,112	
TOTAL ANNUALIZATION ITEMS									10,539	0.0
Grand Total Continuation Personal Services	1,578,581	27.2	1,671,672	29.9	1,866,510	36.1	2,085,854	36.1	1,906,375	36.1
General Fund	1,578,581	27.2	1,671,672	29.9	1,866,510	36.1	2,085,854	36.1	1,906,375	36.1
DECISION ITEM - PERSONAL SERVICES										
TOTAL DECISION ITEMS									0	0.0
TOTAL PERSONAL SERVICES									1,906,375	36.1
General Fund									1,906,375	36.1
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							1,534,020	28.6	1,866,510	36.1
Previous Year Special Bills/Supplementals							160,777	3.6		
HB 98-1331 Montez and Out of State Beds									0	
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							21,272		28,757	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									10,301	
Amortization Equalization Disbursement (AED)									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Transportation 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
Medicare Incremental Increase									0	
Annualization							121,321	2.9	10,539	
Base Adjustment - .51%							(8,580)		(9,732)	
Adjustments (Decision Items, other)							37,700	1.0	0	0.0
Total Personal Services Appropriation/Request							1,866,510	36.1	1,906,375	36.1
General Fund							1,866,510	36.1	1,906,375	36.1
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	1,393,383	27.3	1,534,020	28.6						
Supplemental			17,777	3.6						
Special Bills										
Additional Federal Funds										
Transfers										
Reversions			(374)							
Subtotal	1,393,383	27.3	1,551,423	32.2						
General Fund	1,393,383	27.3	1,551,423	32.2						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	89,244						28,757			
Anniversary							0			
Pay for Performance							12,876			
Shift Differential							3,290			
Medicare change										
Health/Life Insurance	90,696		118,667				154,008			
HB 00-1215										
Short Term Disability	1,799		1,582				1,974			
AED	3,459						18,439			
POTS Subtotal	185,198		120,249				219,344			
General Fund	185,198		120,249				219,344			
Total Personal Services	1,578,581		1,671,672				2,085,854	36.1	1,906,375	36.1
Total Actual Personal Services	1,578,581		1,671,672				2,085,854	36.1	1,906,375	36.1

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Transportation 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
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2170 Waste Disposal Service	168		168				168		168	
2230 Equip. Maint./Repair	170								0	
2231 ADP Equip Maint/Repair Svc									0	
2232 Computer Licenses and Warranties	380		40				40		40	
2240 Motor Vehicle Maint/Repair	26,034		69				69		69	
2251 Rental/Lease Motor Pool Veh									0	
2252 Vehicle Mileage Charge	94,434		69,436				105,318		105,318	
2253 Rent for Equipment	1,448		1,530				1,530		1,530	
2258 Parking Fees									0	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	3,188		12,578				12,578		12,578	
2530 Travel - Out of State									0	
2531 Travel - Out of State Common Carrier			2,032				2,032		2,032	
2532 Travel - Out of State Per Diem	2,246		2,072				2,072		2,072	
2540 Out of State - Non Empl			174				174		174	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside Source	5,851		17,400				17,400		17,400	
2641 Other ADP Billings Purch Svc.									0	
2660 Insurance	7,556		6,760				6,760		6,760	
2680 Printing/Reproduction									0	
2810 Freight									0	
2820 Other Purchased Services									0	
3110 Other Supplies & Materials	9,538		41,231				41,231		41,231	
3112 Automotive Supplies	27,745		35,909				70,909		70,909	
3113 Clothing/Uniform Allowance	89		12,198				12,198		12,198	
3114 Custodial/Laundry Supplies	454								0	
3115 Data Processing Supplies	359		619				619		619	
3116 Purchase/Lease Software									0	
3117 Educational Supplies	282		2,076				2,076		2,076	
3118 Food and Food Serv Supplies									0	
3120 Library Books/Period./Subs.			24				24		24	
3121 Office Supplies	534		770				770		770	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Transportation 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
3122 Microfilm Photo Supp./Service									0	
3123 Postage	25		12				12		12	
3124 Printing	409		135				135		135	
3126 Repair/Maint. Supplies	1,551		2,301				2,301		2,301	
3128 Noncapitalized Equipment									0	
3140 Non Capitalized IT Purchases - PCs			10,000				10,000		10,000	
3143 Non Capitalized IT Purchases - Other									0	
4110 Awards, Judgments, Losses	358		38				38		38	
4111 Prizes and Awards	366								0	
4113 Actual Damages - Other									0	
4140 Dues and Memberships									0	
4180 Official Functions									0	
4200 Purchase Discounts									0	
4220 Registration Fees	1,285		775				775		775	
6280 Other Capital Equip.									0	
Total Operating Expenses	184,470		218,348		289,230		289,230		289,230	
General Funds	184,470		218,348		289,230		289,230		289,230	
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									1,619	
TOTAL ANNUALIZATION ITEMS									1,619	
Grand Total Continuation Operating	184,470		218,348		289,230		289,230		290,849	
General Funds	184,470		218,348		289,230		289,230		290,849	
Reconciliation										
Long Bill Appropriation	178,806		195,036							
Supplemental	5,666		23,312							
Restrictions										
Reversions	(2)									
Subtotal	184,470		218,348							
DECISION ITEM - OPERATING										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Transportation 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 OPERATING - DI									0	
VEHICLE LEASE - M49	1,536,797		1,614,159		1,823,574		1,823,574		1,823,574	
General Fund	1,488,143		1,565,173		1,776,173		1,776,173		1,776,173	
Cash Fund	0		0		0		0		0	
Cash Fund Exempt	48,654		48,986		47,401		47,401		47,401	
ANNUALIZATION ITEMS - VEHICLE LEASES										
External Capacity Impacts DI Annualization									3,840	
Male Double Bunking Annualization									4,020	
Parole/Parole ISP DI Annualization									68,835	
Community DI Annualization									14,561	
External Capacity Caseload DI Annualization									2,880	
TOTAL ANNUALIZATION ITEMS									94,136	
Total Vehicle Lease	1,536,797		1,614,159		1,823,574		1,823,574		1,917,710	
General Fund	1,488,143		1,565,173		1,776,173		1,776,173		1,870,309	
Cash Fund	0		0		0		0		0	
Cash Fund Exempt	48,654		48,986		47,401		47,401		47,401	
Reconciliation										
Long Bill Appropriation	1,650,845		1,754,028							
Supplemental	(111,741)		(139,869)							
Restriction										
Reversions	(2,306)									
Subtotal	1,536,797		1,614,159							
DECISION ITEM - VEHICLE LEASE										
DI # 1 External Capacity Increases									1,651	
DI # 2 Parole/Parole ISP/Re-Entry Caseload									54,210	
DI # 5 Community/Community ISP Caseload									2,470	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Transportation 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
DI # 6 External Capacity Impacts									2,967	
Unprioritized Requests										
Vehicle Replacements/Lease Payments									105,777	
TOTAL VEHICLE LEASE - DI									167,075	
GENERAL FUND									167,075	
CASH FUND									0	
CASH FUND EXEMPT									0	
START-UP			116,426		3,091		3,091		0	
DECISION ITEM - START-UP									0	
DI# 5 External Capacity Impacts										
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										
Cash Funds	0		0		0		0		0	
Cash Fund Exempt	48,654		48,986		47,401		47,401		47,401	
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: TRANSPORTATION 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	**3,299,848**	**3,620,605**	**3,982,405**	**4,201,749**	**4,282,009**
General Fund	3,251,194	3,571,619	3,935,004	4,154,348	4,234,608
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	48,654	48,986	47,401	47,401	47,401
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds					
Canteen and Library Fund #506					
Private Prison Monitoring Fees	0	0	0	0	0
Sales Revenues from Canteen					
Total Cash Funds	*0*	*0*	*0*	*0*	*0*
Cash Funds Exempt					
General Fund # 100					
Sales Revenues from Canteen	3,912	5,963	5,783	5,783	5,783
Sales Revenues from CI	44,742	43,023	41,618	41,618	41,618
Total Cash Funds Exempt	*48,654*	*48,986*	*47,401*	*47,401*	*47,401*

3F Training

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(3) SUPPORT SERVICES**
(F) Training Subprogram

Line Items: Personal Services
Operating Expenses

Change Request(s): DI #1 External Capacity Caseload Increase
DI #2 Parole-Parole ISP/Re-Entry Caseload Increase
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: CRS 17-1-103 Duties of the Executive Director; 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 17-20-122 Justification of Officer; CRS 18-1-707 Use of Physical Force in Making an Arrest or in Preventing an Escape; Civil Case No. 92-N-870, Montez, et al. v. Owens, et al., mandate to provide inmates with disabilities access to programs and services; Public Law 108-79, Prison Rape Elimination Act, to prevent, investigate and prosecute incidents of rape in U.S. prisons.

Program Description: To create and maintain an environment where new employees are prepared for entry to the corrections profession, experienced staff are developed to their highest potential, and all staff are empowered to achieve the highest standard of professionalism attainable. This is accomplished through the development, delivery and management of the Training Subprogram: Corrections Basic Training Academy, Clinical Pre-Service Training, In-Service Training, Advanced Training, and Specialized Training.

Total FTE: 27.3

Services Provided
The Training Subprogram is a department-wide service delivery system that provides Basic, Clinical Pre-Service, In-Service, Extended Orientation, Advanced and Specialized training to Department of Corrections' employees, contract employees and volunteers. Additionally, some Basic, In-Service, Advanced and Specialized training courses are provided to private prison staff. This subprogram exists to develop a professional workforce capable of managing offenders in a safe, secure environment. The training system is administered through the Training Academy, located in Canon City, and operates in each facility/agency of the Colorado Department of Corrections (DOC). The subprogram's operations include: instructor development and

credentialing, development and updating of curriculum, training delivery, training record maintenance, planning, monitoring, and evaluation. The training system continually strives to provide consistent, cost-effective and legally-defensible training based upon current correctional policy, law, philosophy, and trends.

Functions and Activities Summarized

Priority	Function
1	Basic Training/Clinical Pre-Service Training/Extended Orientation
2	In-Service
3	Advanced Training
4	Specialized Training

Analysis of Functions and Activities

Basic Training/Clinical Pre-Service Training/Extended Orientation. Basic Training prepares all new personnel for employment or volunteer work within the Department. Administrative Regulations mandate that all personnel successfully complete a portion, from eight hours up to twenty-one days of the full -hour course, depending on job assignment. New employees also report to their respective work sites to complete an additional forty (40) hours of Extended Orientation and facility familiarization.

Academy attendance and completion is required for all new employees of the DOC, all contractual employees and all volunteers during their first month of employment. An employee's legal training record begins with Academy attendance. Successful completion of Basic Training is considered part of a new hire's examination process; therefore, performance is outcome-based and must be observable and measurable. Course work is required, per the American Correctional Association (ACA), to be legally defensible and must reflect the current national thinking related to offender management, Colorado Revised Statutes, federal laws, or DOC policy and procedure. The course is comprised of competency groups and exams. Students must successfully pass each exam as required before proceeding to the next competency group. Graduation is conducted at the end of each Basic Training Academy. As part of the graduation, Colorado's Oath of Office is administered to all students.

Uniformed staff are issued regulation shirts, pants and jackets from the Academy. Other in-processing for new employees includes: photo I.D.'s, benefits orientation and drug testing, all delivered in cooperation with the Division of Human Resources and the Office of the Inspector General.

Customarily, eight (8) Basic Training (BT) sessions are conducted at the Academy in Canon City each fiscal year. Additional BT Academies may be scheduled concurrently with the classes in Canon City at locations off-site depending on the number of new hires reporting to said location. Correctional series staff attend 163 hours (21 full days); other staff classifications complete up to 135 hours of training. In Canon City, out-of-town students are provided lodging as per contract between the DOC and the Best Western Motel. Dynamic/Practical training is conducted at the Academy or other DOC location in Canon City.

Competency I is the introductory and Department overview portion of the Basic Training program. It addresses mandatory training issues such as *Ethics and Professionalism, Violence in the Workplace*, *Unlawful Discrimination/Sexual Harassment*, *Use of Force*, *Communicable Diseases*, and *Customer Service.* This Competency is required attendance for all new employees. All students are required to pass the Competency I exam with a score 70% or higher to demonstrate proficiency.

Competency II builds on the previous session and includes courses such as *Offender Counts*, *Hostage Survival, Key and Tool Control, Code of Penal Discipline, Fire and Life Safety, Report Writing,* and *Understanding the Physically Disabled and Diabetic Offender. Prison Rape Elimination Act (PREA)* curriculum has been incorporated in this Competency group. Competency II classes are required attendance for all new employees, with the exception of certain clerical support staff as determined by the Appointing Authority. Students must score 70% or higher to demonstrate proficiency on the Competency II examination.

The Department's *Self-Defense* program **(PPCT)** is also taught during Competency II. The four- day *Self-Defense* class is required for correctional officers, food service personnel, labor crews, maintenance, Correctional Industries' work crew supervisors, community parole officers, community corrections agents, and case managers. The two-day *Self-Defense* class is required for clinical services staff, education/library staff, administrative staff, contract employees, full-time volunteers, canteen workers and warehouse workers. Students must score 80% or higher on the written examination and demonstrate mastery with a practical examination.

Competency III concentrates on custody, control, and managing offenders throughout Colorado's various facilities and divisions. Specific topics addressed include *Security Threat Groups (gangs), Searches and Shakedowns, Offender Management, Transportation and Restraints,* and *Suicide Prevention.* Other presentations in this session highlight educational and work opportunities available to offenders. Students must score 70% or higher to demonstrate proficiency on the Competency III examination.

Heartsaver First Aid, CPR and Automatic Electronic Defibulator (AED), sanctioned through the American Heart Association (AHA), is also provided for new employees during Competency III. A score of 84%, as required by AHA, is necessary to pass this portion of the training program.

Firearm training is required for all new correctional officers. The Training Academy provides instruction with the 870 shotgun and the AR-15 rifle. Students must pass a practical examination in addition to qualifying on the rifle range with both weapons. A remedial program, implemented in December, 2004, allows students to improve their skills and accuracy should they require a second opportunity to qualify in order to successfully complete the Basic Training program. This new program has affected substantial and measurable cost avoidance to the Department based on the retention of new trainees. However, failure of the remedial program does result in termination from the Department.

Clinical Pre-Service Training, an abbreviated training program, was developed and implemented in February, 2006, for newly hired clinical services employees. The urgent demand for clinical services staff at all facilities compounded by the length of time required for hiring and background check processes and the duration of the traditional Basic Training Program necessitated this abbreviated program.

Clinical Pre-Service Training consists of 32 training hours. Topics covered are *Introduction to the CDOC, Understanding the Physically Disabled and Diabetic Offender, PREA,* and *2-Day Self-Defense.* Proficiency is measured with two written exams and one practical skills exam. The program concludes when Colorado's Oath of Office is administered and certificates issued to all students during a brief closing ceremony.

Extended Orientation Training. This program, delivered on-site, serves to completely familiarize the new employee with the operations and physical plant of the facility or work site once the employee arrives at his respective assignment. In some facilities (namely Colorado State Penitentiary, San Carlos Correctional Facility and the facility for Youth Offender Services) additional Specialized Training is required, germane to the management of these inmate populations.

An eight-hour Basic Training and Orientation course is provided for select limited offender contact personnel and volunteers. This program is designed to prepare employees for interacting with offenders.

In accordance with the one-year contractual agreement between DOC and private prison Community Education Centers Western Region (CEC), Training Academy staff delivers 16 hours of pre-service training curriculum to contractual participants. All participants are required to complete the pre-service course work and successfully pass all applicable tests within 90 days of initial hiring date. Academy staff also delivers Firearm instruction and qualification to specified participants if requested.

Similarly, in accordance with other one-year contractual agreements between DOC and Corrections Corporations of America (CCA) and between DOC and Cornell group, Training Academy staff delivers 32 hours of classroom Training for Trainers instruction to current staff. Selected topics include *Professionalism*, *Understanding the Physically Disabled and Diabetic Offender*, *PREA* and *Use of Force*.

In-Service Training. The In-Service training component provides experienced staff with a continuum of training on-site in various topical areas of facility/agency operations.

Full-time training coordinators provide training and/or training support for all the In-Service and Extended Orientation functions at each facility. In addition to In-Service facility/agency-specific training, a package of core curriculum has been developed to ensure that the topic areas impacting employees throughout the Department are being delivered in a consistent, high-quality manner. Because the DOC has credentialed instructors within the Department, the cost to train employees is much less than if outside vendors were hired to serve this training need.

In order to provide a wide range of training services to the many diverse staff in each facility, training coordinators solicit adjunct instructors from within their facilities to provide In-Service Training. These adjunct trainers are employees assigned to full-time job duties elsewhere, but are utilized due to their experience and subject matter knowledge. Training coordinators conduct training, update lesson plans, manage training records; coordinate with firearms qualification instructors, ERT trainers, etc.; maintain print and video libraries; and seek to meet other required ACA standards.

ACA Standard # 4-4084-1 has been implemented, which provides that all correctional officers receive at least 40 hours of annual training. The mandatory 8-hour annual refresher training (ART) includes refresher classes for professionalism, fire safety, CPR/First Aid, emergency plan, suicide prevention, disabled offender, PREA and security procedures. Every other year, the mandatory training will include 8 training hours for CPR/First Aid, if required, ART, and PPCT respectively plus 16 training hours identified in the Training Plan.

Advanced Training. Yearly refresher training at an advanced level is required by law, Departmental regulation, and ACA standards. This training is managed through the Academy and delivered throughout the state. The Academy schedules these classes, arranges locations, and facilitates staff enrollments statewide. During the publishing of the Annual Training Plan, every attempt is made to serve facilities in the most effective way, by location and by subject need. An important resource for meeting these needs is The National Institute of Corrections. Training course work that extends beyond Basic Training classes includes a variety of topics such as *Staff Supervision for Correctional Professionals, Exploring the Dynamics and Principles of Effective Leadership, Performance Management Program*, *Drug Identification,* and *Armed Transport Refresher*. Sponsored and funded through the Academy, these courses require specially-trained and credentialed instructors from throughout the DOC.

Specialized Training. An annual needs assessment from throughout the DOC determines and validates the necessity of Specialized Training. The Academy continues to search, screen, and hire the state's and nation's subject matter experts in highly specialized correctional topic areas.

Based on the results from the annual needs assessment, the Training Manager, in cooperation with Department Administrative Heads, provides training courses which may be unique and necessary for a particular DOC work unit (medical, education, community, etc.). Once a course is established, an outside vendor or a credentialed instructor from within the Department is secured and a target training population is determined. The Training Academy completes the necessary contractual paperwork. *Electronic Restraining Devices, Pepper ball Instructor Course,* and *NRA Instructor Courses* are examples of classes provided through Specialized Training.

Shared Functions & Activities

This subprogram continually interfaces with all areas of the DOC. Some building maintenance is provided through Facility Services. Inmate labor for the building's on-site janitorial service is provided and funded by the Correctional Industries. Associated tasks with ordering uniforms, ammunition for firearms training, etc. are all provided/shared with other subprograms. Adjunct

instructors, ranging from the Director level to subject matter experts, are drawn from DOC staff to teach and lead training functions.

*In FY 05/06, the Colorado General Assembly appropriated money to the DOC for double bunking in an effort to accommodate our growing prison population. The CTA received a portion of those monies to offset the cost of training more employees. Performance measures actual numbers may seem unusually higher than prior years actuals and targets but please note this was due to the double bunking funding. We anticipate this will carry over to FY 07-08 but will not continue beyond that timeframe.

Prioritized Objectives and Performance Measures:

Objective: Acquire and maintain ACA accreditation DOC-wide for facilities and operating units (by July 2009).

Objective: Maintain existing central support level for all DOC facilities and field organizations consistent with the overall growth of departmental caseloads.

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: % of compliance with ACA Standards. Definition: Overall ACA score awarded to CTA by ACA auditors. Demonstrates: CTA's compliance with ACA standards.	Target	100%	100%	100%	100%
	Actual	100% mandatory, 100 % non-mandatory	100% mandatory, 100 % non-mandatory		
MEASURE: Number of Basic Training Academies held Statewide. Definition: Basic Training Academies conducted at various sites statewide during one fiscal year. Demonstrates: CTA's ability and commitment to provide basic training services for the DOC, as needed, to produce the most cost effective results.	Target	8 CTA 2 SCF 2 DNV	8 CTA 2 SCF 2 DNV 12 CPST	8 CTA 2 SCF 2 DNV 12 CPST	8 CTA 2 SCF 2 DNV 12 CPST
	Actual	8 CTA 1 SCF 2 DNV 5 CPST	9 CTA 4 SCF 3 DNV 12 CPST		

Optional Elements

Prior Year and Other Performance Measures

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Average Basic Training Class Size. Definition: Number of students each FY	Target	80	60	95	90

		FY05-06	FY06-07	FY07-08	FY08-09
divided by number of sessions delivered/FY. Demonstrates: Number of students (new hires) reflects the Department's growth and turnover rate.	Actual	53	109		
MEASURE: Basic Training Hours. Definition: Training hours calculated by multiplying hours of instruction by number of students attending each Competency group. Demonstrates: Training hours verify workforce has been prepared for required duties and responsibilities.	Target	87,680	87,680	125,000	125,000
	Actual	80,519	158,086		
MEASURE: Training Hours (All In-Service, Advanced, Specialized). Definition: Training hours calculated by multiplying hours of instruction by number of students attending. Demonstrates: Training hours maintain or enhance the skills of workforce.	Target	250,000	250,000	150,000	150,000
	Actual	226,828	133,180		
MEASURE: Basic Training Tests Administered. Definition: Number of exams administered calculated by adding the number of students completing written exams for all Competency groups. Demonstrates: Exams demonstrate that performance is outcome-based and must be observable and measurable.	Target	6,000	6,000	6,000	6,000
	Actual	3,598	5,380		
MEASURE: Total number of Basic Training Tests Passed. Definition: Actual count determines number of exams administered completed with passing score. Demonstrates: Demonstrates required proficiency for successful completion of each Competency group.	Target	5,750	5,750	5,750	5,750
	Actual	3,409	5,097		
MEASURE: Basic Training Tests Failed. Definition: Actual count determines number	Target	<250	<250	<250	<250

		FY05-06	FY06-07	FY07-08	FY08-09
of exams administered with failing score. Demonstrates: Successful completion of each Competency group is a required condition of employment with DOC.	Actual	189	283		

Basic Training Requirements

Correctional Officers are required to complete five written exams and two practical exams in Basic Training. Nearly all other correctional staff must complete five written exams and one practical exam.

Competency I, II, & III exams require a passing score of 70% or higher, 2-Day & 4-Day PPCT exams require a passing score of 80% or higher, CPR & First Aid exam requires a passing score of 84% or higher, and PPCT & Firearms practical exams are either pass or fail.

Clinical Pre-Service Requirements:
Clinical staff attending CPST is required to complete two written exams and one practical exam. Competency exam requires a passing score of 70% or higher, 2-Day PPCT exam requires a passing score of 80% or higher, and the practical exam is either pass or fail.

Colorado Corrections Training Academy
FY 07

Objective: Maintain existing centralized support levels for all DOC facilities and field organizations consistent with the overall growth of departmental caseloads.

ASSUMPTION: Increase in number of offender beds
↕ (results in)
Increased staff hired or staff re-assigned with geographical impact
↕ (which results in)
• Increased numbers of FTE and Contract Staff needing to be trained • Increased number of off-site Academies scheduled
↕ (which results in)
• Increased demand to provide outcome-based, legally defensible staff training • Increased demand for staff to conduct basic training sessions • Increased challenge to meet or exceed requirements of the *American Correctional Association*

Which Impacts:
• Basic or Clinical Pre-Service Training required for all new hires regardless of job class, both FTE & Contract • In-Service Training required for all FTE and Contract Staff on an annual basis • Advanced Training required to enhance/improve basic skills • Specialized Training required to meet the unique training demands of specialized work units
↕ (which creates a need for)
Appropriate staff to accomplish objective: *Maintain existing central support level for all DOC facilities and field organizations consistent with the overall growth of departmental caseloads.*

As a support function of the entire DOC, the most compelling trends and challenges ahead:

- The impact of additional training requirements relevant to Clinical Pre-Service Training
- The impact of additional training requirements legislated by the *Prison Rape Elimination Act* and *New Times Settlement Agreement*
- Continuation of Pepper Ball training, a new weapon system, to the Department
- Department conversion to ICS/NIMS, replacing the current Emergency Plan
- Finalizing training requirements mandated by Montez vs. Romer court settlement

↕

Demands on all components of training continue to increase:
(Basic, In-Service, Advanced, Specialized Programs)

Action Plan for achieving listed objective from Summary Section: *Maintain existing centralized support levels for all DOC facilities and field organization, consistent with overall growth of departmental caseloads.*

- Maintain legally defensible training procedures as they relate to lesson plans and trainees
- Maintain ACA standards
- Continually revise existing basic and in-service curricula
- Explore new and additional required course work for Basic/Clinical Pre-Service Training
- Introduce newly developed in-service course work
- Continue to implement practices and procedures for use of IES Training System
- Explore distance learning and interactive training modalities
- Improve the current Training Information System capabilities
- Provide opportunities for training and other professional growth and development in order to meet the needs of a diverse staff with varying degrees of responsibilities

Accomplishments

- The training program developed to satisfy the Montez court settlement has been successfully delivered to all DOC staff.
- Clinical Pre-Service Training (CPST) continues to be offered at the beginning of every month for a total of 12 classes per FY. This abbreviated basic training program was developed in February 2006 and implemented for newly hired clinical services employees. At that time there was an urgent need for facility clinical services staff. The program has proven to be successful in training and placing Clinical Services staff in

facilities statewide in a timely manner. A full review of the CPST training program will be completed by CTA and Clinical Services in FY 08 to determine if training needs are still being met and to determine whether some classes should be extended and given the same attention as in Basic Training.

- Goal # 1; Objective 1 - Training Subprogram actively supported ACA standards and policies.

- Goal # 1; Objective 2 - Passed the internal ACA audit in February, 2007 with 100% mandatory and non mandatory. Passed the national ACA audit in April 2007 with 100% mandatory and non mandatory.

- Goal #1 Objective 4- The CTA almost doubled the number of offsite Basic Training classes in FY 07 from four in 05/06 to seven in 06/07. This is a cost savings measure to the department.

- Goal #1 Objective 5- The CTA in conjunction with PPMU continues to enhance and provide training opportunities to our contracted private prisons. This partnership is critical in maintaining highly professional and well trained corrections professionals. In FY 07 the Training Academy reached a point of maximum cooperation to include DOC facilities accommodating range space when needed for Armed Transport Refresher Training.

- Goal #2 Objective 1- Expanded the use of the IES Training System to maximize efficient and effective training, yet minimize costs. Provides the CTA an avenue to build partnerships with outside law enforcement agencies. In FY 07 several county sheriffs and local police departments utilized DOC training on IES.

- Goal #4 Objective 2- Implemented a 360 training program on a voluntary basis. New hires fresh out of the Academy will voluntarily participate in a longitudinal study of tracking their training to evaluate effectiveness and to determine maximizing staff development.

Capital and Facilities Information Including Space Requirements

The Training Academy is in the fifth year of a twenty-year lease with the Trinity Conference and Renewal Center, Inc., for use of remodeled and reconstructed buildings on the campus of the Holy Cross Abbey located at 2945 U.S. Highway 50 East, Canon City. The structure is 15,078 square feet that includes large and small classrooms, conference rooms, library, computer lab, video conference capability plus a large parking area. The Holy Cross Abbey was sold to the Follieri Group in early 2007.

Information Technology

Enhancing the reporting features in TIS is an on-going project.

Operating/Maintenance Costs for Capital and IT Projects
CTA relies upon the shared services provided by Facility Services, the CTA building's lessor, and prioritized requests to DOC's Information Systems office.

New Technologies for the Training Functions

- The IES Interactive Training System utilizes use-of-force training products that develop judgment and decision-making skills. Included with the system are the A2Z Classroom Trainer and the Ultimate Range 3000 XP4 System. The utilization of this system was tremendously increased this past fiscal year both internally to DOC staff and externally to our law enforcement partners statewide.

- The A2Z Classroom Trainer allows students or trainees to interact with realistic, interactive scenarios in a classroom setting using hand-held wireless keypads to answer multiple-choice questions. The A2Z automatically logs and scores every response and displays results which allow the trainer to readdress or expand upon key concepts, if necessary.

- An invaluable training tool, the Range 3000 XP4 is a scenario-based simulator that is economical, portable, and operable with no special location requirements. The cutting edge technology provides realistic scenarios encountered by correctional professionals. Trainees gain knowledge and experience from each scenario and the infinite array of circumstances encountered. The video-editing capabilities enable the DOC to customize scenarios related to use-of-force policies and procedures. Scenarios are designed to train the force level necessary to control a given situation with the desired results being that all incidents are handled appropriately. Trainees are able to practice posture, verbalization, and soft-hand skills in addition to simulated use of impact weapons, chemical spray, electronic devices, and lethal force. The responses and reactions of each trainee are analyzed and scored.

  All systems have been recently upgraded with the MILO software package. Forty scenarios filmed at Centennial Correctional Facility by IES are now being utilized. CTA staff, in partnership with IES, are currently creating more scenarios. The frequency and scope of training with the IES systems continues to increase. Training with the IES systems has become main stream for SORT and ERT Academies, the Basic Training Remedial Firearms Program, and at many facilities. A Train the Trainers (T for T) course was presented and demonstrations have been conducted for Use of Force instructors and Crisis Negotiation team members.

Efficiency and Effectiveness Measures
The Department sanctioned one standardized uniform for all correctional officers, food service workers and maintenance staff during FY 05. The Training Academy works in cooperation with various vendors, Purchasing, and Accounts Payable to facilitate the acquisition of the initial uniform issue. The initial uniform issue consists of three (3) shirts, two (2) pairs BDUs, one (1) jacket, one (1) hat, and the necessary identification patches. The Academy is responsible for the issuance of initial uniforms, resulting in a cost-savings to the Department by decreasing time spent performing this function at the facilities and allowing the facilities to focus on annual uniform issues only. This continues to prove to be effective and efficient system for issuing uniforms.

Web based training pilot launched in FY 07. After several years of design and development the CTA, in collaboration with Business Technologies, launched this new training opportunity for DOC staff. Web based training currently offers refresher training in limited areas. We hope to expand our web based training capabilities throughout FY 08 and FY 09.

Expanded use of the IES Training System maximizes efficient and effective training, yet minimizes costs and provides the CTA to build partnerships with outside law enforcement agencies.

A time clock system was purchased and implemented this fiscal year. This will provide greater efficiency to our front lobby operations and will not compromise our high security standard.

Other efficiency and effectiveness measures are on-going. Job and task analysis are constantly being reviewed and improved where needed. Time-saving strategies are suggested, encouraged, and implemented by all staff. Replacing computers and classroom projectors when necessary, state-of-the-art software, and the completion of converting lesson plans to PowerPoint presentations contribute to the overall efficiency and effectiveness of the Training Subprogram.

Subprogram Specific Goals and Objectives

Goal # 1: To provide and deliver a comprehensive, highly efficient, legally defensible training program to the Colorado Department of Corrections, maximizing departmental and divisional resources.

Assumptions: Comprehensive training programs will still be necessary; with increased demands due to legislative mandates and contractual obligations.

Objective 1.1: To maximize usage of Departmental personnel and other internal resources to ensure cost efficiencies throughout FY 2008.

Objective 1.2: To deliver training germane to the Prison Rape Elimination Act supporting the elimination, reduction and prevention of sexual assault and rape within correction systems. This training will meet both Federal and State statutes as the state of Colorado adopted such legislation in FY 07.

Objective 1.3: To implement all training requirements involving reading material as mandated by the New Times Settlement Agreement to include a 2-year monitoring phase.

Objective 1.4: Continuation of new weapon system, Pepper Ball, to the Department providing versatility and effectiveness without serious injury to the subject.

Objective 1.5: To develop and implement alternative methods of delivering training programs to Departmental facilities and divisions, thereby reducing departmental travel and time away from posts throughout FY 2008 and FY 2009.

Objective 1.5: To deliver select basic training competency groups, self-defense and firearms training to private prison personnel as outlined in contractual agreements.

Objective 1.6: To develop and deliver a Master Firearms Instructor School for correctional officers that is POST sanctioned.

Goal # 2: Continue to implement practices and procedures for use of the IES Training System for Basic Training and for facility in-service and advanced programs.

Objective 2.1: Increase availability of the system to facilities/agencies throughout the state by conducting additional Training for Trainers courses.

Objective 2.2: Develop, film, edit, and produce scenarios to be utilized in IES for classes which include Professionalism, Staff Supervision for Correctional Professionals, and Unlawful Discrimination/Sexual Harassment.

Goal # 3: To make improvements in current training information system.

Assumptions: Improved electronic communications made available during past years have made it possible to develop methodologies whereby Training Academy resources may be accessed throughout the Department of Corrections. Easier access to Training Academy curricula data will save time thus increasing training productivity.

Objective 3.1: Enhance employee training records, per priority schedule with the Office of Information Systems.

Objective 3.2: Increase ability to access reports and other data necessary for planning and analysis.

Goal # 4: To work cooperatively with the Division of Human Resources' Selection and Classification Units.

Assumptions: Together CTA and the Division of Human Resources' Selection and Classification Units will work toward the enhancement of the DOC employee development process.

Objective 4.1: Establish methods to achieve maximum efficiencies and effective time frames between the application process and eventual staff placement into the Training Academy.

Objective 4.2: Develop a survey for facilities and divisions referencing effectiveness of training programs for new hires.

Goal # 5: To maintain ACA accreditation.

Assumptions: The DOC will continue to provide the necessary resources to support ACA Accreditation.

Objective 5.1: Comply with all standards in policy and practice in an on-going manner throughout the year.

Objective 5.2: Pass all annual internal audits and national reaccredidation audit in 2008.

Similar or Cooperating Programs: The Department of Public Safety has an established Training Academy.

Stakeholders

Customer	Requirement
DOC Staff	Development and delivery of the highest quality training programs.
Facility Management	Opportunities for re-training and special course development.
Citizens of Colorado	Training which emphasizes safety, security, prevention of escapes.
DOC Inmates	Training for staff which emphasizes sound conditions of confinement and respect.

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
3) SUPPORT SERVICES												
F) TRAINING	2,103,545	66,339	218	0	1,802	(9,675)	0	2,162,229	27.3	0.0	0.0	27.3
Personal Services	1,826,389	66,339	0	0	0	(9,675)	0	1,883,053	27.3	0.0	0.0	27.3
Operating	277,156		218	0	1,802	0	0	279,176				
Montez Contract	0		0	0	0	0	0	0				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Training 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
Position Detail										
Gen Professional VI	91,932	1.0	85,679	1.0			90,584	1.0	90,584	1.0
Gen Professional V			157,110	1.9			86,160	1.0	86,160	1.0
Gen Professional IV	149,640	2.0					78,012	1.0	78,012	1.0
Gen Professional III	182,835	3.0	174,785	3.0			189,520	3.0	189,520	3.0
Gen Professional I			39,413	1.0			42,360	1.0	42,360	1.0
Officer IV	75,698	1.0	73,680	1.0			79,188	1.0	79,188	1.0
Officer III	1,007,569	17.0	967,383	17.2			1,087,488	18.0	1,087,488	18.0
Program Assistant I	39,863	1.0							0	0.0
Admin Assistant II	15,623	0.5	33,012	1.0			10,832	0.3	10,832	0.3
Admin Assistant III	34,321	1.0	32,626	1.0			38,856	1.0	38,856	1.0
Subtotal: - T09	1,597,481	26.5	1,563,688	27.1			1,703,000	27.3	1,703,000	27.3
Salary Subtotal	1,597,481	26.5	1,563,688	27.1			1,703,000	27.3	1,703,000	27.3
PERA @ 10.15%	158,531		154,895				172,855		172,855	
Other Retirement Plans										
Medicare Tax @ 1.45%	21,810		21,525				24,694		24,694	
Compensation Match										
Base Reduction -.51%									(9,675)	
Other Personal Services										
Part-time/Temporary	5,795									
Contractual Services			22,969							
Overtime Pay	237		4							
Retirements/Payouts	11,900		2,033							
Tuition Reimbursement			4,490							
Vacancy Savings							0		0	
Subtotal of Personal Services	1,795,755	26.5	1,769,604	27.1	1,826,389	27.3	1,900,548	27.3	1,890,873	27.3
General Fund	1,795,755	26.5	1,769,604	27.1	1,826,389	27.3	1,900,548	27.3	1,890,873	27.3
POTS - Expenditures										
Shift Differential	4,135		3,489						0	
Health/Life Insurance	90,791		109,200				123,804		0	
HB 00-1215										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Training 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
Short-term Disability @ .21%/.045%	2,351		1,808				2,103		0	
AED/SAED	3,183		10,722				22,935			
Salary Survey							48,637 *			
Anniversary							*			
Pay for Performance							22,128 *			
Medicare Change							*			
Unemployment Security Payments										
Difference							(3,394)		(7,820)	
Total Continuation Personal Services	1,896,215	26.5	1,894,823	27.1	1,826,389	27.3	2,045,996	27.3	1,883,053	27.3
General Fund	1,896,215	26.5	1,894,823	27.1	1,826,389	27.3	2,045,996	27.3	1,883,053	27.3
DECISION ITEM - PERSONAL SERVICES										
TOTAL DECISION ITEMS									0	0.0
TOTAL PERSONAL SERVICES									1,883,053	27.3
General Fund									1,883,053	27.3
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							1,741,715	27.3	1,826,389	27.3
Previous Year Special Bills/Supplementals										
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction 1%									0	
Salary Survey - classified employees							93,852		48,637	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									17,702	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization										
Base Adjustment - .51%							(9,178)		(9,675)	
Adjustments (Decision Items, other)									0	0.0
Total Personal Services Appropriation/Request							1,826,389	27.3	1,883,053	27.3

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Training 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
General Fund							1,826,389	27.3	1,883,053	27.3
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	1,631,004	27.3	1,741,715	27.3						
Supplemental										
Special Bills										
Additional Federal Funds										
Transfers										
Reversions			(5,463)							
Subtotal	1,631,004	27.3	1,736,252	27.3						
General Fund	1,631,004	27.3	1,736,252	27.3						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	168,366		33,852				48,637			
Anniversary							0			
Pay for Performance							22,128			
Shift Differential			2,583				0			
Medicare change										
Health/Life Insurance	90,443		109,199				123,804			
HB 00-1215							0			
Short Term Disability	2,350		1,808				2,103			
AED	4,052		11,129				22,935			
POTS Subtotal	265,211		158,571				219,607		0	
General Fund	265,211		158,571				219,607		0	
Total Personal Services	1,896,215		1,894,823				2,045,996	27.3	1,883,053	27.3
Total Actual Personal Services	1,896,215		1,894,823				2,045,996	27.3	1,883,053	27.3
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
1622 CN PERA			46				46		46	
2160 Custodial Services			1,000				1,000		1,000	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Training 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
2170 Waste Disposal Svc	831		748				748		748	
2180 Grounds Maint/Repair									0	
2210 Other Maintenance/Repair									0	
2220 Building Maintenance/Repair	74		40				40		40	
2230 Equip. Maintenance/Repair	16,897								0	
2231 ADP Equip Maint/Repair Svc	210		60				60		60	
2232 ADP Software Maintenance	120		140				140		140	
2240 Motor Vehicle Maint/Repair	901								0	
2250 Vehicle Lease Payments			69				69		69	
2252 Vehicle Mileage Charge	7,689		8,768				8,768		8,768	
2253 Rent for Equipment	21,861		19,710				19,710		19,710	
2254 Rental of Motor Vehicles									0	
2255 Rental Of Buildings	6,683		8,172				8,172		8,172	
2259 Parking Fee Reimbursement	58		23				23		23	
2512 Travel - IS Per Diem	14,195		15,324				15,324		15,324	
2513 Travel - IS Vehicle Reimbursement	(909)		34				34		34	
2531 Travel - OS Common Carrier Fares	745		610				610		610	
2532 Travel - OS Per Diem	2,186		1,111				1,111		1,111	
2540 Out of State - Non Empl									0	
Out-of-State reduction 15%									0	
2610 Advertising/Publicity									0	
2611 Public Relations									0	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside Source	5,713		7,516				7,516		7,516	
2680 Printing and Reproduction	1,599		1,779				1,779		1,779	
2710 Purchased Medical Services			26,570				26,570		26,570	
2810 Freight Storage and Moving	63								0	
2820 Other Purchased Services	34,566								0	
2830 Office Moving - Purch. Svc.									0	
3110 Other Supplies & Materials	24,208		6,382				6,382		6,382	
3112 Automotive Supplies	37		75				75		75	
3113 Clothing/Uniform Allowance	8,474		15,769				15,769		15,769	
3114 Custodial/Laundry Supplies	1,372		4,941				4,941		4,941	
3115 Data Processing Supplies	3,549		5,158				5,158		5,158	
3116 Purchased Software	2,441		1,542				1,542		1,542	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Training 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
3117 Educ./Rec. Supplies/Service	46,340		48,444				50,550		50,550	
3118 Food & Food Service Supp.	119		40				40		40	
3120 Library Books/Period./Subs.	2,012		2,051				2,051		2,051	
3121 Office Supplies	6,775		33,662				33,662		33,662	
3122 Microfilm Photo Supp./Service	1,669		716				716		716	
3123 Postage	207		189				189		189	
3124 Printing	8,787		7,363				7,363		7,363	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	4,584		5,421				5,421		5,421	
3128 Noncapitalized Equipment	18,750		12,845				12,845		12,845	
3132 Noncapitalized Off Furn/Off Syst									0	
3140 Non Capitalized IT Purchases - PCs	9,598		14,513				14,513		14,513	
3143 Non Capitalized IT Purchases - Other	1,920		2,749				2,749		2,749	
3920 Bottled Gas									0	
4100 Other Operating Expenses			352				352		352	
4110 Awards, Judgments, Losses									0	
4111 Prizes, Awards Inmate Kick out)	174		8				8		8	
4118 Gross Proceeds To Attorneys			6				6		6	
4140 Dues and Memberships	359		650				650		650	
4170 Misc. Fees									0	
4180 Official Functions	313		557				557		557	
4200 Purchase Discounts									0	
4220 Registration Fees	18,970		19,895				19,895		19,895	
4240 Employee Moving Expense									0	
6220 Office Furniture/Equip.									0	
6280 Other Capital Equip.									0	
Total Operating Expenses	274,138		275,050		277,156		277,156		277,156	
General Funds	274,138		275,050		277,156		277,156		277,156	
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									148	
DWCF Double Bunking Annualization									70	
TOTAL ANNUALIZATION ITEMS									218	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Training 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
Grand Total Continuation Operating	274,138		275,050		277,156		277,156		277,374	
General Funds	274,138		275,050		277,156		277,156		277,374	
Reconciliation										
Long Bill Appropriation	274,181		275,172							
Supplemental			(119)							
Reversions	(43)		(3)							
Subtotal	274,138		275,050							
DECISION ITEM - OPERATING										
DI # 1 External Capacity Increases									32	
DI # 2 Parole/Parole ISP/Re-Entry Caseload									968	
DI # 4 Mental Health Caseload									380	
DI # 5 Community/Community ISP Caseload									62	
DI # 6 External Capacity Impacts									20	
DI # 7 Academic & Vocational Instructors									160	
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									140	
DI #11 Planning and Analysis Statisticians									40	
TOTAL OPERATING - DI									1,802	
MONTEZ CONTRACT SERVICES					0		0		0	
Reconciliation										
Long Bill Appropriation										
Supplemental										
Reversions										
Subtotal	0		0							
Reconciliation										
Long Bill Appropriation										
Transfers										
Reversions										
Subtotal	0		0							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Training 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		0	
Reconciliation										
Long Bill Appropriation										
Transfers										
Reversions										
Subtotal	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										
Cash Funds										
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4

SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS

AGENCY: TRAINING 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	**2,170,352**	**2,169,873**	**2,103,545**	**2,323,152**	**2,162,229**
General Fund	2,170,352	2,169,873	2,103,545	2,323,152	2,162,229
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: **(3) SUPPORT SERVICES**
(G) Information Systems

Line Items: Personal Services
Operating Expenses
Purchase of Services from General Government Computer Center

Change Request(s): DI #1 External Capacity Caseload Increase
DI #2 Parole–Parole ISP–Re-Entry Caseload Increase
DI #4 Mental Health Caseload
DI #5 Community Corrections Caseload Increase
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: CRS 17-1-103 CRS - Duties of the executive director.

Program Description: The Information Systems Subprogram, known as Business Technologies (BT) of the Colorado Department of Corrections (DOC), is responsible for the planning, development and installation of all automated information and communication systems within the DOC and interfaces with automated information systems outside the DOC. This subprogram provides management of access to online offender files, infrastructure design and placement for network circuits, photo ID servers, LAN file servers, email servers, network security, education servers, enterprise computer systems known as Department of Corrections Information Systems (DCIS), Department of Corrections Intranet (DOCNET), DOCweb which is the DOC's WWW presence, Document Imaging, Colorado Integrated Criminal Justice Information System (CICJIS) interface, and Internet servers.

Total FTE: 53.6

Services Provided

- Management of the DCIS enterprise systems by the development, implementation, and maintenance of applications which includes the LAN and WAN networks.

- Maintenance of the interfaces the department has with the automated information systems outside of the department, including Colorado Integrated Criminal Justice Information System (CICJIS), Colorado Bureau of Investigations (CBI), Digital Fingerprinting via Integrated Automated Fingerprint Identification System (IAFIS) and the General Government Computing Center (GGCC).

- Training for users on the applications, and provision of a Support Center to respond to hardware and software problems and needs.

- Information to Criminal Justice Agencies required for investigation, prosecution, sentencing, research and due process.

- Computer applications to track offenders' information in areas to include but not limited to: classification, time computation, work assignments, clinical services (medical, dental and mental health), restitution, inmate banking, canteen, movement, inmate program participation, inmate population figures and data for statistical reporting.

- Network security through the configuration and setup of network routers, switches, firewalls, anti-spam devices, and Virtual Private Networks (VPN).

- Computer applications to support staff in areas that include: personnel, training, and payroll, administration, Administrative Regulations, financial systems, photo system, as well as American Correctional Association (ACA) data collection.

- Response to legislative and judicial mandates that require modifications to programs and services.

- Reliable and effective operations of multi-platform operating systems which include Windows, Novell, Linux, and Solaris.

- Management of the administration, maintenance, and support for internet, intranet, and extranet applications.

- Maintenance and support of the Department's GroupWise email system.

- Development of computer standards for the Department for all computer workstations and software which requires an *automated purchasing and* approval process for the acquisition of hardware and software.

Functions and Activities Summarized

Priority	Function
1	Customer Support Center
2	Enterprise Systems Support
3	Local and Wide Area Network (LAN/WAN)
4	Computer Workstation Support
5	Applications Development and Maintenance
6	Web Services and Support

Analysis of Functions and Activities

Customer Support Center: The Support Center serves as the first point of contact for all Business Technologies related problems and service requests. By means of an internal call

center, Support Center staff provides all types of technical support to system end-users at all DOC facilities and offices. The Support Center determines the necessary level of access for system users to DCIS programs and applications and then assigns appropriate user logins, and passwords for each end-user. First, second and third tier technical support is provided to assure successful utilization of all Information Technology (Business Technologies) systems, other state agency systems, and external systems that CDOC interfaces with. As the name suggests, the Support Center function is maintained so that all DOC staff have a direct line of support for all of the technologies that are essential for staff to perform their duties and is critical to support the accomplishment of the mission of DOC.

Utilizing specialized software, work orders are generated and tracked by Support Center staff for every contact received. Work orders not resolved at first or second tier are escalated to the appropriate team or to Management staff for resolution. Support Center staff develops and maintain a technical knowledge base as well as a user knowledge base derived from technical information obtained within the resolution of the work orders. Support Staff maintains and provides statistical reporting and project tracking, allowing Management to identify trends and proactively address system issues. Monthly introductory classes are provided for new staff and refresher training is provided as needed so that all staff can be proficient with the numerous offender-tracking applications used within the DOC.

The Support Center staff serves on application development teams providing Training for Trainers on new applications through the Corrections Training Academy. A major part of their role is the coordination of testing and implementation of new user applications, assurance of application standards, and as the liaisons between the end-users groups and the application developers. Their input is vital to the application development process to ensure that the needs of the end-users and program requirements are meet.

Enterprise Systems Support: This area administers all enterprise DOC computer systems and operations. Performs full operation of the central enterprise computers upon which the DCIS, DOCNET, WEB, Document Imaging and Photo Image databases reside. It performs all security, backup and recovery functions to the systems, upgrades to the operating systems, and database software. Responsibilities also include firewall operation, maintenance, configuration, and user access/denial to the systems.

Systems personnel administer several DOC systems, including the Sun 5500 DCIS production back end database computer system, the Sun 5500 front end processor system, the Sun 5500 development and disaster recovery system, the V880 WEB system, the Photo Image System, the document image system, the two firewall systems, the IBM E Series blade servers, the Clarion CX500 disaster recovery storage system, Citrix servers, the GroupWise email servers, and various other network and file servers. Basic systems administration functions include the analysis of the system performance, such as memory, processor, and disk subsystems. These subsystems must continually be balanced in order to provide peak performance of the system. This balancing of the system includes reconfiguring the system parameters by reprogramming the system Kernel and monitoring the results to resolve operational problems. In addition, they perform tuning on the disk subsystems by partitioning the disks and balancing files on specific

disks to insure the best performance of the disk access procedures. Each of these functions requires documentation of the current systems and software configurations.

This area performs support for the Local Area Network servers and all associated file servers, including research on technology, configuration, installation, repair, and support for all computer systems department wide.

Systems personnel provide the systems programming to complete the interface to the CCIC CBI interface. This function is also responsible to resolve any issues with the Ten Printer (fingerprint system) located at DRDC, which is the system used to electronically fingerprint inmates and transmit the prints electronically to CBI. In addition, this function is also responsible to provide problem analysis with fingerprint cards for the FBI and CBI.

The Systems Administrator programs the network addressing schemes into the system, (such as TCP/IP), in conjunction with Database Administration staff, configures changes to the database, installs new releases of the database and Operating System software, including the integration of patches into the Operating System. In addition, the position, in conjunction with DBA staff, is responsible for software conversions and maintaining the various databases, such as the production database, the training database, etc.

Systems staff provides consulting with various vendors for new technologies, troubleshooting problems, new software upgrades, and new operating systems. They also provide consultation with Business Technology staff for server and email issues.

Local and Wide Area Network (LAN WAN): This area plans, implements, installs, maintains, and supports all local and wide area network functions department wide. The local and wide area network provides connectivity to and between all DOC facilities, Headquarters, Parole and Community Corrections offices, Correctional Industries' Programs, and business locations, private residential centers and private prisons.

Computer Workstation and Peripheral Support: This area performs remote and on site support for computer workstations and peripherals department wide including installation, configuration, maintenance and support to include CDOC, Correctional Industries and Education Departments.

Applications Development and Maintenance: This group provides analysis, development, implementation, and on-going support for all application software for the DOC. New application development also entails assistance and communication with the assigned project manager to ensure the delivery of a quality product. In addition, this group serves as second level support to the Customer Support Center. They are available to answer application-related questions which are beyond the scope of the Support Center personnel.

The programmer/analysts are also involved in providing ad hoc reporting for both internal and external agencies. In addition to ad hoc reporting, the programmer/analysts' function is to provide application interfaces, (coding and communications between various in-house applications), as well as inter-agency applications interfaces. In addition, programming staff

creates user manuals and help-screens for all new applications and administers Training for Trainers on new applications through the Corrections Training Academy.

One of the major functions performed by the applications group is that of database design. The applications group works closely with the Database Administration staff in several roles, including the initial design of the database, new table structures, table modifications, and stored procedure development. The Database Administration staff is responsible for implementing database changes and monitoring the system for optimal performance and data integrity.

WEB Services and Support: Provide applications development, implementation, support and maintenance for DOC's Intranet (DOCnet) and WWW presence (DOCweb). Whereas DOCnet deals primarily with dissemination of information to DOC staff, DOCweb acts as the public safety arm of the DOC as well as a means to deliver secure data to other law enforcement agencies. This includes secure bilateral data transfers between outside entities such as medical consult systems, medical lab results, Social Security Administration and hosted call center systems.

Shared Functions and Activities

Internal shared functions include the support of technologies with Parole and Community, Correctional Industries, Education and Libraries, Private Prison Monitoring Unit, Corrections Training Academy and the Security Technologies Committee. All staff depend upon up-to-date and available information for areas of responsibility, including inmate information, security of facilities, budgetary information, email and Internet access, and many other document and electronic information. Department goals can only be met through the use of high speed and effective BT tools. BT will often work in consultation with subprograms to identify and develop needed tools to create efficiencies and effectiveness in accomplishing the Department's mission.

External shared functions include application usage and network connectivity with Community Corrections Centers. Shared functions with other state agencies, includes CICJIS and the four other criminal justice agencies, Colorado Bureau of Investigation, Judicial, Department of Youth Corrections, and the non-state agency, the Colorado District Attorney's Council. BT also provides Disaster Recovery for the Financial Data System (FDS) utilized by all State agencies and maintained by the Department of Information Technology. The DOC has recognized and responded to the need of providing extranet services to areas beyond traditional law enforcement agencies. These secure applications support the DOC's mission to deliver effective management of offenders in a cost effective manner.

Prioritized Objectives and Performance Measures

OBJECTIVE 1: Continue to provide technology support services to the Department efficiently and effectively.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Major computer system "uptime" and usable a high percentage of the time. Definition: Maintain the computer systems up and operational for use except when they have to be brought down for SCHEDULED operational maintenance. Demonstrates: A high level of support and availability for the Departmental users.	Target	98%	98%	98%	98%
	Actual	99.5%	99.6%		
MEASURE: Number of work orders resolved by the Support Center and Technical staff. Definition: Measure the number of technical problems that have been received and the resolutions to those problems. Demonstrates: Support staff responsiveness and effectiveness.	Target	30,000	39,144	40,000	40,000
	Actual	38,122	38,186		
MEASURE: Major applications and modifications. Definition: Indicates the number of major applications developed and number of major application modifications completed by the applications staff. Major indicates more than 4 weeks of development. Demonstrates: Applications staff responsiveness and effectiveness.	Target	6	6	6	6
	Actual	6	5		
MEASURE: Number of networked workstations affected by unsupported/end of life operating systems needing replaced. Definition: Total number of networked workstations. Demonstrates: Progress of moving end of life workstations to new workstations that will support all current and projected applications.	Target	0	0	0	0
	Actual	1192	324		

OBJECTIVE 2: By January 2008 develop and implement web based training available to CDOC staff via DOCNet on Introduction to DCIS. A required training for user access; a cost savings to CDOC replacing travel time, post replacement for students and trainers.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Web-based training system operational Definition: Development, approval and deployment Demonstrates: Percentage completion of entire project	Target	50%	50%	100%	
	Actual	60%	60%	95% Ready for Implement	

OBJECTIVE 3: Identify all non-networked workstations within CDOC to include Correctional Industries and Education.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Total number and identity of non-networked workstations Definition: Purchase and load inventory software on non-networked workstations. Train users on auditing procedures for their area incorporating data in to current Centennial inventory database. Demonstrates: An automated process for asset management.	Target	10%	100%	100%	100%
	Actual	3%	98%		

OBJECTIVE 4: Continue the strategic plan to transition DCIS application development to client server and browser based applications to be completed by converting existing systems.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Convert all Informix 4GL software to client server and browser based applications Definition: Rewrite current DCIS applications in Client Server and Browser technology Demonstrates: Progress of moving from current 4GL applications to new technology shown by the number of applications completed.	Target	2	2	2	1
	Actual	1	2		

OBJECTIVE 5: Expand the use of the DOCNET system to reduce internal paperwork, provide information to staff state wide, and consolidate the need for databases located in each facility, (On-going).

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Completed Intranet applications. Definition: On-going applications development to provide administrative, HR, and internal databases. Demonstrates: Progress on various applications developed by showing the # of applications.	Target	15	8	8	8
	Actual	8	7		
MEASURE: Install IWay Middleware, Transfer data via standardized formats and provide for Web Services Definition: Reduce the amount of custom code to communicate with multiple systems. Demonstrates: Ability to connect to disparate systems with minimal custom code	Target	25%	90%	100%	100%
	Actual	25%	75%		

OBJECTIVE 6: Automate paper processes within Human Resources. This is a multi-year, multi-phase project that will begin with the requisition process through termination.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Paperless HR system. Definition: Deliverables for each sub process of the HR hiring process. Demonstrates: BT's continuing effort to automate manual processes and thereby delivering data and product in a timely manner.	Target	5%	5%	10%	20%
	Actual	5%	5%		

OBJECTIVE 7: By June, 2008, Internal Incident Tracking System available to all facilities. This system will provide information to internal investigators, show patterns of incidents by time and location to facility security and track the number of reports written by employees and by inmates.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Incident Reporting System Operational Definition: Phase 1 includes development and pilot installation, with final phases deployed to all facilities. Demonstrates: Percentage completed for overall project.	Target	85%	100%	100%	
	Actual	50%	100%		

OBJECTIVE 8: By November, 2008, Implement all Phases of the Prison Rape Elimination Act deliverables. This is to include: Classification instruments, Integration into the DCIS system, Re-write of Reportable Incident system to quantify the CDOC's progress and trends, Re-write of the COPD charges to include information, derived from the Incident Tracking system, Web Reporting and purchase and set up of a mobile training lab for all subsequent training requirements statewide.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Incident Reporting System Operational. Definition: Multiple Phases as mentioned above. Final phase is deployment to all facilities. Demonstrates: Percentage completion of entire project.	Target	35%	60%	75%	100%
	Actual	35%	50%		

OBJECTIVE 9: By July, 2008 implement Photo ID workstations in all designated DOC facilities and regional Parole Offices, with full photo capture, print, and store capabilities.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Complete Photo Image System in each DOC facility Definition: Purchase, install, and make operational workstations, capture stations and printers at each DOC facility and Parole region. Demonstrates: Percentage completion of entire project.	Target	100% Pending Funding	100% Pending Funding	100% Pending Funding	
	Actual	0% Not Funded	85% Not fully funded		

OBJECTIVE 10: Secure funding sufficient for the Department to replace 1/4 of its computer workstations each year to provide users up to date hardware/software to enable them to be efficient in their computer usage.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Replace 1/4 of all computer workstations each year. Definition: Efficiency of workstation usage and support by reducing support maintenance. Demonstrates: Shows the number of workstations actually replaced.	Target	10%	25%	25%	25%
	Actual	Not Funded	20% Not Funded		

OBJECTIVE 11: By April 2009, provide Clinical Services newly enhanced Pharmacy System to include a Pharmacy Inventory system.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Operational Pharmacy system available for usage by all required medical staff. Definition: Completion of required analysis, design, programming and implementation. Demonstrates: Project was completed and successful	Target	00%	00%	40%	100%
	Actual	N/A	N/A		

OBJECTIVE 12: By February 2009, secure authorization and develop technical interfaces to transfer inmate outside consults information to Physician Healthcare Providers (PHP) from outside hospitals providing medical services for DOC inmates by using iWay to transfer data between P H P and DOC.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Successfully complete the process of electronically submitting requests for outside consults and receiving information back from PHP. Definition: Eliminate phone calls and faxes to request outside consults and receive outside consult information back into the Medical database. Demonstrates: How successful the objective has been performed.	Target	00%	00%	10%	100%
	Actual			Pending funding and acceptance by PHP	

OBJECTIVE 13: By January, 2008, complete the programming and implementation of the legislative mandate for the new Sex Offender Registration processes by cooperating with the other CICJIS agencies to complete the required data transfers and processes to meet the mandate requirements.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Sex Offender Registration process is in place and operational in accordance with the legislation requirement. Definition: Requires collaboration and cooperation of all CICJIS agencies to define processes and complete the technical requirements. Demonstrates: Indicates the progress of the project by percentage completed.	Target	90%	90%	100%	
	Actual	0%	95%		

OBJECTIVE 14: In cooperation with all other CICJIS agencies, by March 2009, implement a new technology for all CICJIS data transfers, utilizing XML transfers by securing funding, selecting new technology, developing processes and completing the programming and implementation.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: A new CICJIS interface technology completed and successfully implemented. Definition: Requires a complete new technology infrastructure for all current CICJIS data transfers. Demonstrates: The percentage of the project completed.	Target	90%	90%	80%	100%
	Actual	0%	0% Vendor replaced		

OBJECTIVE 15: By June, 2008, Complete the implementation of DCIS applications to support the ADA compliant (Montez Case) project, enabling DOC staff to capture and track data associated with the ADA requirements.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Annual progress toward the overall completed project. Future additional funding pending. Definition: Design, development programming, testing, training and implementation of the entire ADA application. Demonstrates: Demonstrates percentage completed for entire project.	Target	25%	95%	100%	
	Actual	25%	95%		

OBJECTIVE 16: By February 28, 2008, implement Sexually Violent Predator tracking system. From identifying inmates who meet criteria, capture SVP assessment and Parole Board decision.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Percentage complete of SVP identification and tracking Definition: Requires analysis, programming, testing and implementation. Demonstrates: Project completed.	Target	100%	100%	100%	
	Actual	40%	90%		

OBJECTIVE 17: By July 2009, Implement Offsite Disaster Recovery system. To have a 4 hour recovery system in place.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Percentage of Hardware/Software installed and configured at Offsite Facilities. Definition: To keep IS systems operational and available to all users. Demonstrates: 4 hour recovery time achieved.	Target	10%	15%	25% Pending Funding	50% Pending Funding
	Actual	15%	15%		

OPTIONAL ELEMENTS

Trends

Information technology advances continue as they have in the past few years and have significantly expanded capabilities of private industry and governments to enable them to increase their capabilities to gather, share, and report information. This increase, coupled with further expansion of networking capabilities, Internet access, and enhanced information accessibility, have created a large paradigm shift in the IT industry. These capabilities have placed increasing pressures on local Information Technology organizations to keep pace with the vast technologies that their user communities and stakeholders have experienced on a personal level. This trend will continue until BT divisions can match those expectations.

In response to public input, the DOC has implemented several public-access web applications during FY06-07:

> The Inmate Locator system enhances public safety by allowing public access to photo and sentence information dealing with current-population inmates. The system has seen steady growth (hits) since its inception and is currently being reviewed for further enhancements.
>
> The DOC created the Former Offender Resource Guide and Educational Services (FORGES) web site. This site is hosted by the DOC and is maintained by volunteers who populate its database with information on resources available to inmates upon their release from DOC (including Parolees).
>
> The Victim Notification system allows victims of violent crimes to register online for inclusion into the program. It also sets up the infrastructure to enhance communication with the Victim Notification staff. Victims can subscribe to the system and provide contact information to be utilized when the inmate is released from DOC custody.

The DOC has moved strategically into a hosted system environment to assist Parole and Community Corrections with data entry into DCIS. This system is essentially a call center which is staffed 24/7 and allows either web access or phone access to Parole related contact information as well as input of additional contacts being made in the field. The pilot project was completed in FY05-06 and went online in FY06-07. Data collected by the call center is downloaded to the

DOC each day and in some cases on a real time basis. Likewise, data pushed to the call center is scheduled each day or accessed by the call center on a real time basis.

The current applications running on the DCIS systems utilize front end application servers that serve the back end database. As new applications and development tools are being considered and used, such applications will also be able to use the legacy database. Current and future development will be in the form of client server, web applications and middle tier solutions to enhance the distribution of data to disparate systems.

IT staff is currently evaluating a technology that may solve a problem that has plagued the DOC for many years. The problem deals with inmate signatures on critical documents maintained by the DOC. The need to transition to a paperless system for inmate related documents has always been hampered by the need of an inmate's signature. Traditional methods of obtaining this information, while good for commerce, is very difficult in a corrections setting. Maintaining ordinary digital and/or electronic signatures for 20,000 inmates is impractical to implement especially considering that the clients (inmates) are more interested in circumventing solutions that are put in place. To resolve this, the DOC is evaluating a "digital paper" system called Xpaper. Each sheet of Xpaper is pre-printed with a unique microscopic pattern of dots which enables handwriting to be recorded and transferred to a computer with a digital pen. To use it, the printer is loaded with Xpaper, documents or forms are printed with existing applications, and obtain signatures with a digital pen. By docking the pen in its cradle when finished, the document is downloaded to a server as an exact PDF copy (which contains the signature of the inmate). The Xpaper system is extremely mobile in that it is self contained and can move freely within the institution via case managers. This allows signature acquisition on documents that are not tethered to a desktop PC.

The DOC has seen an increase in sharing data with non-traditional outside sources (other than law enforcement). This is being addressed by new middle ware that standardizes data transfers with XML, HL7 and GJXDM. It also provides a mechanism to ease the overhead of publishing web services to outside agencies.

The browser-based technology being developed for the Internet applications, PHP-based applications being developed, and some internal development WEB based technology, has increased the diversity of various skill sets needed by the Department. As the new technologies emerge, additional training will be required. Such training will affect budgets due to the high costs of the technological training.

Workload Assumptions

- Maintenance costs for hardware and software will increase due to additional systems and software.
- DOC cannot maintain the current projected efficiencies without increasing staff FTE numbers in the areas of: Programming, Systems Administration, and Support Center

Accomplishments

- Server consolidation Group Wise implementation is 100% complete.
- Completed the conversion of all DOC users to office automations systems to Microsoft office suite.

- Completed the automated "blue card" system to replace paper system.
- Completed the Intranet (DOC internal) Content Management System utilized by content providers.
- Completed the Internet (WWW) Content Management System utilized by content providers.
- Completed the Former Offender Resource Guide and Educational Services (FORGES) WWW application which provides program resource information to Parolees and discharged inmates.
- Completed the PREA assessment instruments for sexual vulnerability and sexual aggressiveness.
- Implemented WWW Interactive Internet website.
- Completed the Earned Time system to standardize the assignment of earned time.
- Completed the enhancements to the FBI digital fingerprint system.
- Completed the online data dictionary.
- Completed court mandated law changes to Time Computation.
- Completed the electronic capture of the Sexually Violent Predator evaluation.
- Completed the initial analysis of automating HR processes.
- Completed automation of relief factor reports.
- Completed MIS reports for Incident Tracking.
- Completed MIS reports for Reportable Incidents.
- Completed the sex offender registration process for CICJIS.
- Successfully trained and utilizing an inmate help desk providing tier I non-confidential assistance to CDOC users.
- Implemented web based purchasing for computers, printers and approved software.
- Gained responsibility of the CI Network to include rebuilding and maintaining 85+ Microsoft Access database and countless tables. Created and implemented a standardized workstation. Enhanced security for both desktop and server.
- Conducted on-site security audits to include hardware, software and physical plant in all CI Shops state-wide.
- Completed specialized computerization in both the fishery and the tag plant.
- Implemented automated inventory system for all networked systems

Subprogram Specific Goals and Objectives

Goal #1: To maintain 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.

Goal #2: To develop and maintain critical DOC information systems by upgrading and maintaining progressive and reliable computer systems.

Objective 1.1: Continue the strategic plan to transition DCIS application development to client server development and browser based tools by converting existing systems, analyzing conversion sequences, re-engineering the application, developing the application, testing the application, and placing the applications into production.

Objective 1.2: Implement Department Off-site Disaster Recovery system ensuring continued access of critical applications used to ensure accountability of offenders and protection of the citizens of the state of Colorado.

Objective 1.3: Upgrade current Informix database to newer version to ensure continued support due to licensing of non-supported software.

Objective 1.4: Upgrade Document Imaging systems due to additional data storage limitations and non-supported software licensing requirements.

Objective 1.5: Continue replacement of personal computer workstations due to hardware failures and non-supported operating systems.

Objective 1.6: Design and implement capture and tracking of American Disability Act (ADA) related data for disabled inmates. This is in response to the Montez settlement.

Objective 1.7: Continue multi-year/phased deliverables to reach the objectives of the federally mandated Prison Rape Elimination Act (PREA).

Objective 1.8: Develop an online information sharing capability with the Colorado Judicial Department to transfer electronic copies of presentence investigation reports (PSIR's).

Similar or Cooperating Programs: None.

Stakeholders

The stakeholders of the Department of Corrections Business Technology are many of the same stakeholders of the Department at large. These include the legislature, other government agencies at all levels, including, federal, state and local, as well as the courts. An example of this is the interaction between CBI and their users, as they query information from the DCIS system. In addition, the CICJIS system will be passing information to and from the various systems, including the courts, as inmates are sentenced to state corrections. These agencies are dependent on the information the DOC provides to their various systems including sex offender notifications, etc.

The vendors DCIS interacts with are also dependent on and affected by the performance of the office and the Department. Internally, the stakeholders are staff. Many DOC staff are reliant on the system to perform their daily functions. This sharing of information provided by the department's network has increased productivity of staff within each facility. Over 6,000 staff members have user IDs allowing access to DCIS; the degree to which DCIS improves or hinders job performance has become critical. The system now affects most inmate privileges and sanctions, and its accuracy and timeliness is critical to the inmate population.

Seeking alternatives to incarceration perhaps is the goal that impacts the general public the most. Information Technology is critical to the success of this goal. The stakeholders, the general public in this case, are impacted by cost and public safety issues; and without information and the mechanics, this goal is not easily achievable.

Internal Stakeholders

Customer	Requirement
Internal Stakeholders	**Stakeholders internal to the DOC operations.**
Business Office	Accounting and bank reconciliation of inmate banking.
Canteen Operations	Update bank balances from canteen purchases and inmate phone system.
Community Corrections	Case management, community referrals, incidents and reporting.
Planning & Analysis	Research and reporting information.
Education	Assessment of inmate programs information.
Offender Svcs	Inmate tracking and status, including incident reports, scheduling, etc.
Food Services	Future - Menu/diet information as well as warehousing operations.
Correctional Industries	Scheduling of inmates for work detail.
Medical	Medical records, mental health, pharmacy.
Offender Services	Inmate tracking, including moves, time computation, case management, etc.
Parole	Parole complaints, caseload, reporting.
Parole Board	Parole hearings, schedules, projections.
Parole Offices	Parole complaints, caseload, reporting.
Personnel	New employee data, employee master files and payroll information.
Private Prisons	Inmate tracking, inmate banking, case management.
Sex Offender Prog.	Tracking, classification, and notification of sex offenders.
Planning & Analysis	All applications are used for developing statistical information.
Training Academy	New employee data, requirements for department staff training and tracking.
Transportation	Future - scheduling of drivers and inmates for inmate moves and associated security.
Vocational Programs	Tracking of vocational training and scheduling.
Labor/Work Programs	Scheduling and tracking of inmates.

External Stakeholders

Customer	Requirement
External Stakeholders	**Stakeholders outside the DOC operations.**
CBI	Wants, warrants, sex offender notifications.
CDAC	Part of the CICJIS interface, query information.
District Attorneys	Legal documents showing inmate records, fingerprints, etc.
DYC	Part of the CICJIS interface, query information.
Fed Aviation Assoc	Felony/incarceration information.
FBI	DOC accesses for background checks, etc.
Inmate families	Location and public information..
IRS	Incarceration status.
Judicial	Part of the CICJIS interface, query information.
Police Departments	Query information through CBI into DCIS.
Sheriff Departments	.Query information through CBI into DCIS.
Social Security Adm	Incarceration information..
Others	Legislative, attorney's, etc. for public information

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
3) SUPPORT SERVICES												
G) INFORMATION SYSTEMS	5,053,021	213,125	8,120	0	20,053	(19,909)	0	5,274,410	53.6	0.0	0.0	53.6
Personal Services	3,682,196	213,125	4,227	0	0	(19,909)	0	3,879,639	53.6	0.0	0.0	53.6
Operating	1,358,665		3,893	0	17,820	0	0	1,380,378				
Montez Contract	0							0				
Purchase of Services/Computer Center	12,160		0	0	2,233	0	0	14,393				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Information Systems 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
Position Detail										
Management	33,665	0.4					7,651	0.1	7,651	0.1
SES	64,169	0.6	113,304	1.0			119,004	1.0	119,004	1.0
Gen Prof VI									0	0.0
Gen Prof II/III	31,564	0.7	81,388	1.5			132,606	2.5	132,606	2.5
Customer Coordinator III	69,048	1.0							0	0.0
Customer Coordinator II	162,030	3.0	174,792	3.2			43,956	1.0	43,956	1.0
Customer Coordinator I	96,884	2.0	100,250	2.0					0	0.0
IT Professional V	97,932	1.0	100,572	1.0			105,072	1.0	105,072	1.0
IT Professional IV	348,816	4.0	436,296	5.0			702,396	8.0	702,396	8.0
IT Professional III	577,874	8.0	639,704	8.7			642,648	9.0	642,648	9.0
IT Professional II	444,977	9.3	424,219	8.7			635,652	10.0	635,652	10.0
IT Professional I	45,786	1.0	40,382	0.9			804,672	13.0	804,672	13.0
IT Tech I/II	689,540	13.1	797,051	15.0			276,048	6.0	276,048	6.0
Admin Assistant III	6,336	1.0	54,161	1.6			78,432	2.0	78,432	2.0
Subtotal: - D09	2,668,621	45.1	2,962,119	48.6			3,548,137	53.6	3,548,137	53.6
Salary Subtotal	2,668,621	45.1	2,962,119	48.6			3,548,137	53.6	3,548,137	53.6
PERA @ 10.15%	264,330		292,929				360,136		360,136	
Other Retirement Plans										
Medicare Tax @ 1.45%	31,700		35,335				51,448		51,448	
Compensation Match										
Base Reduction -.21%									(19,909)	
Other Personal Services										
Part-time/Temporary	19,854									
Contractual Services	145,454		150,508						0	
Contractual Services - IT Hardware Maint -1960			224,326							
Overtime Pay	3,469		5,125							
Tuition Reimbursement	1,100		1,818							
Retirements/Payouts	319									
Conversion of Sick Leave										
Vacancy Savings							0		0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Information Systems 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
Subtotal of Personal Services	3,134,847	45.1	3,672,160	48.6	3,682,196	53.6	3,959,721	53.6	3,939,812	53.6
General Fund	3,134,847	45.1	3,672,160	48.6	3,682,196	53.6	3,959,721	53.6	3,939,812	53.6
Cash Fund										
POTS - Expenditures										
Shift Differential	13		38							
Health/Life Insurance	126,948		183,786				222,732			
HB 00-1215										
Short-term Disability @ .21%/.045%	3,919		3,436				4,019			
AED/SAED	5,521		20,500				46,241			
Salary Survey							179,400	*		
Anniversary								*		
Pay for Performance							42,156	*		
Medicare Change								*		
Unemployment Security Payments										
Difference							(55,969)		(64,400)	
Total Continuation Personal Services	3,271,249	45.1	3,879,921	48.6	3,682,196	53.6	4,176,744	53.6	3,875,412	53.6
General Fund	3,271,249	45.1	3,879,921	48.6	3,682,196	53.6	4,176,744	53.6	3,875,412	53.6
ANNUALIZATION ITEMS - PERSONAL SERVICES										
Male Double Bunking Annualization									4,227	
TOTAL ANNUALIZATION ITEMS									4,227	0.0
Grand Total Continuation Personal Services	3,271,249	45.1	3,879,921	48.6	3,682,196	53.6	4,176,744	53.6	3,879,639	53.6
General Fund	3,271,249	45.1	3,879,921	48.6	3,682,196	53.6	4,176,744	53.6	3,879,639	53.6
DECISION ITEM - Personal Services										
TOTAL DECISION ITEMS									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Information Systems 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									3,879,639	53.6
General Fund									3,879,639	53.6
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							3,307,998	50.9	3,682,196	53.6
Previous Year Special Bills/Supplementals							88,360	1.6		
HB 98-1331 Montez Remedial Plan									0	
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							238,580		179,400	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									33,725	
Amortization Equalization Disbursement (AED)									0	
IT Contract 1920 Inflation @ 5.83%										
Medicare Incremental Increase									0	
Annualization							65,433	1.1	4,227	0.0
Base Adjustment - .51%							(18,175)		(19,909)	
Adjustments (Decision Items, other)									0	0.0
Total Personal Services Appropriation/Request							3,682,196	53.6	3,879,639	53.6
General Fund							3,682,196	53.6	3,879,639	53.6
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	3,050,101	50.6	3,307,998	50.9						
Supplemental			88,360	1.6						
Special Bills										
Additional Federal Funds										
Transfers										
Reversions			(8,467)							
Subtotal	3,050,101	50.6	3,387,891	52.5						
General Fund	3,050,101	50.6	3,387,891	52.5						
Cash Fund										
Allocated Pots (should match summary table)										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Information Systems 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
Salary Survey/Anniversary	82,807		284,640				179,400			
Anniversary							0			
Pay for Performance							42,156			
Shift Differential							0			
Medicare change										
Health/Life Insurance	126,883		182,635				222,732			
HB 00-1215							0			
Short Term Disability	3,919		3,426				4,019			
AED	7,539		21,329				46,241			
POTS Subtotal	221,148		492,030				494,548			
General Fund	221,148		492,030				494,548			
Total Personal Services	3,271,249		3,879,921				4,176,744	53.6	3,879,639	53.6
Total Actual Personal Services	3,271,249		3,879,921				4,176,744	53.6	3,879,639	53.6
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2170 Waste Disposal Svc	1,397		1,378				1,378		1,378	
2210 Other Maintenance/Repair Svc	152								0	
2220 Building Maintenance/Repair			4,063				4,063		4,063	
2230 Equip. Maintenance/Repair			531				531		531	
2231 ADP Equipment Maintenance	346,183		29,916				474,200		474,200	
2232 Software Maint./Upgrade	344,077		571,852				571,852		571,852	
2240 Motor Vehicle Maint/Repair Svc	27								0	
2250 Miscellaneous Rentals	1,822		2,044				2,044		2,044	
2252 Vehicle Mileage Charge	10,224		17,497				17,497		17,497	
2254 Rental of Motor Vehicles									0	
2258 Parking Fees									0	
2259 Parking Fee Reimbursement	69		221				221		221	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	11,076		8,307				8,307		8,307	
2513 Travel - IS Vehicle Reimbursement	864		544				544		544	
2522 IS Non-Empl Pers Per Diem									0	
2531 Travel - OS Common Carrier	1,304		5,367				5,367		5,367	
2532 Travel - OS Per Diem	4,613		6,666				6,666		6,666	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Information Systems 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
Out-of-State reduction 15%									0	
2610 Advertising/Publicity									0	
2630 Telephone and Telegraph									0	
2631 Communication Services	22,306		37,182				37,182		37,182	
2640 Purchased Services/ADP									0	
2660 Insurance									0	
2680 Printing and Reproduction	66		128				128		128	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services	48,628								0	
2830 Office Moving									0	
3110 Other Supplies & Materials	450		1,248				1,248		1,248	
3112 Automotive Supplies	10								0	
3113 Clothing/Uniform Allowance	6,377		5,722				5,722		5,722	
3114 Custodial and Laundry Supplies			18				18		18	
3115 Data Processing Supplies	3,562		9,852				9,852		9,852	
3116 Purchase/Lease Software	10,017		17,296				17,296		17,296	
3117 Educational Supplies			253				253		253	
3120 Library Books/Period./Subs.	131		488				488		488	
3121 Office Supplies	4,392		10,575				10,575		10,575	
3122 Microfilm Photo Supp./Service									0	
3123 Postage			201				201		201	
3124 Printing	359		1,577				1,577		1,577	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	724		1,712				1,712		1,712	
3128 Noncapitalized Equipment	10,947		9,267				9,267		9,267	
3129 Pharmaceuticals									0	
3140 Non Capitalized IT Purchases - PCs	914		107,759				107,759		107,759	
3141 Non Capitalized IT Purchases - Servers	9,812		2,350				2,350		2,350	
3142 Non Capitalized IT - Network									0	
3143 Non Capitalized IT Purchases - Other	15,586		25,173				25,173		25,173	
4100 Other Operating Expense									0	
4110 Awards, Judgments, Losses			4				4		4	
4111 Prizes and Awards									0	
4140 Dues and Memberships			206				206		206	
4151 Interest - Late Payments									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Information Systems 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
4170 Miscellaneous Fees and Fines									0	
4180 Official Functions	772		1,934				1,934		1,934	
4220 Registration Fees	8,667		4,730				4,730		4,730	
4240 Employee Moving Expense									0	
6210 ADP Capital Equipment									0	
6212 IT Servers Direct Purchase	8,530		12,510				12,510		12,510	
6213 IT Software Direct Purchase									0	
6214 IT Other Direct Purchase									0	
6217 IT Network Direct Purchase									0	
6280 Equipment			15,809				15,809		15,809	
Total Operating Expenses	874,061		914,381		1,358,665		1,358,665		1,358,665	
General Funds	874,061		914,381		1,358,665		1,358,665		1,358,665	
Cash Funds										
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									2,960	
DWCF Double Bunking Annualization									740	
Parole/Parole ISP DI Annualization									193	
TOTAL ANNUALIZATION ITEMS									3,893	
Grand Total Continuation Operating	874,061		914,381		1,358,665		1,358,665		1,362,558	
General Funds	874,061		914,381		1,358,665		1,358,665		1,362,558	
Cash Funds										
Reconciliation										
Long Bill Appropriation	868,556		907,691							
Supplemental	5,516		2,212							
Special			4,480							
Restrictions			(2)							
Reversions	(11)									
Subtotal	874,061		914,381							
DECISION ITEM - OPERATING										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Information Systems 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
DI # 1 External Capacity Increases									320	
DI# 2 Parole/Parole ISP/Re-Entry Caseload									9,680	
DI # 4 Mental Health Caseload									3,800	
DI # 5 Community/Community ISP Caseload									620	
DI # 5 External Capacity Impacts										
DI # 7 Academic & Vocational Instructors									1,600	
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									1,400	
DI #11 Planning and Analysis Statisticians									400	
TOTAL DI OPERATING - ALL APPROPRIATIONS	0		0						17,820	
General Funds									17,820	
Cash Funds										
Cash Funds Exempt										
MONTEZ CONTRACT SERVICES - D39			135,712		0		0			
Reconciliation										
Long Bill Appropriation										
Supplemental			247,500							
Reversions			(111,788)							
Subtotal	0		135,712							
Purch. Svcs./Computer Ctr - GF - D59	32,779		0		12,160		12,160		12,160	
Reconciliation										
Long Bill Appropriation	37,328		33,262							
Supplemental	(4,549)		(33,262)							
Reversions										
Subtotal	32,779		0							
DECISION ITEM - Computer Center										
Common Policy									2,233	
Grants - CJCIS Info Sys (532, 030)	34,000						0		0	
General Fund										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Information Systems 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
Cash Fund Exempt							0		0	
Federal Funds	34,000				0		0		0	
DECISION ITEM - START-UP PROJECTS									0	
									0	
Information Technology					0		0		0	
START-UP	0		9,748		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							
Cash Funds	0		0		0		0		0	
Cash Fund Exempt	0		0		0		0		0	
Federal Funds	34,000		0		0		0		0	

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **INFO. SYS. 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	**4,212,088**	**4,939,762**	**5,053,021**	**5,547,569**	**5,274,410**
General Fund	4,178,088	4,939,762	5,053,021	5,547,569	5,274,410
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	34,000	0	0	0	0
Other					
Fund Lists					
Federal Funds					
Sales From Canteen					
Grants - CICJIS Info Sys (532, 030)	34,000				

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(3) SUPPORT SERVICES**
(H) Facility Services

Line Items Personal Services
Operating Expenses

Change Request(s): DI #10 Utilities, SAFE, Personnel, Facility Services FTE

Federal/State Statutory and Other Authority:
CRS 17-1-105 - Powers of the Executive Director
CRS 17-1-104.3-(V)(c)(5) Monthly Capital Construction Reports
CRS 17-1-104.8 Legislative Review Facility Program Plan (FPP) for Correctional Facilities
CRS 40-4.6-101 - Electric Utility Restructuring and Consumer Choice Act
CRS 24-80.5-102 – Works of Art Correctional or Juvenile Facilities

Program Description: The Office of Facility Management Services (FMS) implements changes to the physical plants responding to Colorado Department of Corrections (DOC) needs. As a resource and centralized support to the entire DOC, FMS regularly:

a) oversees standards and maintenance for the existing correctional facilities;
b) manages and supervises programming, design, and construction of new facilities and renovations to existing facilities;
c) maintains the facility audit inventory of all DOC buildings – currently totaling 765 separate structures and 6,691,243 square feet of leased and state-owned buildings;
d) serves 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); as well as local jurisdictions related to emergency response, fire departments, hazardous material response, water districts, wastewater districts, other utility providers, etc.;
e) maintains responsibility for timeliness and cost-effectiveness in maintenance, construction and operational efforts;
f) coordinates and authors the Departmental Strategic Plan, Capital Construction (CC), Controlled Maintenance (CM), Risk Management Buildings and Content report;
g) administers Maintenance Contingency Requests and Emergency Request (SBREP) processes;
h) provides central office coordination and budget management (ZBB) for the Maintenance Subprogram;
i) provides the leasing agent for the DOC;
j) provides the State Buildings Program Delegate; and
k) provides departmental master planning.

Total FTE: 10.0

Services Provided

FMS plans and coordinates budget requests and manages appropriations for physical repairs to and replacement of major building systems, improvements, and new construction for the entire DOC.

FMS is a public works and budgeting entity for capital construction and controlled maintenance programs, and provides management and field support for a number of building trades and services within the Department.

FMS currently oversees a continuing project count of more than 40 projects, located at all DOC facilities. Facility master planning, program planning, housing capacity/bed planning, project management, infrastructure audit and assessment, energy management, regulatory agency reviews/approvals, in-house programming for security/communications/technical systems, procurement, contract management, field maintenance support, safety program support, quality assurance, ACA compliance/accreditation support, standards development, interagency agreements, and DOC leasing agent are all services provided by FMS.

Functions and Activities Summarized

Priority	Function
1	DOC Facilities Physical Plant Management
2	FMS Planning
3	State Controller Delegated Authority for Capital Projects
4	Project Management
5	State Buildings Delegate
6	Administration

Analysis of Functions and Activities

DOC Facilities Physical Plant Management

- Technical assistance for maintenance and construction of a variety of building systems including HVAC (heating, ventilation & air-conditioning), controls, specialty electrical and security detention services, etc., and for construction in general throughout the state at DOC facilities.
- Central repository for shared resources, both equipment and personnel.
- Management of the East Canon City Prison Complex (ECCPC) infrastructure, including a utilities system serving over 5,000 people with water, sanitary sewer, electricity, gas, and other distribution systems.
- Project Managers for CC/CM projects.
- Supervise owner provided work as required for CC/CM projects.
- Support for specialized technical issues on Department-wide basis.
- Management, including allocation of subprogram operating funds, of the Maintenance Subprogram.

FMS Planning initiates project identification, prioritization, and facility programming for both the Capital Construction and Controlled Maintenance Budget Requests for the DOC.

FMS monitors the work, after appropriation, through the design, construction phase, and post-construction warranty periods. During the design phase, FMS Planning manages the process, ensuring that the needs, requirements, and desires of the facility users are identified and incorporated into the project. Design implementation occurs in compliance with the approved Facility Program Plan (FPP), as required, following the appropriate design, budget, quality, and schedule parameters.

In addition, FMS Planning coordinates review of these projects by the State Buildings and Real Estate Program (SBREP) selected building code review consultants and other regulatory agencies having jurisdiction.

Post-construction period work includes monitoring performance and conformance of various aspects of the building/equipment systems, and integration of construction plans and building characteristics agency-wide for planning, risk management, inventory, security, SBREP audits, and emergency reference needs.

In accordance with Administration Regulation (AR) 100-10, FMS Planning reviews all Project Directives for code compliance and conformance to the facility master plans, as submitted from individual facilities, with final approval authority on the requested physical changes.

FMS Planning provides technical expertise and assistance in consultant selection, coordination, and review for professional services contracts including architectural, structural, mechanical, electrical, and civil engineering, as well as ADA accessibility, kitchen equipment, fire alarm, fire protection, security, and hazardous material abatement consultants. Specific FMS tasks include: 1) professional review of project directives; 2) building and life safety code reviews and evaluation; 3) assistance in development of appropriate Administrative Regulations and operating memoranda as related to physical plant and life safety; 4) coordination of responses to life safety issues and incidents; 5) management of emergency projects to ensure the timely repair of critical systems that could impact facility operations; and 6) liaison between the DOC, the State Legislature, and OSPB relative to all inquiries regarding Capital Construction and Controlled Maintenance projects.

The FMS Planning function is responsible for facility master planning, program planning, and housing capacity/bed planning as well as responding to legislative reviews and comments of budget requests. FMS assesses population projections, custody level, facility condition, life-cycle costs, conservation, energy savings, efficiency levels, and budgetary parameters including opportunity cost analysis, evaluation of options/costs, and overall cost effectiveness.

FMS Planning develops and coordinates appropriate request documentation to support the Department's Capital Construction and Controlled Maintenance needs. Additionally, based upon HB 96-1128, FMS develops or contracts for development of Facility Program Plans that describe future, as yet unfunded, Capital Construction requests for projects where the estimated cost for

construction exceeds $500,000. Five (5) year projected inmate bed needs are defined, and potential solutions are offered that chart an appropriate, effective solution for future bed needs.

The FMS Planning Office sets standards for project documentation and maintains a copy of needed records in printed and electronic format. A set of current floor plans is maintained for each facility. These floor plans and building characteristics are being entered in an agency-wide database to provide ready access to building information for planning, inventory, security, and emergency situation needs.

The FMS Planning Office collects data on building characteristics and conditions which are provided to the Division of Risk Management and State Buildings. The Office also coordinates Department compliance with air pollution requirements of the Colorado Department of Public Health and Environment (CDPHE) for fuel burning equipment and solvent use.

The FMS Special Projects Coordinator, in conjunction with FMS Planning, also provides in-house expertise for assessment and management of land, water, utility, and energy resources.

State Controller Delegated Authority for Capital Projects: The State Controller has delegated signature authority on change orders, supplements, and as-needed agreements specifically to this unit. All expenditures, either contractual or through the Office of Purchasing, are approved based on Legislative intent and monitored by FMS, ensuring budgets are not exceeded at any time. Project budgets are set up and maintained, and state building and equipment asset inventories are maintained and updated by FMS. This work unit is also responsible for the development of all ZBB Budget Requests, Quarterly Reports, and the Operating Plan for FMS. The office management of FMS falls under this unit, along with the coordination of monthly management meetings.

Records retention, in accordance with the State Archive and Attorney General's approval and guidelines, is an area which also falls under the Capital Expenditures Budget Officer. FMS is also the custodian of the DOC "original" warranty deeds and all proprietary transactions relative to land procurement, water procurement, and site acquisition.

Project Management: It is the primary responsibility of this unit to ensure all Capital Construction/Controlled Maintenance projects are completed within budget and on schedule, and meet Legislative requirements and intent as defined by the approved Facility Program Plan. Administration and management of state-wide CC/CM projects are the responsibility of the FMS Project Representatives.

State Buildings Delegate: FMS has delegated signature authority from State Buildings & Real Estate Programs (SBREP). This function ensures that it is acting in the best interest of the state with regard to SBREP requirements for contracting, negotiating, and construction of the projects. After appropriation, the design and construction development phases require advertising for various services, including, but not limited to, Construction Manager (CM), General Contractor (GC), Architectural, Engineer, Surveyors, Geo-technical Engineers, and specialized Consultants. Ongoing activities, unrelated to Capital Construction include Emergency Maintenance, Project Directive related Code Reviews, and management of all DOC property leases.

Upon completion of the advertising phase, bid proposals are received, negotiated, accepted, and awarded, followed by contract development and approvals. The contract development/initiation defines the precise tasks and materials the vendor will supply and the specified dollars. Contracts are processed and routed through the Attorney General's and the State Controller's Offices.

Administration: This unit provides Office Management, Contracts Management, Payments Processing, Records Management, Project Management Support, Planning and Standardization Support. In addition to developing the most appropriate Capital Construction and Controlled Maintenance solutions to individual facility physical plant needs, the Office is required to manage the process by which these solutions are contracted for, recorded, and implemented. State procurement practices, contracting guidelines, fiscal rules, and accounting practices are all utilized. FMS ensures fair competition, accurate reporting of project scope and status (internal and external), and ensures accurate preparation, processing, and execution of professional services contracts.

Shared Functions and Activities

Budget	Strategic Plan
Maintenance	Management of Physical Plant issues/Facility Condition Index
Energy Management Program	Greening of State Government & Performance Contracting
EDO/Planning & Analysis	Bed Planning
Communications	Design and installation of communication data State Communications share in design
Offender Services	Planning and analysis projections
Laundry	Programming and design with users
Food Services	Programming and design with users
Facilities	Resources and staff to perform work

FMS shares many activities and functions with most, if not all, subprograms and user groups. During the course of undertaking the capital construction projects which FMS administers and facilitates, FMS is closely involved with all DOC user groups in order to ensure that these projects reflect their needs. All capital construction, controlled maintenance, and emergency maintenance projects directly affect the facility in which they are located; the Maintenance subprogram staff, including physical plant managers and maintenance staff, is integrally involved with FMS efforts, and many activities and functions are shared.

Communications and Information Systems share activities with the Maintenance subprogram. The Utilities subprogram continues under FMS and is responsible for implementation of a DOC Energy Management Program. The Energy Management Program tracks the performance of the various utility service providers, provides for the development of new utility systems and services, and administers the existing utility infrastructure. This includes development and review of budgets, supplemental budget requests, Capital Construction, and Controlled Maintenance funding requests. Although the utility management position is funded through the Energy Management Program, there are significant inter-relationships between this program and FMS.

Objectives and Performance Measures

OBJECTIVE: Improve the condition of the DOC 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 existing condition analysis relative to 2005 DOC-wide Facility Condition Audit to develop FCI tracking methodology and routine/preventative maintenance level objectives (by July 2008).
- Track two-year historic FCI average DOC-wide and two year projected improvement (by FY 2007/08).
- 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).
- % funded for implementation Controlled Maintenance Requests (by FY 2008/09; Strategic Plan 2007-2011).

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

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Percentage of total CSPII funds expended at the end of each FY. Definition: Cumulative number indicates total expenditure of project funds based on approved SC4.1 costs at the end of each Fiscal Year as compared to the overall schedule approved in the facility program plan. Demonstrates: Completion of CSPII with a capacity of 948 High Custody Beds by November, 2009.	Target	0.04%	22.00%	20.00%	70.00%
	Actual	2.96%	10.34%		

Optional Elements

Accomplishments – FY 2006-07:

- CSP II High Custody Facility; CSP II Expansion - Additional expansion funding appropriated as requested; CSP II inmate in-cell services funding acquired; Amended PM contractor to manage multi-prime contracts as result of failed lump sum bid; On-site utility relocation, high voltage wiring complete; ECCPC new checkpoint building complete and fully operational; Perimeter road (construction access) complete; CSP II Ground Breaking held August 31, 2007; 406 Steel Cells completed by Correctional Industries; Earthwork bid documents bid September, 2007; PM site Mobilization scheduled for October, 2007.
- DRDC Expansion - Construction funding appropriated; project successfully bid; construction contractor issued notice to proceed.
- TCF Water Line Replacement - 25% complete via Inter-Agency Agreement with the City of Trinidad for water main replacement funded through cost sharing between the US Army and DOC.

- Rifle Pond Liner in process of installation.

Subprogram-Specific Goals and Objectives
The following subprogram goal/objective analysis is based on the CDOC Strategic Plan Goals as listed below:

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: Collaborate with Business Technologies (BT) and outside service providers to insure operability and security of computer hardware and electronic data. (by June 2008)

Objective 1.2: Support the Security and Technology Committee (STC) to evaluate state of the art security, detection, tracking, and apprehension systems and develop standards for application based on the unique conditions and requirements of CDOC correctional facilities. (by June 2008)

Goal # 2: ***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 utilizing zero-based budgeting.***

Objective 2.1: Update FMS Management Plan to assess service tasks, prioritize action plans, and available manpower to develop and implement the goals, objectives, and activities in a cost effective manner with staff and resources available. (by June 2008)

Objective 2.2: Support Maintenance Program and Physical Plant Managers in assessing existing conditions and proposed improvements relative to effective routine and periodic maintenance practices executed in a cost effective manner relative to the life expectancy of the physical plant. (by June 2009)

Objective 2.3: Support Utility/Energy Management Program in implementation of Governor's Office of Energy Management and Conservation (OEMC) programs associated with: 1) Performance Contracting and 2) Greening of State Government in order to implement cost effective projects to add efficiencies and cost avoidance. (by June 2010)

Goal # 5: ***Physical Plant Efficiencies - 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: Manage Capital Construction (CC) and Controlled Maintenance (CM) funding request process. (Annually)

Objective 5.2: Develop criteria for selection of future prison sites. (by June 2008)

Objective 5.3: Complete key components of the DOC FMS Design Guidelines and Construction Standards. (by June 2009)

Objective 5.4: Complete DOC FMS Private Prison Design Guidelines. (by June 2009)

Objective 5.5: Development and implementation of facility master plans, prioritized by facility expansion and capital renewal projects, to include digital site plans/aerials and floor plan documents.

Stakeholders

Customer	Requirement
Inmates, Staff & General Public	Physical facility condition allows for safe humane operation
Governor, Legislature, Taxpayers, Design & Construction Industry	Develop construction projects resulting in efficient facilities that are competitively bid, awarded, and completed.

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
3) SUPPORT SERVICES												
H) FACILITY SERVICES	906,606	31,795	0	0	98,615	(4,376)	0	1,032,640	10.0	0.0	1.8	11.8
Personal Services	824,510	31,795	0	0	89,405	(4,376)	0	941,334	10.0	0.0	1.8	11.8
Operating	82,096		0	0	1,000	0	0	83,096				
Start-up	0				8,210			8,210				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Facility Management 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	105,588	1.0			110,344	1.0	110,344	1.0
Architect I/II	164,138	2.0	152,938	2.0			247,692	3.0	247,692	3.0
Gen Prof V	78,963	1.0	140,432	1.8			168,272	2.0	168,272	2.0
Gen Prof IV	138,348	2.0	67,848	1.0			72,884	1.0	72,884	1.0
Gen Prof III			66,502	1.2			120,068	2.0	120,068	2.0
Admin Assistant III/Prg Asst I	26,558	1.0	47,796	1.0			51,464	1.0	51,464	1.0
Subtotal: - (F09)	511,435	7.0	581,104	8.0			770,724	10.0	770,724	10.0
Salary Subtotal	511,435	7.0	581,104	8.0			770,724	10.0	770,724	10.0
PERA @ 10.15%	50,078		60,610				78,228		78,228	
Other Retirement Plans										
Medicare Tax @ 1.45%	6,813		8,545				11,175		11,175	
Compensation Match										
Base Reduction -.51%									(4,376)	
Other Personal Services										
Part-time/Temporary	34,728		53,613							
Contractual Services	10,000		51,402							
Overtime Pay										
Tuition Reimbursement										
Retirements/Payouts	(1,771)		17,942							
Vacancy Savings							0		0	
Subtotal of Personal Services	611,283	7.0	773,216	8.0	824,510	10.0	860,128	10.0	855,752	10.0
General Fund	611,283	7.0	773,216	8.0	824,510	10.0	860,128	10.0	855,752	10.0
POTS - Expenditures										
Shift Differential			35							
Health/Life Insurance	18,517		27,838				43,068		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	809		649				888		0	
AED/SAED	1,125		4,485				10,354			
Sal Surv/Anni							24,624 *			
Anniversary							*			
Pay for Performance							8,964 *			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Facility Management 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
Medicare Change							*			
Unemployment Security Payments										
Difference							(2,030)		(3,823)	
Total Continuation Personal Services	631,734	7.0	806,222	8.0	824,510	10.0	912,408	10.0	851,929	10.0
General Fund	631,734	7.0	806,222	8.0	824,510	10.0	912,408	10.0	851,929	10.0
ANNUALIZATION ITEMS - PERSONAL SERVICES										
TOTAL ANNUALIZATION ITEMS									0	0.0
Grand Total Continuation Personal Services	631,734	7.0	806,222	8.0	824,510	10.0	912,408	10.0	851,929	10.0
General Fund	631,734	7.0	806,222	8.0	824,510	10.0	912,408	10.0	851,929	10.0
DECISION ITEM - Personal Services										
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									89,405	1.8
TOTAL PERSONAL SERVICES									941,334	11.8
General Fund									941,334	11.8
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							766,001	10.0	824,510	10.0
Previous Year Special Bills/Supplementals										
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							50,168		24,624	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									7,171	
Amortization Equalization Disbursement (AED)									0	
Annualization										
Medicare Incremental Increase							12,422		0	
Base Adjustment - .51%							(4,081)		(4,376)	
Adjustments (Decision Items, other)									89,405	1.8

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Facility Management 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 Personal Services Appropriation/Request							824,510	10.0	941,334	11.8
General Fund							824,510	10.0	941,334	11.8
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	611,576	8.6	766,001	10.0						
Supplemental										
Special Bills										
Additional Federal Funds										
Transfers										
Reversions			(3,604)							
General Fund										
Subtotal	611,576	8.6	762,397	10.0						
General Fund	611,576	8.6	762,397	10.0						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	834		10,500				24,624			
Anniversary							0			
Pay for Performance							8,964			
Shift Differential							0			
Medicare change										
Health/Life Insurance	18,516		27,838				43,068			
HB 00-1215							0			
Short Term Disability	809		648				888			
AED			4,839				10,354			
POTS Subtotal	20,159		43,825				87,898			
General Fund	20,159		43,825				87,898			
Total Personal Services	631,735		806,222				912,408	10.0	941,334	11.8
Total Actual Personal Services	631,734		806,222				912,408	10.0	941,334	11.8
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
1910 Professional Contracted Fees									0	
2110 Water/Sewer									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Facility Management 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
2160 Custodial Services									0	
2170 Waste Disposal Svc			248				248		248	
2180 Grounds Maintenance									0	
2210 Other Maintenance/Repair									0	
2220 Building Maintenance/Repair	439		759				759		759	
2230 Equip. Maintenance/Repair	4,398		402				402		402	
2231 IT Hardware Maint/Repair			433				433		433	
2232 Software Maint./Upgrade	140		140				140		140	
2240 Motor Vehicle Maint/Repair									0	
2250 Miscellaneous Rentals	4,778		5,252				5,252		5,252	
2252 Vehicle Mileage Charge	10,423		13,169				13,169		13,169	
2253 Rent for Equipment	3,648		4,326				4,326		4,326	
2255 Rental Of Buildings									0	
2259 Parking Fee Reimbursement	34								0	
2310 Other Construction Expenses									0	
2510 Travel - In State			30				30		30	
2512 Travel - IS Per Diem	710		5,524				5,524		5,524	
2513 Travel - IS Vehicle Reimbursement									0	
2530 Travel - Out of State									0	
2531 Travel - OS Common Carrier									0	
2532 Travel - OS Per Diem									0	
2610 Advertising/Publicity	729		6,284				6,284		6,284	
2630 Telephone and Telegraph									0	
2631 Communication Services	7,864		5,114				5,114		5,114	
2660 Insurance			398				398		398	
2680 Printing and Reproduction	279								0	
2710 Purchased Medical Services			3,631				3,631		3,631	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services	7,836								0	
2830 Office Moving	200								0	
3110 Other Supplies & Materials	199								0	
3112 Automotive Supplies	301								0	
3113 Clothing/Uniform Allowance									0	
3114 Custodial/Laundry Supplies	45		210				210		210	
3115 Data Processing Supplies	349		509				509		509	
3116 Purchase/Lease Software	3,675		2,618				2,618		2,618	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Facility Management 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
3117 Educ./Rec. Supplies/Service									0	
3118 Food & Food Service Supp.									0	
3119 Medical Lab. and Supplies									0	
3120 Library Books/Period./Subs.	535		1,478				1,478		1,478	
3121 Office Supplies	3,411		10,886				10,886		10,886	
3122 Microfilm Photo Supp./Service									0	
3123 Postage	374		479				479		479	
3124 Printing			354				354		354	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	18,244		768				768		768	
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equipment	4,882		7,417				9,821		9,821	
3140 Non Capitalized IT Purchases - PCs			7,127				7,127		7,127	
3143 Non Capitalized IT Purchases - Other			1,582				1,582		1,582	
3920 Utilities									0	
4100 Other Operating Expenses	347		30				30		30	
4110 Awards, Judgments, Losses	17								0	
4111 Prizes, Awards Inmate Kick out)	530								0	
4113 Actual Damages - Other									0	
4140 Dues and Memberships	170		20				20		20	
4150 Misc. Fees									0	
4170 Miscellaneous Fees & Fines	40		20				20		20	
4180 Official Functions	242		200				200		200	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	189		285				285		285	
6110 Bldgs./Improvements to Bldgs.									0	
6210 ADP Capital Equipment									0	
6212 IT Servers Direct Purchase									0	
6213 IT Software Direct Purchase									0	
6220 Office Furniture/Equip.									0	
6230 Motor Vehicles									0	
6280 Other Capital Equip.									0	
6430 Motor Veh/Boats/Planes-lease Purch									0	
Total Operating Expenses	75,027		79,692		82,096		82,096		82,096	
General Funds	75,027		79,692		82,096		82,096		82,096	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Facility Management 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
Reconciliation										
Long Bill Appropriation	75,028		79,696							
Supplemental										
Reversions	(1)		(4)							
Subtotal	75,027		79,692							
DECISION ITEM - OPERATING										
DI #10 Utilities, SAFE, Personnel, & Fac. Svcs FTE									1,000	
START-UP	0		17,845		0		0		8,210	
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										
Cash Funds										
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: FACILITY SVCS. SUBPROGRAM

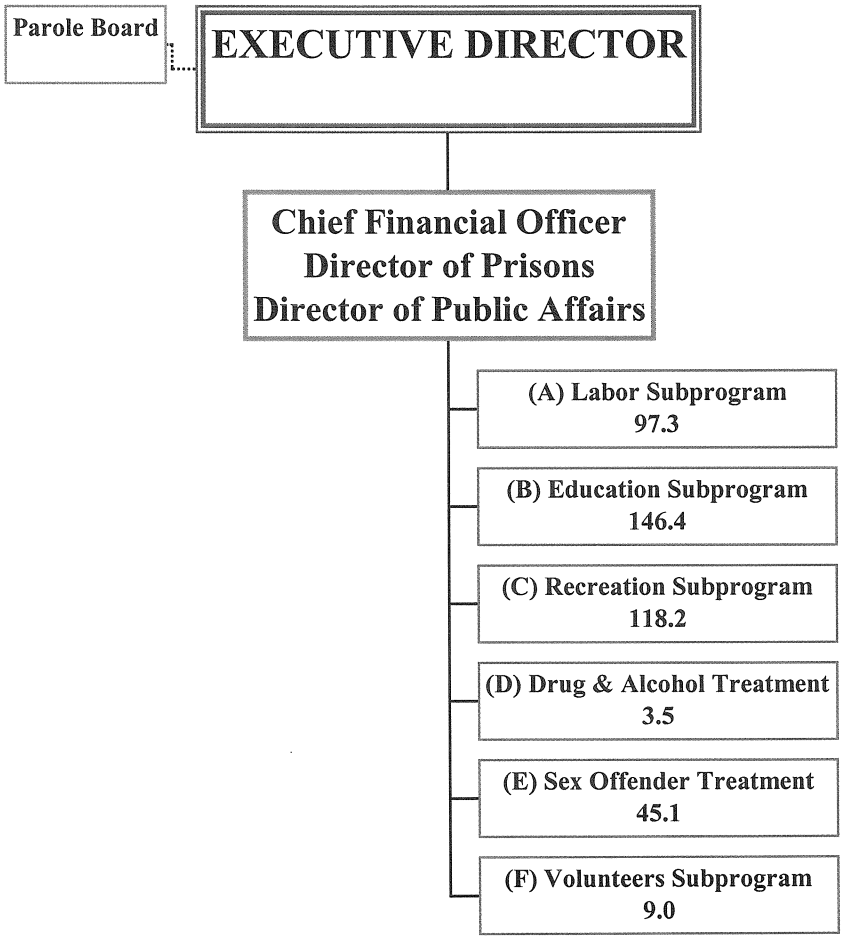
Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**706,761**	**903,759**	**906,606**	**994,504**	**1,032,640**
General Fund	706,761	903,759	906,606	994,504	1,032,640
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					

INMATE PRGRAMS

COLORADO DEPARTMENT OF CORRECTIONS

(4) INMATE PROGRAMS GROUP

FY 07-08



4A Labor

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(4) INMATE PROGRAMS**
(A) Labor

Line Items: Personal Services
Operating Expenses

Change Request(s):

Federal/State Statutory and Other Authority: The authority to establish an inmate labor program with the Colorado Department of Corrections is specifically provided by CRS 17-29-101-Legislative declaration. CRS 17-29-102 –Definitions. CRS 17-29-103-Executive Director to establish work program. CRS 17-29-105- Minimum security off-grounds work programs- authorized. CRS 17-24-121- Venture Agreements. CRS 17-20-115-Persons to perform labor. CRS 17-20-117-Labor of inmates - earnings. CRS 17-24-106-General powers of the division. CRS 17-24-119-Training and employment by organizations-account for proceeds and wages. CRS 17-24-124 Inmate Disaster relief program. CRS 17-28-102-Establishment of restitution programs.

Program Description: The Colorado Department of Corrections (CDOC) Labor Subprogram (Colorado Work Program) provides work opportunities to CDOC offenders in a safe and secure environment with public safety as the first priority. This program facilitates rehabilitation through the development of offender work ethics and job skills. This allows offenders to be productive and facilitates public relations while maintaining the land and resources of public entities within this state.

Total FTE: 97.3

Services Provided
This subprogram funds the supervision of work crews at facilities to complete unique and standard facility and grounds maintenance projects. The work programs facilitate offender management and offset the cost of incarceration of offenders for Colorado taxpayers by providing offender labor as a resource to complete projects for CDOC, federal, state, and county entities, local communities, and specified non-profit agencies.

Services provided include:

land reclamation/forestry	agricultural/weed control
recreation equipment installation	parks maintenance
wild horse management	painting/welding
food distribution/emergency services	road/bridge maintenance

community renovation projects	concrete work/framing/roofing
landscaping/grounds maintenance	snow removal
tamarisk eradication	DOC capital construction/renovation

Functions and Activities Summarized

Priority	Function
1	Administration
2	On-Grounds Work Crew Supervision
3	Off-Grounds Work Crew Supervision

The Colorado Work Program consists of three individual functions: Administration, On-Grounds Labor which includes work provided for DOC capital construction/renovation projects, and Off-Grounds Labor which provides work for client agencies. At most facilities the administration for work programs is provided by Physical Plant personnel who prioritize on-grounds and off-grounds labor projects. On-Grounds work crews provide grounds maintenance, capital construction, and renovation. Off-Grounds work crews provide labor for client agencies.

Analysis of Functions and Activities

The primary purpose of the labor subprogram is to provide real life work experiences to develop skills, attitudes and behaviors that improve the opportunity for successful community reintegration. A secondary purpose of this subprogram is to benefit other state agencies, federal agencies, and local communities by providing offender labor resources that allow them to accomplish work projects which may not be completed without the assistance of the Colorado Work Program.

For the 06-07 Fiscal Year, the labor savings to client agencies for projects completed by the Colorado Work Program was $1,267,402 statewide calculated conservatively at minimum wage. Labor used for DOC capital construction and renovation projects realized a conservative "fair market" cost avoidance value of $267,852. These figures reflect a total return to taxpayers of $1,535,254 in FY 06-07.

Facilities which operate work programs will continue to refine systems for collection of data. Security audits, ACA accreditation, and review and revision of Administrative Regulations will provide for consistency and accountability throughout the Department.

Administration: This function provides management of operations and is, at most facilities, a function of physical plant personnel who prioritize facility, departmental, and client agency needs. Factors which affect work program operations are the physical characteristics of the facility, offender populations, facility security designation, availability of offenders with appropriate security clearance, and demand for inmate labor by DOC and client agencies. Operational issues are also channeled through a subprogram team which is comprised of one representative from each facility under the direction of a team leader. Data is gathered monthly for quarterly and annual reporting.

On-Grounds Work Crew Supervision: This function includes offender labor that is utilized on facility grounds for grounds maintenance and the Intensive Labor Program (ILP). Offenders assigned to ILP are supervised on the grounds of DOC facilities, and assigned work projects as

prioritized by facility need, including weed control, snow removal, and grounds maintenance. On-grounds or "grounds maintenance" hours are not calculated with a labor savings or "cost avoidance".

Also within this function is offender labor that is used for capital construction and renovation projects at facilities throughout the DOC. Offenders are screened for knowledge and/or background in construction, and assigned tasks as appropriate. Offenders are supervised closely to insure productivity and work quality. Capital construction hours are calculated at "fair market value".

Off-Grounds Work Crew Supervision: This function provides for the direct supervision of offender work crews from facilities that work for client agencies. The largest numbers of work crews in this category are at the Delta Correctional Center, Buena Vista Minimum Center and Sterling Correctional Facility. The Off-Grounds Work Program provides labor for a number of federal, state, and local agencies and communities which provides a savings or cost avoidance for them. For example, the Colorado Work Program regularly provides labor crews to the U.S. Forest Service, U.S. Bureau of Land Management, Colorado Division of Wildlife, State Parks, local counties and cities, and specified non-profit agencies. This subprogram also provides labor to the Colorado Department of Transportation for building fences along state highway right-of-ways. Work crews service existing roads in need of repair and also provide landscaping, grounds maintenance, and land reclamation. Tamarisk eradication is also a statewide water conservancy concern.

Contact with the public is minimized. Offenders are instructed in labor practices which include construction, equipment and tool use, tree removal/trimming, road construction and repair, concrete work, and grounds maintenance. Work supervisors instill work ethics in offenders to facilitate reintegration into society.

Supervisors provide security and conduct regular offender counts throughout the day to ensure the safety of the public. Responsibilities include accountability for inventory and maintenance of tools, work clothing, supplies, and equipment. Supervisors conduct searches of offenders, work areas, and vehicles to prevent introduction of contraband into facilities. Supervisors are responsible to enforce Administrative Regulations and the Code of Penal Discipline at all times.

During the summer and early fall, work crews harvest donated produce which is used to off-set food costs for DOC facilities. The Colorado Work Program may also be called upon when natural disaster threatens or damages local communities.

Work program vehicle maintenance/transportation costs are absorbed and provided within individual facility physical plant/vehicle maintenance budgets. Client agencies defray transportation costs as specified by CRS 17-29-105.

The Colorado Work Program continues to facilitate positive public relations and provide taxpayers with the greatest return possible. Total labor savings or "cost avoidance" provided by the Colorado Work Program was $1,535,255 for FY 06-07.

Shared Functions and Activities

Work Program FTE are also used by other departments as necessary to cover posts which are vacated by staff due to illness, termination, reallocation and vacancy savings. These FTE are also assigned to facility emergency response teams.

Objectives and Performance Measures

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, 2009).

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Offenders Employed. Definition: Average daily number of offenders assigned to labor programs. Demonstrates: Compliance to ACA standards and mission of DOC.	Target	750	750	700	700
	Actual	707	651		
MEASURE: Labor Hours Worked. Definition: Total number offender labor hours worked in a fiscal year. Demonstrates: Compliance to ACA standards and effective management.	Target	1,400,000	1,100,000	8,500,00	8,500,000
	Actual	1,065,708	761,330		
MEASURE: Projects Completed. Definition: Total number projects completed for DOC/client agencies. Demonstrates: Effective use of offender labor by DOC.	Target	2,000	1,750	1,250	1,250
	Actual	1,680	1,161		
MEASURE: Agencies Served. Definition: Total number of Client Agencies served in a fiscal year. Demonstrates: Effective management and savings to taxpayers.	Target	300	250	200	200
	Actual	224	179		
MEASURE: Positive Media Stories. Definition: Media story which notes accomplishment of public service. Demonstrates: Recognition of DOC/ facilitates positive public relations.	Target	30	25	20	20
	Actual	20	13		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Dollar savings. Definition: Total monetary value of offender labor returned to taxpayers. Demonstrates: Use of offender labor provides return to taxpayers.	Target	$3,000,000	$3,000,000	$2,000,000	$2,000,000
	Actual	$2,769,151	$1,535,255		

Optional Elements

Trends

The Colorado Work Program will continue to target opportunities to utilize resources for DOC expansion and renovation projects. Productivity has declined in the past three years due to completion of capital construction projects. Sterling Correctional Facility has not reached goals of community work crews due to lack of minimum security inmates. Buena Vista Minimum Center and Canon City Minimum Center are currently rebuilding their work programs. Assignment of minimum security inmates to private facilities also affects the Labor Subprogram. For these reasons, productivity is expected to remain static through 2007-08. Failure to meet target projections is predominately caused by the necessity to utilize Labor FTE in shared functions and the decline in capital construction. The increase in federal minimum wage upon which off-grounds labor savings calculations are based should increase labor savings in that area by approximately 10% for FY 07-08.

Budget Impacts

The Colorado Department of Corrections is currently operating with the same budget since the budget cuts several years ago. This situation has affected productivity as resources available to client agencies have been prioritized to meet the needs of DOC. Eleven work program positions have been eliminated since FY 02-03. This has affected productivity, offender management and public relations. Facilities report a shortfall in opportunities for offenders to work which limits rehabilitation opportunities. Total labor hours are expected to remain static.

Subprogram Specific Goals and Objectives

Goal #1: Maintain use of offender labor resources for Colorado Department of Corrections expansion and renovation projects at designated CDOC facilities.

Assumptions: Use of offender labor resources on CDOC labor projects will provide cost avoidance to Colorado taxpayers.

Objective 1.1: By June 30, 2009, increase the amount of cost avoidance to the Colorado taxpayer through use of offender labor on CDOC construction and renovation projects.

Goal #2: Continue to provide offender labor to federal, state, municipal, and non-profit agencies to extent practical.

Assumptions: Labor programs will retain adequate FTE for assignment of offender labor crews to client agencies. No major statutory changes. Offender population will continue to increase.

Objective 2.1: By June 30, 2009, maintain availability of offender labor to client agencies.
Objective 2.2: By June 30, 2009, the labor subprogram will continue to provide job opportunities to offenders to facilitate successful reintegration to society.

Goal #3: Improve public relations statewide.

Assumptions: DOC will continue to have high media and public interest. No negative media impact incidents.

Objective 3.1: By June 30, 2009, each facility which operates an Off-Grounds work program will generate a minimum of one positive media story per quarter.

Similar or Cooperating Programs:
Civilian or client agency supervised work crews are being utilized by some work programs on a limited basis. These programs may be expanded but would require copious management. Stakeholders include client agencies, taxpayers, DOC and offenders.

Stakeholders

Customer	Requirement
Offenders	Provide work opportunities to facilitate community reintegration.
Taxpayers	Offender labor resources provide cost avoidance to Colorado Taxpayers.
Client Agencies	Offender labor resources provide cost avoidance to Client Agencies.
DOC	Use of offender labor resources provides cost avoidance to DOC.

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
4) INMATE PROGRAMS												
A) LABOR	5,318,944	218,294	355	0	0	(27,840)	0	5,509,753	97.3	0.0	0.0	97.3
Personal Services	5,227,879	218,294	0	0	0	(27,840)	0	5,418,333	97.3	0.0	0.0	97.3
Operating	91,065		355	0	0	0	0	91,420				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Labor 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
Position Detail										
CS Supv III			30,095	0.4			75,396	1.0	75,396	1.0
CS Supv II	210,010	4.0	325,020	6.0			345,960	6.0	345,960	6.0
CS Supv I	4,033,827	83.5	3,896,158	79.1			4,200,396	83.0	4,200,396	83.0
CS LTS I	31,733	0.8	42,165	0.9			17,813	0.3	17,813	0.3
Correctional Officer I	216,760	6.0	218,022	5.6			283,176	7.0	283,176	7.0
Subtotal:	4,492,330	94.3	4,511,459	92.0			4,922,741	97.3	4,922,741	97.3
Salary Subtotal	4,492,330	94.3	4,520,151	92.0			4,922,741	97.3	4,922,741	97.3
PERA @ 10.15	445,356		444,064				499,658		499,658	
Other Retirement Plans										
Medicare Tax @ 1.45%	61,155		61,076				71,380		71,380	
Compensation Match										
Base Reduction -.51%									(27,840)	
Other Personal Services										
Part-time/Temporary	6,528									
Contractual Services										
Overtime Pay	21,472		20,961							
Retirements/Payouts	15,016		17,158							
Conversion of Sick Leave										
Other Employee Wages										
Vacancy Savings							0		0	
Subtotal of Personal Services	5,041,857	94.3	5,063,410	92.0	5,227,879	97.3	5,493,779	97.3	5,465,939	97.3
General Fund	5,041,857	94.3	5,063,410	92.0	5,227,879	97.3	5,493,779	97.3	5,465,939	97.3
POTS - Expenditures										
Shift Differential	13,521		22,579				21,067		0	
Health/Life Insurance	311,085		392,255				472,992		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	6,641		5,178				6,292			
AED/SAED	9,269		31,096				65,651			
Salary Survey							167,376 *			
Anniversary							*			
Pay for Performance							63,648 *			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Labor 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
Medicare Change							*			
Unemployment Security Payments										
Difference							(34,876)		(47,606)	
Total Continuation Personal Services	5,382,373	94.3	5,514,518	92.0	5,227,879	97.3	6,024,905	97.3	5,418,333	97.3
General Fund	5,382,373	94.3	5,514,518	92.0	5,227,879	97.3	6,024,905	97.3	5,418,333	97.3
DECISION ITEM - Personal Services										
TOTAL PERSONAL SERVICES									5,418,333	97.3
General Fund									5,418,333	97.3
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							5,122,225	97.3	5,227,879	97.3
Previous Year Special Bills/Supplementals										
PERA BILL - HB 00-0458									0	
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							131,925		167,376	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									50,918	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization									0	0.0
Base Adjustment - .51%							(26,271)		(27,840)	
Adjustments (Decision Items, other)									0	
Total Personal Services Appropriation/Request							5,227,879	97.3	5,418,333	97.3
General Fund							5,227,879	97.3	5,418,333	97.3
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	4,977,359	97.3	5,122,225	97.3						
Supplemental										
Special Bills										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Labor 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
Additional Federal Funds										
Transfers										
Reversions			(15,139)							
Subtotal	4,977,359	97.3	5,107,086	97.3						
General Fund	4,977,359	97.3	5,107,086	97.3						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	74,924		10,000				167,376			
Anniversary							0			
Pay for Performance							63,648			
Medicare change										
Shift Differential							21,067			
Health/Life Insurance	311,085		392,255				472,992			
HB 00-1215							0			
Short Term Disability	6,641		5,177				6,292			
AED	12,364						65,651			
POTS Subtotal	405,014		407,432				797,026			
General Fund	405,014		407,432				797,026			
Total Personal Services	5,382,373		5,514,518				6,024,905	97.3	5,418,333	97.3
Total Actual Personal Services	5,382,373		5,514,518				6,024,905	97.3	5,418,333	97.3
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2110 Water/Sewer									0	
2150 Other Cleaning Service			365				365		365	
2170 Waste Disposal Services									0	
2180 Grounds Maintenance									0	
2210 Other Maintenance/Repair									0	
2220 Building Maintenance/Repair									0	
2230 Equip. Maintenance/Repair	1,209		57				57		57	
2232 Software Maint./Upgrade			1,209				1,209		1,209	
2240 Motor Vehicle Maint/Repair	37								0	
2250 Miscellaneous Rentals	715		169				169		169	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Labor 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
2253 Rent for Equipment			48				48		48	
2610 Advertising	341								0	
2680 Printing and Reproduction	123		92				92		92	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services			139				139		139	
3110 Other Supplies & Materials	4,100		2,093				2,093		2,093	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies	3,479		8,273				8,273		8,273	
3113 Clothing/Uniform Allowance	9,925		14,284				14,284		14,284	
3114 Custodial/Laundry Supplies	610		690				690		690	
3115 Data Processing Supplies									0	
3116 Purchase/Lease Software	342								0	
3117 Educ./Rec. Supplies/Service									0	
3118 Food & Food Service Supp.	156		372				372		372	
3120 Library Books/Period./Subs.									0	
3121 Office Supplies	637		375				375		375	
3122 Microfilm Photo Supp./Service									0	
3123 Postage									0	
3124 Printing	156		582				582		582	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies	61,978		58,256				61,161		61,161	
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equipment	2,426		1,104				1,104		1,104	
3140 Non Capitalized IT Purchases - PCs	747								0	
3143 Non Capitalized IT - Other	28								0	
4111 Prizes and Awards									0	
4140 Dues and Memberships			52				52		52	
4220 Registration Fees									0	
6110 Bldgs./Improvements to Bldgs.										
Total Operating Expenses	87,008		88,160		91,065		91,065		91,065	
General Funds	87,008		88,160		91,065		91,065		91,065	
ANNUALIZATION ITEMS - OPERATING										
Male Double Bunking Annualization									244	
DWCF Double Bunking Annualization									111	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Labor 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 ANNUALIZATION ITEMS									355	
Grand Total Continuation Operating	87,008		88,160		91,065		91,065		91,420	
General Funds	87,008		88,160		91,065		91,065		91,420	
Reconciliation										
Long Bill Appropriation	87,025		88,324							
Supplemental			(164)							
Reversions	(16)									
Subtotal	87,008		88,160							
DECISION ITEM - OPERATING										
TOTAL OPERATING - DI									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										
Cash Funds										
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: LABOR 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	**5,469,381**	**5,602,678**	**5,318,944**	**6,115,970**	**5,509,753**
General Fund	5,469,381	5,602,678	5,318,944	6,115,970	5,509,753
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					

4B Education

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(4) INMATE PROGRAMS**
(B) Education Subprogram

Line Items: Personal Services
Operating Expenses
Contract Services
Education Grants
Start-up Costs
Indirect Costs Recoveries

Change Request(s): DI #7 Academic & Vocational Instructors

Federal/State Statutory and Other Authority: CRS 17-32-101 through CRS 17-32-107, Correctional Education Program. ACA standards: 2-CO-4G-01; 2-CO-5A-01; 2-CO-5B-01; 2-CO-5C-01; 2-CO-5F-01.

Program Description: Education Subprogram meets 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. Most programs will be completed within a 9 to 12 month period.

Total FTE: 146.4

Services Provided
The Education Subprogram designs the curriculum for and coordinates the delivery of academic, Career and Technical Education, 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. All facilities have libraries with relevant educational and recreational materials. The majority of program schedules are provided between 7:00 a.m. and 4:00 p.m., with some classes and library hours also in the evenings and on weekends. The day programs tend to be paid programs for offenders, while evening and weekend programs tend to be non-paid.

Functions and Activities Summarized

Priority	Function
1	Instructional Program Delivery
2	Education Grants
3	Educational Administration
4	Education Support
5	Security

Analysis of Functions and Activities

Instructional/Program Delivery: This function includes full time employees (FTE) and contract workers for delivery or teaching of all academic, vocational, cognitive, release, and library programs in DOC state facilities. Services provided by prison libraries include check-out of materials, reference, information services, reader's advisory, interlibrary loan, access to periodicals and audiovisual materials, and extension services (delivery of materials to offenders in segregation/diagnostic units).

Education Grants: The Education Subprogram actively seeks, attains and administers academic, vocational, community reintegration, and other special project grants. Grants currently being administered are: Special Education, Title 1D, Colorado Youthful Offender Postsecondary Program, Perkins State Leadership/Corrections, HIV Prevention, and Life Skills.

Educational Administration: Provides program development and evaluation, quality assurance, Performance Evaluation Plans (PEP), assignments, class schedules, correspondence, administrative regulations, procedures, curriculum planning, security, counseling, staff meetings, teacher re-licensing, vocational credentialing, workshops, independent study, general education development (GED) testing, strategic plans, and operating plans. This function also coordinates hobby shop, community projects, programs activities, recreational activities, and Colorado Community College System (CCCS) and Colorado Department of Education (CDE) Program approvals.

Education Support: Support staff provides clerical work, proctor GED testing, collect and enter data, develop offender education plans, and assist teachers with classroom instruction.

Security: Teachers and librarians are responsible within their rooms and buildings for the management and movement of inmates, following facility security procedures.

Instructional/Program Delivery

Academic Education Programs: Courses are offered for offender study in the following areas, according to State Statute.

- Adult Basic Education (ABE) - Basic (reading, language, and math) classes that take offender students through the sixth grade ability level.

- General Educational Development (GED) - Provide skills to offender students at or above the seventh grade ability level who do not have a high school diploma. Course work includes language and writing, math, social studies, science, literature, and the arts. The goal is to achieve a GED certificate.

- Computer Assisted Learning Lab - Supplements and provides advanced course work in ABE and GED classrooms with an enhanced interactive computer system.

- Special Education - Classes/tutoring specifically designed for offender students under 22 years old who have special learning problems and who have not completed high school or obtained a GED certificate.

- English as a Second Language (ESL) - Classes that teach basic English, math, and reading skills to non-English speaking offender students.

- High School Diploma - High school classes in the Youth Offender System that lead to a high school diploma.

Human Development Program: Special classes are offered to improve the offender's thinking skills for living successfully in society.

- Cognitive Education - Classes deal with problem solving, social skills, negotiation, creative thinking, values enhancement, cognitive exercises, critical reasoning, and management of emotions.

- Computer Instruction/Information Services - Introduces offender students to the fundamentals of computers and software application.

- Anger Management - A program cooperatively linked with mental health staff to help offenders in positive thinking roles, communication styles, problem-solving strategies, stress-monitoring, and anger reduction techniques.

- Family/Parenting - Content includes relationships, parenting, family support resources, and overcoming and avoiding domestic violence.

- Victims Education - Teaches offender students the impact of their crime on victims, covering property crimes, violence, domestic violence, sexual assault, child abuse, assault, robbery, and homicide.

- Vocational Preparation Program - Courses specifically designed to help offender students with the academic portion of current or upcoming vocational courses.

- Health - Courses in hygiene, health, and life style, to promote personal well-being.

- Gang Intervention - Provides resources and curricula to create a positive direction for offenders who have had previous gang connections.

Life Skills Programs: Special classes are offered to prepare the offenders for living successfully in society.

- Life Skills - Covers employment, communication, finances, housing, education, life coping skills, pre-employment, and career planning to assist offender students in making a successful transition from incarceration to society and work. One-on-one preparation to help offenders return successfully to society.

- Career Centers - Computer equipped career laboratories assist in career exploration and preparation.

Library Services: General library services are available to offenders and staff in all correctional facilities and centers. Each library provides a local collection of materials, and supplements collection through interlibrary loan, using the Colorado Virtual Library Statewide Interlibrary Loan Fast Track (SWIFT) system. In addition to providing leisure-reading materials, libraries provide resources and services that support all DOC educational and treatment programs, and provide information to help offenders prepare for successful reintegration into society. Library services are coordinated through a cooperative arrangement between the DOC and the Colorado State Library.

Career and Technical Education Programs (CTE): Approved by Colorado Community College System (CCCS) and staffed with vocationally credentialed teachers, CTE programs provide occupational skill-based instruction that delivers at least entry-level marketable vocational skills in one or more occupational fields, for which there is a demonstrable demand in the economy of the state of Colorado. These courses should assist the offender to function successfully in a free society upon release.

The Colorado Community College System program approval process consists of two parts:

Part I Outline or description of program content
List of occupations for which program prepares students
Need or justification for program
Evidence of unnecessary duplication

Part II Program specific information
Integration
Special Populations
School to Work (Reintegration)
Standards and Measures
Equipment
Business-Industry Partnerships
Articulation

The CTE program offerings for offender study and skill preparation are developed to equip offenders with a marketable trade. They include job entry, career entry, and career advancement occupational skills. Apprenticeships are offered in some vocational programs. The approved vocational programs are:

Collision Repair Technology	Construction Technologies	Industrial Technology
Accounting	Horticulture/Landscape	Nurses Aide
Computer Graphic Design	Computer Information Systems	Custodial
Drafting/Design Technology	Electronics Technology	Food Production Management

Machine Shop	Power Sewing	Printing Technology
Radio Broadcasting	Small Business Management	Heavy Equipment Operation/Maintenance
Hair Design	Welding Technology	Laundry Technology
Wild Horse Program	Canine Behavior Modification	Transportation Technology
Wild land Firefighters	Plumbing Technology	Dental Technology
Life Skills Education	Dairy Herdsman	

Inmate Apprenticeship Program: This partnership between DOC and the U.S. Department of Labor is intended to produce skilled workers for the country. It was initiated in DOC in 1988, and is presently active at 11 State correctional facilities and 1 private prison. Over 140 DOC and 30 private prison apprentices are enrolled in 31 different trades, the most popular being Computer Operator and Industrial Housekeeper.

The trades vary in length from 2,000 to 8,000 hours of work, and the apprentice must also complete independent study about their trade. When the requirements of the trade are satisfied, the apprentice receives a certificate from the Department of Labor that has national recognition.

Intake, planning, assignment, and periodic assessment process: The initial assessment process is undertaken at the intake facility, Denver Reception and Diagnostic Center, where offenders take a battery of educational exams and are interviewed regarding education and work history.

The exams include the Test of Adult Basic Education (TABE), which provides grade equivalencies in the content areas of reading, language, and mathematics, and the Culture Fair Intelligence Test (IQ). The intake interview and assessment process provides data to develop an educational profile and plan for each offender, to assist case managers and teachers in meeting the offenders' educational needs with appropriate programs.

Upon offender arrival at a correctional facility/center, periodic assessment is conducted to determine educational/vocational progress and attainment. Periodic exams include the continuation of the TABE. Computer education screens are updated and provide case managers and educators with quick access to background education and employment data of offenders.

Contract Services: Education Subprogram's staff administers, monitors, manages, develops, and prepares contract funds and contracts with various community colleges and/or educational agencies for education services, which include: education support positions, academic and vocational program areas, functional life skills, pre-release skills, libraries, literacy skills, job readiness, and other related job preparation services to prepare offenders to successfully reintegrate into society. In addition, the Education Subprogram prepares and develops associated Request for Proposals (RFPs), scope of works, and other related documents.

Offender Employment: Correctional programs hire qualified offenders to work at job assignments, such as janitors, para-professionals, and clerical assistants. Vocationally trained

offenders provide valuable services that help support the correctional facility/center infrastructure across the DOC system.

Pre-Vocational/Live Work Training Programs are developed through existing CTE programs. They provide direct training to support various Colorado Correctional Industry (CCi) programs, by supplying pre-trained offenders to prepare them for reintegration back into society, as well as those needed for the DOC work projects. This linkage provides opportunities to offenders who complete various vocational programs to have a direct referral to (CCi) programs, such as the following:

Auto (CAD) Computer Aided Drafting Program	Service Station/Auto Repair Program
Horticulture/Landscape Program	Sheet Metal Program
Specialized Sewing Program	Goat Dairy/Processing Program
Wild Horse Program	Canine Training Program
Furniture Woodworking Program	Printing Trades/Graphic Design
Wild Land Firefighting	Leather/Saddle Program
Heavy Equipment Program	Modular Office Furniture Program
Fishery Program	

These programs provide offenders a further opportunity to gain hands-on experience within their learned vocational skill trade area, so that they will be better trained to gain employment with outside industries upon release.

Grant Development and Management: This program is responsible for seeking, writing, funding, and managing grants to provide educational, reintegration, and special programs for current and released offenders. Programs are offered with collaboration between correctional facilities, governmental agencies, and community-based organizations. This unit develops and distributes periodic reports for the grantors and providers of the funded programs and disseminates relevant data and outcomes of programs.

Educational Administration: The Education Administrator develops and oversees department-wide educational policies, budgets, and public relations, coordinating these activities with the private facilities. It collects and manages educational data, performs quality control over educational programs, and provides staff development to teachers. It coordinates correctional education with the Colorado Department of Education, the Colorado Community College System, government agencies, and contracting agencies.

Education Support: Education support staff provides clerical assistance to teachers and education program managers, teaching assistance in classrooms, education data collection and entry, administration of tests and other assessment instruments, and GED testing.

Security: Education staff is instrumental in maintaining security within the prisons, providing direct supervision of offenders in academic and educational classroom situations and in libraries. They are responsible for maintaining discipline within the classroom and in libraries, participate in disciplinary actions, and conduct shakedowns as necessary.

Security measures, such as controlled movement, reduce the number of teacher contact hours with offender students. Facility-to-facility offender movement impacts the continuity of education programs for individual offenders.

Shared Functions and Activities

Security: Assist DOC security staff with school disciplinary problems and shakedowns.

Case Management: Teachers work with case management in the placement of offenders into educational programs, and keep case management aware of student progress in those programs.

Wardens: Education Administration updates facility administration on educational issues and routinely performs on-call duties.

Volunteers: Utilized occasionally as guest speakers for classes or as facilitators for special programs, to provide variety and unique insight to student offenders.

Mental Health: Education consults with this area related to student behavior in class. There is a special Anger Management class that is coordinated with Mental Health.

Canteen: Canteen profits are utilized to purchase educational/transitional/library material, and vocational equipment and supplies.

Business Operations: Provides fiscal and procurement support.

Prioritized Objectives and Performance Measures

OBJECTIVE: By June 30, 2009, maintain number of program participations and completions by efficiency of programs and accurate reporting, despite possible loss of resources.

Educational Instruction, Administration, Library		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: The total number of offenders who enroll annually in education programs. Definition: Cumulative number of individual offenders who enroll in education programs throughout the fiscal year. The number is based on enrollment records in Master Program Scheduling (MPS). Due to budget constraints, no growth is estimated. Demonstrates: The extent to which the offender population is involved with and is benefiting from education programming in the DOC, and the role of education programs in the management of offenders.	Target	11,139	>4,630	>4,036	>4,036
	Actual	4,630*	4,036		
MEASURE: The number of offenders who have completed vocational certificate courses or programs. Definition: Count is estimated from an MPS report of vocational program completions and transfers, using an estimated 67% of inter-program transfers as completions. Due to budget constraints, no growth is estimated. Demonstrates: The Department's commitment to provide at least one marketable skill to every offender before release.	Target	1,521	>703	>1,365	>1,365
	Actual	703**	1,365		
MEASURE: The number of GED batteries passed and certificates awarded. Definition: Total number of GED test batteries/certificates completed, based on GED scoring record kept at DOC Headquarters. A GED test battery consists of five individual GED tests. GED batteries have a 75% completion rate. Due to budget constraints, no growth is estimated. Demonstrates: The Department's commitment to provide a 12th grade level education to every offender in need of one.	Target	720	>683	>983	>983
	Actual	683	983		

Educational Instruction, Administration, Library		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: The number of individual GED tests passed. Definition: Total number of individual GED tests passed, based on GED scoring record kept at DOC Headquarters. Five individual GED tests make up the GED battery. GED tests have a 92% completion rate in 2004-05. Due to budget constraints, no growth is estimated. Demonstrates: The Department's commitment to provide a 12th grade level education to every offender in need of one.	Target	4,699	>4,333	>6,182	>6,182
	Actual	4,333*	6,182		
MEASURE: Registered Library Users Definition: Total number of offenders who have signed library user agreements and have checked out materials, based on Corrections General Library Statistics. An estimated 85% of offenders are library users. Due to budget constraints, no growth is estimated. Demonstrates: The extent to which the library is used by the offender population and the role which the library plays in offender management.	Target	11,978	>11,880	>12,318	>12,318
	Actual	11,880	12,318		
MEASURE: Circulation Definition: Cumulative total number of materials checked out of the library and/or delivered to segregation, based on Corrections General Library Statistics. Due to budget constraints, no growth is estimated. Demonstrates: The extent of offender library usage and the role which the library plays in offender management.	Target	630,846	>589,501	>607,612	>607,612
	Actual	589,501	607,612		

*Effective 05-06, this number represents the average daily number of offenders enrolled in all education programs. The number is based on enrollment records Master Program Scheduling (MPS)

**This figure no longer includes any transfers as completions. The number provided is actual documented number of offenders who have completed vocational certificate courses or programs.

OPTIONAL ELEMENTS

Trends

High tech vocational education programs increasingly need high speed memory computers with interactive CD-ROM. There is an increasing need to stay technologically current with CTE training equipment. Nationally, there is an increased use of computers and CD-ROM software for instructional purposes.

Studies have shown that having a higher education level correlates with a lower rate of recidivism. A recent study by the Correctional Education Association, which followed over 3,000 released offenders in Maryland, Ohio, and Minnesota, showed having a 12th grade level of education is related to a decrease in the recidivism of the group studied by 29%. Similar results were found in a study done by DOC Educational Subprogram, following 100 released offenders in Colorado.

Education that provides for follow-up programming after release, in collaboration with Life Skills, makes it more likely for released offenders to succeed in society.

Employment turnover remains high among contract teachers. Historical data shows that state employed teachers remain on the job 6.4 times longer than contract teachers. Contracting has reduced the quality of instruction to offenders through lower standards and more class shutdowns.

Offender facility movement disrupts the instructional process and diminishes course completions. Offenders experience learning disabilities at a rate which is 30 to 50% higher than the general civilian population.

Workload Assumptions

- House Bill 90-1166, Correctional Education Programs, CCi Vocational Programs, American Correctional Association (ACA), Colorado Department of Education, and Colorado Community College System standards are followed.

- Academic teachers will be licensed under the Colorado Department of Education and vocational educators will be credentialed with Colorado Community College System (CCCS).

- Educational environment will be conducive to learning.

- The methods of educational delivery may be different due to offender classification and facility design.

- Offenders enrolled in an education program will normally have 6 hours of educational instruction per day.

- Offender paraprofessionals provide teacher aid positions.

Accomplishments

- Education engages 25% of offender population 20% of time with 4% of the staff workforce, using approximately 3% of DOC's annual operating budget.

- Research performed over the past 50 years in the United States tends to show that-education programs offered during and after incarceration reduce recidivism.

- A study of the impact of education on recidivism over a three-year period after release for offenders in Colorado was completed in late 2004.

- Libraries provide educational and recreational materials to offenders for use in the library, during free time, and cell time. Eighty-six percent of offenders are registered library borrowers.

- A managed enrollment system for academic classes was implemented, giving priority to offenders with less time to release and with higher skill levels.

- Modifications to Master Program Scheduling (MPS) are being programmed to track successful completions more accurately, and to provide transcripts and program certificates to offender students. An implementation plan is being carried out to bring these changes into production.

- Reports were developed using Department of Corrections Information System (DCIS) and Master Program Scheduling (MPS) to accurately track the number of offender students, the number of enrollments in education programs, and the number of vocational program completions. Additional reports in cooperation with the Business Technologies Division are being developed for effective management of Education Programs.

- Scoring TABE and uploading scores is being electronically automated throughout the DOC facilities, to increase reliability and to decrease work load.

- Program review is being continued through committees in academic, vocational, and cognitive education.

- Individual programs are being evaluated.

- Common Core Vocational Program Numbering for CCCS course consistency was completed within DOC. This will allow the student offender courses taken to be recognized as transferable credits through CCCS by utilizing a standard numbering system. Master Program Scheduling (MPS) is a tool utilized by the DOC to record attendance, evaluations, payroll, and completions of all students attending academic and vocational programs in all DOC facilities.

Subprogram Specific Goals and Objectives

The Correctional Education Subprogram central administration staff and correctional facility/ center program managers execute the Education Subprogram's mission, goals, objectives, and functions as part of an articulated and integrated approach to delivering efficient and effective educational programs of all kinds.

Goal #1: Offenders will be provided a comprehensive education program that includes: a fully integrated, competency-based academic and career and technical education program; enhanced literacy and information retrieval skills; cognitive and social skills; employability and transitional skills according to their classification and assessed needs

Assumptions: CRS 17-32-101 to 107, and ACA, CDE, and CCCS Standards are maintained; academic teachers will be licensed under the Colorado Department of Education, and vocational teachers will be credentialed through the Colorado Community College System; educational environment will be conducive to learning; educational funding in the DOC is being reduced, but the level of educational services will not be seriously affected; the methods of educational delivery in facilities will differ, due to custody level and facility design.

Objective 1.1: By June 30, 2008, will be working on accreditation of Correctional Education Programs with recognized accrediting agency.

Objective 1.2: By June 30, 2008, will have articulation or escrow credit agreement in place to transfer CDOC post-secondary credits to Colorado two-year and four-year colleges.

Objective 1.3: By June 30, 2008, at least 65% of all offenders being released from DOC custody will possess at least a twelfth grade level of education. The Master Program Scheduling program can track offender vocational/academic programs.

Objective 1.4: By June 30, 2008, at least 60 % of all offenders being released from DOC custody will possess at least entry-level marketable vocational skills. The Master Program Scheduling program can track offender vocational/academic programs.

Goal #2: Education will be managed efficiently, effectively, and with accountability based on measurable outcomes and program reviews and MPS tracking.

Objective 2.1: By June 30, 2008, complete education and recidivism study being done.

Objective 2.2: By June 30, 2008 Ensure that all staff is trained in MPS for tracking education program enrollments, students and completions implemented, operating with at least 90% accuracy and reliability.

Objective 2.3: By June 30, 2008, have MPS in use at all private facilities in Colorado.

Goal #3: Professional excellence will be maintained in the Division of Correctional Education.

Objective 3.1: Annually hold a regional conference for Region IX of the Correctional Education Association (CEA), for the professional development of correctional and criminal justice teachers/ librarians.

Objective 3.2: Annually review all vocational program approvals for currency.

Objective 3.3: By June 30, 2008 ensure that all new and present technical staff meet credentialing standards as outlined by CDE/ CCCS either with a Vocational Credential or a Teachers License (Provisional or Standard) as outlined by CCCS or CDE. Under ACA and CCCS Standards all vocational programs will be reviewed and renewed every three years for ACA and every five years for CCCS.

Similar or Cooperating Programs

The Division of Youth Corrections operates a similar educational program for adjudicated juvenile offenders in detention facilities. Prison Vocational courses are very similar to those competencies taught to the public.

Stakeholders

Customer	Requirement
Offenders	Expect quality instructional programs
DOC Staff	Manage offender time in constructive manner
Victims of Crime	Expect education to help in lowering the crime rate
Taxpayers	Provide professionally run education programs to teach offenders skills to reduce recidivism

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
4) INMATE PROGRAMS												
B) EDUCATION	16,920,468	398,290	81,405	0	629,723	(44,935)	(3,438)	17,981,513	146.4	0.2	7.3	153.9
Personal Services	8,377,882	398,290	7,616	0	434,275	(44,935)	0	9,173,128	145.4	0.2	7.3	152.9
Operating	1,895,723		513	0	20,000	0	0	1,916,236				
Contract Services	5,991,743		73,276	0	0	0	0	6,065,019				
Education Grants	651,288	0	0	0	0	0	0	651,288	1.0			1.0
Vocational Grants	0		0	0	0	0	0	0				
Indirect Costs Recoveries	394		0	0	308	0	0	702				
Start-up	3,438		0	0	175,140	0	(3,438)	175,140				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Education 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
Position Detail										
Teacher III	95,148	1.0	101,859	1.0			106,968	1.0	106,968	1.0
Teacher II	144,588	2.0	148,500	2.0			155,160	2.0	155,160	2.0
Teacher I	5,651,586	107.1	5,532,690	105.6			6,449,472	114.9	6,449,472	114.9
Correctional Officer V	230,328	3.0	233,533	3.0			248,976	3.0	248,976	3.0
Gen Prof V/IV			85,591	1.0			49,386	0.5	49,386	0.5
Gen Prof III	142,227	3.0	149,318	3.0			158,216	3.0	158,216	3.0
Gen Prof II	39,588	1.0	40,656	1.0			42,480	1.0	42,480	1.0
Pgrm Asst I	45,612	1.0	46,848	1.0			50,948	1.0	50,948	1.0
Admin Assistant III	283,307	7.5	278,584	7.4			278,080	7.0	278,080	7.0
Admin Assistant II	52,361	2.0	55,407	1.9			63,000	2.0	63,000	2.0
Library Tech III	130,748	4.0	141,873	3.7			163,172	4.0	163,172	4.0
Library Tech II	110,152	4.0	84,152	2.6			136,688	4.0	136,688	4.0
Library Tech I	56,040	2.0	38,681	1.3			32,000	1.0	32,000	1.0
MD Spec IV	48,648	1.0	49,980	1.0			54,200	1.0	54,200	1.0
Subtotal: (E06)	7,030,333	138.6	6,987,672	135.5			7,988,746	145.4	7,988,746	145.4
Salary Subtotal	7,030,333	138.6	6,987,672	135.5			7,988,746	145.4	7,988,746	145.4
PERA @ 10.15%			697,254				810,858		810,858	
Other Retirement Plans										
PERA Reduction .5%	694,947									
Medicare Tax @ 1.45%	90,340		91,953				11,757		11,757	
Compensation Match										
Base Reduction -.51%									(44,935)	
Other Personal Services										
Part-time/Temporary			32,268							
Contractual Services	577,189		924,614						0	
Overtime Pay	2,643		645							
Retirements/Payouts	52,073		31,188							
Tuition Reimbursement	475									
Conversion of Sick Leave										
Vacancy Savings							0		0	
Subtotal of Personal Services	8,447,999	138.6	8,765,594	135.5	8,377,882	145.4	8,811,361	145.4	8,766,426	145.4

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Education 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
General Fund	8,447,999	138.6	8,765,594	135.5	8,377,882	145.4	8,811,361	145.4	8,766,426	145.4
Cash Funds Exempt										
POTS - Expenditures										
Shift Differential	15,793		23,623						0	
Health/Life Insurance	443,318		523,587				600,432		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	10,316		8,053				9,521		0	
AED/SAED	14,180		49,021				105,209			
Salary Survey							259,848	*		
Anniversary								*		
Pay for Performance							173,052	*		
Phase II								*		
Medicare Change								*		
Unemployment Security Payments										
Difference							(579)		(35,190)	
Total Continuation Personal Services	8,931,606	138.6	9,369,878	135.5	8,377,882	145.4	9,525,944	145.4	8,731,237	145.4
General Fund	8,931,606	138.6	9,369,878	135.5	8,377,882	145.4	9,525,944	145.4	8,731,237	145.4
Cash Funds Exempt									0	
ANNUALIZATION ITEMS - PERSONAL SERVICES										
DWCF Double Bunking Annualization									7,616	0.2
TOTAL ANNUALIZATION ITEMS									7,616	0.2
Grand Total Continuation Personal Services	8,931,606	138.6	9,369,878	135.5	8,377,882	145.4	9,525,944	145.4	8,738,853	145.6
General Fund	8,931,606	138.6	9,369,878	135.5	8,377,882	145.4	9,525,944	145.4	8,738,853	145.6
Cash Funds Exempt		0.0		0.0					0	
DECISION ITEM - PERSONAL SERVICES										
DI # 7 Academic & Vocational Instructors									434,275	7.3
TOTAL DECISION ITEMS									434,275	7.3

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Education 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									9,173,128	152.9
General Fund									9,173,128	152.9
Cash Funds Exempt									0	
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							8,296,846	143.7	8,377,882	145.4
Previous Year Special Bills/Supplementals							(7,571)	(0.2)		
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							33,147		259,848	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									138,442	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							58,994	1.1	7,616	0.2
Base Adjustment - .51%							(41,612)		(44,935)	
Adjustments (Decision Items, other)							38,078	0.8	434,275	7.3
Total Personal Services Appropriation/Request							8,377,882	145.4	9,173,128	152.9
General Fund							8,377,882	145.4	9,173,128	152.9
Cash Funds Exempt									0	
Personal Services Reconciliation										
Long Bill Appropriation	8,014,377	142.6	8,296,846	144.7						
Supplemental			(7,571)	(0.2)						
Special Bills										
Additional Federal Funds										
Transfers										
Reversions			(38,485)							
Subtotal	8,014,377	142.6	8,250,790	144.5						
General Fund	8,014,377	142.6	8,250,790	144.5						
Cash Funds Exempt										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Education 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
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	455,669		533,797				259,848			
Anniversary							0			
Pay for Performance							173,052			
Shift Differential							0			
Medicare change										
Health/Life Insurance	432,953		523,587				600,432			
HB 00-1215							0			
Short Term Disability	10,315		8,050				9,521			
AED	18,292		53,654				105,209			
POTS Subtotal	917,229		1,119,088				1,148,062			
General Fund	917,229		1,119,088				1,148,062			
Total Personal Services	8,931,606		9,369,878				9,525,944	145.4	9,173,128	152.9
Total Actual Personal Services	8,931,606		9,369,878				9,525,944	145.4	9,173,128	152.9
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
1620 Medicare									0	
1920 Contract Services	1,190		27,632				27,632		27,632	
2110 Water/Sewer									0	
2150 Other Cleaning Service			350				350		350	
2170 Waste Disposal Svc	5		5				5		5	
2210 Other Maintenance/Repair									0	
2220 Bldg. Maintenance/Repair Svc	838		1,303				1,303		1,303	
2230 Equip. Maintenance/Repair	5,576		5,294				5,294		5,294	
2231 ADP Equipment Maintenance	375		421				421		421	
2232 Software Maint./Upgrade	422								0	
2240 Vehicle Maintenance			100				100		100	
2250 Miscellaneous Rentals	1,400		468				468		468	
2251 Rental/Lease Motor Vehicle									0	
2252 Vehicle Mileage Charge	12,899		16,302				16,302		16,302	
2253 Rent for Equipment	147,703		235,656				235,656		235,656	
2255 Rental of Bldg.									0	
2259 Parking Fee Reimbursement	33		20				20		20	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Education 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
2270 Rental of Water Rights									0	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	5,458		2,119				2,119		2,119	
2513 Travel - IS Vehicle Reimbursement			170				170		170	
2520 Travel - IS Non-Empl									0	
2522 Travel IS Non Empl per diem	267								0	
2530 Travel - Out of State									0	
Out-of-State reduction 15%									0	
2610 Advertising/Publicity			234				234		234	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside Source	4,064		4,496				4,496		4,496	
2640 Purchased Services/ADP									0	
2660 Insurance									0	
2680 Printing and Reproduction	287		718				718		718	
2710 Purchased Medical Services	1,922								0	
2720 Inmate Pay			285				285		285	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services	41,195		1,763				1,763		1,763	
2830 Office Moving	400								0	
3110 Other Supplies & Materials	311,028		361,724				461,724		461,724	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies	20,266		40,938				40,938		40,938	
3113 Clothing/Uniform Allowance	3,451		22,049				22,049		22,049	
3114 Custodial/Laundry Supplies	18,807		23,468				23,468		23,468	
3115 Data Processing Supplies	1,886		3,591				3,591		3,591	
3116 Purchase/Lease Software	49,316		27,800				27,800		27,800	
3117 Educ./Rec. Supplies/Service	144,049		94,469				294,469		294,469	
3118 Food & Food Service Supp.	249,422		283,466				444,144		444,144	
3119 Medical/Laboratory Supplies									0	
3120 Library Books/Period./Subs.	792		2,827				2,827		2,827	
3121 Office Supplies	24,166		29,349				29,349		29,349	
3122 Photographic Supplies	253		1,796				1,796		1,796	
3123 Postage	3,917		2,584				2,584		2,584	
3124 Printing	23,372		23,823				23,823		23,823	
3125 Recreational Supplies	631		785				785		785	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Education 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
3126 Repair/Maint. Supplies	74,885		94,838				94,838		94,838	
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equipment	26,507		48,085				48,085		48,085	
3130 Non Medical Lab and Supplies									0	
3132 Non Capitalized Office Furniture	520								0	
3140 Non Capitalized IT Purchases - PCs	19,913		29,013				29,013		29,013	
3143 Non Capitalized IT Purchases - Other	15,368		8,944				8,944		8,944	
4100 Other Operating Expenses	214		214				214		214	
4110 Awards, Judgments, Losses	38		76				76		76	
4111 Prizes, Awards Inmate Kick out)			14				14		14	
4118 Gross Proceeds to Attorneys									0	
4140 Dues and Memberships	139		70				70		70	
4151 Interest Late Payment									0	
4170 Misc. Fees	1,252		120				120		120	
4180 Official Functions	1,036								0	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	7,517		2,022				2,022		2,022	
4221 Other Educational Rpt									0	
6210 ADP Capital Equipment									0	
6214 IT - Other	6,903		8,249				8,249		8,249	
6220 Office Furniture/Equip.									0	
6280 Other Capital Equip.			27,396				27,396		27,396	
Total Operating Expenses	1,229,682		1,435,045		1,895,723		1,895,723		1,895,723	
General Funds	0		0		0		0		0	
Cash Funds	533,625		660,663		1,238,985		1,238,985		1,238,985	
Cash Funds Exempt	696,057		774,382		656,738		656,738		656,738	
Federal Funds										
ANNUALIZATION ITEMS - OPERATING										
DWCF Double Bunking Annualization									513	
TOTAL ANNUALIZATION ITEMS									513	
Grand Total Continuation Operating	1,229,682		1,435,045		1,895,723		1,895,723		1,896,236	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Education 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
General Funds	0		0		0		0		0	
Cash Funds	533,625		660,663		1,238,985		1,238,985		1,238,985	
Cash Funds Exempt	696,057		774,382		656,738		656,738		657,251	
Federal Funds										
Reconciliation										
Long Bill Appropriation	1,300,097		1,306,073							
Supplemental			575,165							
Restrictions	(60,191)		(436,457)							
Reversions	(10,223)		(9,736)							
Subtotal	1,229,682		1,435,045							
DECISION ITEM - OPERATING										
DI # 7 Academic & Vocational Instructors									20,000	
TOTAL OPERATING - DI	0		0						20,000	
CONTRACT SERVICES	4,621,148		5,093,300		5,991,743		5,991,743		5,991,743	
General Funds	3,625,183		4,095,835		4,991,743		4,991,743		4,991,743	
Cash Funds					0		0		0	
Cash Funds Exempt	995,965		997,465		1,000,000		1,000,000		1,000,000	
ANNUALIZATION ITEMS - CONTRACTS										
DWCF Double Bunking Annualization									73,276	
TOTAL ANNUALIZATION ITEMS									73,276	
Total Contracts Service									6,065,019	
General Funds									5,065,019	
Cash Funds									0	
Cash Funds Exempt									1,000,000	
Reconciliation										
Long Bill Appropriation	4,625,186		5,158,673							
Supplemental			(62,838)							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Education 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
Reversions	(4,038)		(2,535)							
Subtotal	4,621,148		5,093,300							
DECISION ITEM - CONTRACT SVC.										
TOTAL CONTRACT SVC. - DI									0	
EDUCATION GRANTS - FF\CFE	246,673	1.0	203,831	1.0	651,288	1.0	651,288	1.0	651,288	1.0
Education Grants - CFE	224	1.0	190	1.0	194,896		194,896		194,896	
Education Grants - FF	246,449		203,642		456,392		456,392		456,392	
VOCATIONAL GRANTS -	379,582		360,517		0		0		0	
Vocational Grants - CFE	0		0		0		0		0	
Vocational Grants - FF	379,582		360,517		0		0		0	
Indirect Cost Recoveries - FF	0		0		394		394		394	
Common Policy									308	
STARTUP	0		0		3,438		3,438		0	
DI # 7 Academic & Vocational Instructors									175,140	
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										
Cash Funds	533,625	0.0	660,663	0.0	1,238,985		1,238,985		1,238,985	
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		456,786		457,094	

SCHEDULE 4

SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS

AGENCY: EDUCATION 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	**15,408,691**	**16,462,572**	**16,920,468**	**18,068,530**	**17,981,513**
General Fund	12,556,789	13,465,712	13,369,625	14,517,687	14,433,287
General Funds Exempt	0	0	0	0	0
Cash Funds	533,625	660,663	1,238,985	1,238,985	1,238,985
Cash Fund Exempt	1,692,246	1,772,037	1,855,072	1,855,072	1,852,147
Federal Funds	626,031	564,159	456,786	456,786	457,094
Other					
Fund Lists					
Cash Funds					
General Fund # 100					
Revenues from Vocational Sales	533,625	660,663	1,238,985	1,238,985	1,238,985
Total Cash Funds	*533,625*	*660,663*	*1,238,985*	*1,238,985*	*1,238,985*
Cash Funds Exempt					
General Fund # 100					
Interagency Sales Voc.	262,984	335,602	193,737	193,737	193,737
Sales From Canteen	1,429,038	1,436,245	1,463,001	1,463,001	1,463,514
YOS Library Grant - CO DOE (515,DBX)	224	190			
Perkins Special Projects - Comm Colleges					
Title I Improve America's Schools-CO DHE			25,000	25,000	25,000
Special Education - CO DOE			163,334	163,334	159,896
Gifts, Grants, Donations			10,000	10,000	10,000
Total Cash Funds Exempt	*1,692,246*	*1,772,037*	*1,855,072*	*1,855,072*	*1,852,147*
Federal Funds					
General Fund # 100 (DBX, DBY)					

SCHEDULE 4

SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS

AGENCY: EDUCATION SUBPROGRAM

Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Handicap -CO DOE (524)	64,829				
Handicap -CO DOE (542)	72,511				
Title I D (535)	81,598	72,934	12,305		
Perkins		30,000	30,000		
Youth Tuition - US DOE					
Youth Tuition 04 - US DOE (500)	108,553				
Youth Tuition 05 (522)	236,030				
Youth Tuition 06 (534)		186,174	312,049		
CYOPP 07 (551)		144,343	54,960	456,392	456,392
Leadership in Corrections (536)	34,999				
HIV Prevention (558) (Voc)		8,334			
HIV Prevention (530) (Voc)	18,653				
HIV Prevention (544) (Voc)	8,858	16,142	12,316		
Part B-SPED/Handicap 07 (549)		88,356	29,377		
LSTA-Library Svcs & Tech (547)		17,876	5,385		
FWS 4 Mile Stream Hvy Eq - BVCF (519)					
Indirect Cost Recoveries			394	394	702
Total Federal Funds	*626,031*	*564,159*	*456,786*	*456,786*	*457,094*

4C Recreation

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(4) INMATE PROGRAMS**
(C) Recreation Subprogram

Line Items: Personal Services
Operating Expenses

Change Request(s):

Federal/State Statutory and Other Authority: CRS 17-1-103. Duties of executive director. CRS 17-20-102. Administration of correctional facilities - superintendents - reports. CRS 17-20-127. Canteen and library fund created - receipts - disbursements.

Program Description: The Recreation Subprogram promotes offender health and facilitates positive leisure time activities. At the same time, the Recreation Subprogram contributes to reduced stress while maintaining facility security and contributing to offender management. The Recreation Subprogram supports positive recreation activities that contribute to successful community reintegration.

Total FTE: 118.2

Services Provided
Recreation activities are offered at and provided by recreational staff at all DOC facilities. The variety of programs is directly related to respective infrastructures, budget, geographical location, and custody level. Recreation programs and activities are developed and designed by recreational staff to occur after work hours and on weekends in an effort to increase participation and contribute to facility security. Recreation and leisure time activities, facilities, and equipment are made available to all general population DOC offenders. The services provided can be divided into two main groups as follows: Passive or Active.

Offender Leisure Time, Entertainment and Exercise: Recreational programs are developed by recreational staff to provide meaningful opportunities for physical and mental improvement that reduce stress, contribute to facility security, and promote healthy lifestyles.

Opportunities developed and facilitated in DOC recreational programs include but are not limited to: (a) structured programs that require written guidelines, offender training, and are evaluated for outcome data, and (b) non-structured programs that are not restricted and require little supervision. The following list provides examples of each type of recreational program:

Structured:
Individual Sports (volleyball, basketball, racquetball, handball, horseshoes, softball)
League sports
Intramural activities
Music groups
Use of recreational equipment during offender leisure time
Tournaments and contests
Education programs (clinics, officiating, health, music, and community presentations)
Activities for physical rehabilitation
Mentor and support for appropriate recreational behavior
ADA compliant activities and opportunities
Special events

Non-Structured:
Exercise/Aerobic tapes and sessions
Movies
Table games
Picture program
Arts and crafts activities

Offender Opportunities for Employment: Most recreational programs offer employment opportunities for offenders. Recreational staff develop, supervise, and administer work programs that encompass janitorial, equipment inventory and maintenance, program clerical services, and recreation grounds and facilities maintenance.

Staff Opportunities: DOC employees may use recreational facilities during off-duty hours when it does not interfere with offender use. Staff members are afforded the opportunity to promote their own healthy well-being and reduce stress.

Functions and Activities Summarized:

Priority	Function
1	Maintain security
2	Develop formal documents and reports
3	Develop offender work programs
4	Maintain and secure recreational equipment
5	Develop vocational recreation program
6	Maintain and develop recreation program schedules
7	Develop recreation manuals
8	Integrate recreation program training opportunities with other DOC programs
9	Provide facility supervision and management support in other program areas as needed
10	Develop plans of action which include planning, organizing, implementation, & evaluation of specific structured activities

Recreation programs differ from facility to facility. Programs are offered and developed through a variety of mechanisms dependent on each facility's needs, resources and offender population.

Recreation staff meet with the facility Program Manager, who oversees all programs in the facility. The primary purpose of recreation staff is to develop goals and objectives for the facility's recreation programs that meet both the needs of the facility and the overall DOC goals

through joint planning with the Program Manager. Recreation programs are administered in accordance with DOC AR's as specific to such and individual facility policies.

Recreation staff develop formal documents, i.e. recreation manuals that address their individual facility's recreation programs, the goal of such, equipment needed, purpose of the program, etc.

In most DOC facilities, recreation facilities and grounds are maintained and upgraded by offender work crews under staff supervision.

Analysis of Functions and Activities

Historically offender leisure time in the prison environment has led to management concerns and security issues. Recreation activities developed and facilitated by recreation staff provide opportunities for offenders to develop healthy bodies and minds, heighten their self-esteem, reduce stress and learn appropriate recreational activities that will lead to successful community reintegration. As required by ACA, DOC correctional facilities have adequate space for exercise and recreation and adhere to ADA guidelines.

Recreation staff develop and offer recreational activities that afford offenders the opportunity to learn appropriate leisure time skills. The Recreation Subprogram is funded with a combination of General Fund appropriations for personal services, and Cash Funds Exempt for operating. All recreation programs are dependent on the infrastructure, custody level and geographical location of the facility.

In addition to the development of programs, setting of goals and objectives, offering recreational programs that meet the needs of the facility and the offenders and providing opportunities for offenders to learn positive leisure time behavior, recreational staff must continually communicate with DOC facility staff and have the following responsibilities:

- Maintain facility security
- Tool & Chemical Control
- Develop recreation programs goals and objectives
- Develop recreation program budget
- Monitor and ensure recreation goals and standards are met
- Attend facility administrative meetings
- Conduct unit staff meetings
- Promote public relations with the DOC staff and the community
- Promote and screen offender leisure time and entertainment
- Coordinate recreational functions and security
- Contribute to and maximize facility security and offender management
- Evaluate and recommend equipment needs
- Develop appropriate programs and lesson plans for offender activities
- Supervise and manage large group functions
- Inventory and record recreation equipment and supplies
- Communicate with staff regarding the availability of recreation programs for staff
- Repair recreational equipment

- Write disciplinary notices on offenders, if necessary
- Supervise, manage, train, instruct and administer offender recreation employment opportunities
- Train recreation staff
- Promote offender program participation
- Evaluate program effectiveness, outcomes and recommendations
- Plan, coordinate and supervise civilian involvement programs

Most facilities with recreation staff have related activities seven days per week, with the greatest emphasis during the afternoons and evenings. Staffing patterns are dependent on offender facility classification, population, infrastructure, and geographic location. Recreation staff are essential to the security of the facility and to offender management during times that offenders are not assigned to other formal programs.

Prioritized Objectives and Performance Measures

OBJECTIVE: To meet the needs of the inmate population by developing appropriate and measurable structured and non-structured recreational programs, activities and providing appropriate recreational equipment.

OBJECTIVE: Manage and allocate staff and operating resources to preserve and enhance public, staff and offender safety.

		FY05-06	FY06-07	FY07-08	FY08-09
Measure: Number of times offenders participated in programs that are structured, implemented, supervised, and coordinated by recreation staff. Definition: This number represents the total number of offenders as documented and reported by individual facilities through monthly and quarterly reports in a structured program per day (offenders can be counted more than once). Demonstrates: That DOC offers, facilitates, supervises and supports offender involvement in structured recreation programs to provide constructive activities as an alternative to criminal activity, provide safety and security to the public, staff and offenders by providing appropriate supervision over offenders during recreation, build team work, positive competition, and to stimulate skills appropriate to healthy decision making and successful reintegration into the community.	Target	>617,516	>1,043,958	>1,043,992	>1,043,992
	Actual	1,043,958	1,043,992		

		FY05-06	FY06-07	FY07-08	FY08-09
Measure: Number of structured programs offered at the facility which are programs facilitated and coordinated by recreation staff. Definition: This number represents the average number of structured recreation programs offered throughout the DOC system to include all DOC facilities. Demonstrates: That DOC offers, supervises, facilitates and supports diverse structured recreation programs that address the recreation needs of offenders and provide safety and security to the public, staff and offenders by providing appropriate supervision over offenders during recreation.	Target	>1,963	>2,668	>562	>562
	Actual	2,668	562		
Measure: Number of injuries to offenders as a result of recreational program activities. Definition: This number represents the number of offender injuries reported during the fiscal year. Demonstrates: The Department's continued endeavors to keep injuries to a minimum, report and document such, and review standards necessary to decrease the number of injuries that occur.	Target	<450	<679	<50	<50
	Actual	679	50		

		FY05-06	FY06-07	FY07-08	FY08-09
Measure: Total number of Community or Volunteer involvement in the facility. Definition: This number represents the total number of community individuals and/or volunteers who participated in recreational activities throughout DOC facilities during the fiscal year. Demonstrates: The Department's commitment to include local communities, community individuals and community volunteers in recreational activities when facility security level and other factors allow such participation.	Target	>752	>2,236	>2,240	>2,240
	Actual	2,236	2,240		

OPTIONAL ELEMENTS

Accomplishments

Accomplishments during FY 06-07:

- The Recreation program has continued to provide services without the benefit of a program coordinator.

- Many facilities have obtained volunteer groups that have played team sports against the offender population. The team sports have helped teach sportsmanship, teamwork, build self-esteem, and provide a positive experience for the offender population.

New and/or Innovative Programs

- *Curves* has donated fitness equipment to Canon Women's Correctional Facility, Denver Women's Correctional Facility, LaVista Correctional Facility and High Plains Correctional Facility. Volunteers from *Curves* provide ongoing training in the use of the equipment, special contests to promote weight loss and improved health, instruction for recreation staff and offender workers, and inspiration to the offenders. The *Curves* program is designed to improve offenders' physical/emotional health and increased self-esteem through frequent, structured physical workouts using hydraulic-resistance machines to tone and build muscle strength.

- Facilities have offered leisure programs where offenders can produce pictures, crafts, etc. that can be sold to the public. Some facilities now offer cell permits to allow offenders not in the formal leisure program to participate and generate income.

Subprogram Specific Goals and Objectives

Goal #1: To operate cost - effective recreation programs compliant with applicable American Correctional Association (ACA) accreditation standards.

Objective 1.1: Enable disabled offenders to participate in recreation/exercise activities. Obtain basic training in sign language or other communication skills as needed.

Objective 1.2: Use resources within the facility to enhance the program. These could include motivational posters by a graphic design class to hang in the gym and/or schedules and flyers by the print shop to advertise upcoming recreational events.

Goal #2: To develop and implement plans and systems that promote and enhance staff and offender safety.

Objective 2.1: Document discipline issues and use progressive discipline to promote sportsmanship and safety in the program.

Objective 2.2: Receive annual training on offender management issues (PPCT, restraint, handcuffing, etc.).

Objective 2.3: Promote good communication between participants and staff.

Goal #3: To recruit, hire, retain and promote a qualified and diverse workforce to meet the increased staffing needs throughout the Department.

Objective 3.1: Assign a person to oversee and coordinate recreation programs within the Department.

Objective 3.2: Provide cross-training to correctional officers who work in recreation areas, some of whom will later transfer to recreation staff.

Stakeholders

Customer	Requirement
Offender	Facilitate, develop and offer recreational programs that promote healthy lifestyles, reduce stress, and provide opportunities for positive leisure time activities.
Staff	Facilitate, develop and offer recreational programs that enhance facility security and reduce offender management problems through recreational activities.
Public	Provide recreational programs that are fiscally responsible and accountable; provide recreational programs that promote healthy lifestyles to increase offender success in community reintegration.
Offender Families	Promote positive recreational alternatives to increase the success of the offender in the community and contribute to the offender's ability to role model to his/her family.

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
4) INMATE PROGRAMS												
C) RECREATION	6,253,796	257,966	111	0	0	(32,895)	0	6,478,979	118.2	0.0	0.0	118.2
Personal Services	6,177,042	257,966	0	0	0	(32,895)	0	6,402,114	118.2	0.0	0.0	118.2
Operating	76,754		111	0	0	0	0	76,865				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Recreation 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
Position Detail										
Correctional Officer IV	67,852	1.0	112,734	1.6			150,792	2.0	150,792	2.0
Correctional Officer III	872,465	15.8	874,866	15.3			957,676	15.5	957,676	15.5
Correctional Officer II	1,401,729	27.4	1,258,262	26.5			1,513,812	27.0	1,513,812	27.0
Correctional Officer I	2,708,321	69.3	2,912,505	75.5			3,113,223	72.7	3,113,223	72.7
Physical Therapist	45,301	1.0	46,774	1.0			52,176	1.0	52,176	1.0
Subtotal: (R06)	5,095,668	114.5	5,205,141	119.9			5,787,679	118.2	5,787,679	118.2
Salary Subtotal	5,095,668	114.5	5,205,141	119.9			5,787,679	118.2	5,787,679	118.2
PERA @ 10.15%	519,770		535,085				587,449		587,449	
Other Retirement Plans			342							
Medicare Tax @ 1.45%	70,674		72,753				83,921		83,921	
Compensation Match										
Base Reduction -.51%									(32,895)	
Other Personal Services										
Part-time/Temporary										
Contractual Services	148,584		11,719						0	
Overtime Pay	4,008		12,204				0		0	
Retirements/Payouts	12,852		39,762							
Conversion of Sick Leave										
Tuition Reimbursements										
Vacancy Savings							0		0	
Subtotal of Personal Services	5,851,556	114.5	5,877,007	119.9	6,177,042	118.2	6,459,050	118.2	6,426,155	118.2
General Fund	5,851,556	114.5	5,877,007	119.9	6,177,042	118.2	6,459,050	118.2	6,426,155	118.2
POTS - Expenditures										
Shift Differential	197,883		207,000				188,265		0	
Health/Life Insurance	352,253		460,536				548,160		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	7,766		6,215				7,065			
AED/SAED	10,613		37,294				77,571			
Salary Survey							197,976	*		
Anniversary								*		

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Recreation 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
Pay for Performance							74,988 *			
Medicare Change							*			
Unemployment Security Payments										
Difference							(9,044)		(24,041)	
Total Continuation Personal Services	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	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
DECISION ITEM - PERSONAL SERVICES										
TOTAL DECISION ITEMS									0	0.0
TOTAL PERSONAL SERVICES									6,402,113	118.2
General Fund									6,402,113	118.2
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							6,006,621	117.6	6,177,042	118.2
Previous Year Special Bills/Supplementals							(4,888)	(0.1)		
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							168,068		197,976	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									59,990	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							38,090	0.7		
Base Adjustment - .51%							(30,849)		(32,895)	
Adjustments (Decision Items, other)									0	0.0
Total Personal Services Appropriation/Request							6,177,042	118.2	6,402,113	118.2
General Fund							6,177,042	118.2	6,402,113	118.2
Cash Fund										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Recreation 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
Personal Services Reconciliation										
Long Bill Appropriation	5,913,196	116.2	6,006,621	117.6						
Supplemental			(4,888)	(0.1)						
Special Bills										
Additional Federal Funds										
Transfers										
Reversions			(19,853)							
Subtotal	5,913,196	116.2	5,981,880	117.5			0		0	
General Fund	5,913,196	116.2	5,981,880	117.5			0		0	
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	2,130		53,068				197,976			
Anniversary							0			
Pay for Performance							74,988			
Shift Differential	132,050		80,355				188,265			
Medicare change										
Health/Life Insurance	351,532		460,535				548,160			
HB 00-1215							0			
Short Term Disability	7,766		6,214				7,065			
AED	13,398		6,000				77,571			
POTS Subtotal	506,876		606,172				1,094,025			
General Fund	506,876		606,172				1,094,025			
Total Personal Services	6,420,072		6,588,052				7,271,067	118.2	6,402,113	118.2
Total Actual Personal Services	6,420,072		6,588,052				7,271,067	118.2	6,402,113	118.2
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
1910 Professional Contracted Fees										
2110 Water/Sewer										
2150 Other Cleaning Service			1,100				1,100		1,100	
2160 Custodial Cleaning Service										
2170 Waste Disposal Svc			76				76		76	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Recreation 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
2180 Grounds Maintenance										
2210 Other Maintenance/Repair										
2220 Building Maintenance/Repair										
2230 Equip. Maintenance/Repair	703		577				577		577	
2231 ADP Equipment Maintenance									0	
2232 Computer Licenses and Warranties	(75)								0	
2240 Motor Vehicle Maint/Repair			1,129				1,129		1,129	
2250 Vehicle Lease Payments	2,150		915				915		915	
2251 Rental/Lease Motor Vehicle									0	
2252 Vehicle Mileage Charge									0	
2253 Rent for Equipment	2,610		275				275		275	
2255 Rental Of Buildings									0	
2510 Travel - In State									0	
2530 Travel - Out of State									0	
2540 Out of State - Non Empl									0	
2610 Advertising/Publicity									0	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside Source	11		646				646		646	
2640 Purchased Services/ADP									0	
2660 Insurance									0	
2680 Printing and Reproduction			19				19		19	
2710 Purchased Medical Services									0	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services	504		903				903		903	
3110 Other Supplies & Materials	7,796		11,140				11,140		11,140	
3111 Agriculture/Animal Supplies									0	
3112 Automotive Supplies									0	
3113 Clothing/Uniform Allowance	842		518				518		518	
3114 Custodial/Laundry Supplies	5,349		6,370				6,370		6,370	
3115 Data Processing Supplies			128				128		128	
3116 Purchase/Lease Software	1,407		790				790		790	
3117 Educ./Rec. Supplies/Service	107								0	
3118 Food & Food Service Supp.	315		308				308		308	
3119 Medical/Dental/Hosp/Lab Supp.									0	
3120 Library Books/Period./Subs.									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Recreation 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
3121 Office Supplies	3,850		2,774				2,774		2,774	
3122 Microfilm Photo Supp./Service	430								0	
3123 Postage	(16)		19				19		19	
3124 Printing	3,194		3,655				3,655		3,655	
3125 Recreational Supplies	23,023		24,672				29,733		29,733	
3126 Repair/Maint. Supplies	10,740		9,727				9,727		9,727	
3127 Road Maintenance Materials			19				19		19	
3128 Noncapitalized Equipment	606		1,678				1,678		1,678	
3129 Pharmaceuticals									0	
3132 Noncapitalized Office Furn/Office Syst			317				317		317	
3140 Non Capitalized IT Purchases - PCs	7,369		2,110				2,110		2,110	
3142 Noncapitalized IT - Network			5				5		5	
3143 Non Capitalized IT Purchases - Other	764		1,636				1,636		1,636	
3920 Utilities									0	
4100 Other Operating Expense									0	
4110 Awards, Judgments, Losses	103		186				186		186	
4111 Prizes, Awards Inmate Kick out)									0	
4113 Actual Damages - Other									0	
4115 Punitive Damages - Other									0	
4116 Judgment Interest									0	
4140 Dues and Memberships									0	
4151 Interest - Late Payments									0	
4170 Miscellaneous Fees & Fines									0	
4180 Official Functions									0	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	250								0	
4260 Non Employee Reimbursements									0	
6110 Bldgs./Improvements to Bldgs.									0	
6210 ADP Capital Equipment									0	
6220 Office Furniture/Equip.									0	
6280 Other Capital Equip.									0	
6420 Furniture & Fixtures-lease Purch									0	
Total Operating Expenses	72,032		71,693		76,754		76,754		76,754	
General Funds	0		0		0		0		0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Recreation 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
Cash Funds										
Cash Funds Exempt	72,032		71,693		76,754		76,754		76,754	
ANNUALIZATION ITEMS - OPERATING										
DWCF Double Bunking Annualization									111	
TOTAL ANNUALIZATION ITEMS									111	
Grand Total Continuation Operating	72,032		71,693		76,754		76,754		76,865	
General Funds	0		0		0		0		0	
Cash Funds										
Cash Funds Exempt	72,032		71,693		76,754		76,754		76,865	
Reconciliation										
Long Bill Appropriation	72,470		73,769							
Supplemental			(164)							
Reversions	(437)		(1,912)							
Subtotal	72,032		71,693							
DECISION ITEM - OPERATING										
TOTAL OPERATING - DI									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										
Cash Funds	0		0							
Cash Fund Exempt	72,032		71,693		76,754		76,754		76,865	
Federal Funds										

SCHEDULE 4

SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS

AGENCY: RECREATION 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	**6,492,104**	**6,659,745**	**6,253,796**	**7,347,821**	**6,478,979**
General Fund	6,420,072	6,588,052	6,177,042	7,271,067	6,402,113
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	72,032	71,693	76,754	76,754	76,865
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds					
General Fund # 100					
Misc. Cash Funds	0	0			0
Total Cash Funds	*0*	*0*	*0*	*0*	*0*
Cash Funds Exempt					
Canteen Sales Revenue	72,032	71,693	76,754	76,754	76,865
Total Cash Funds Exempt	*72,032*	*71,693*	*76,754*	*76,754*	*76,865*

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(4) INMATE PROGRAMS**
(D) Drug and Alcohol Treatment Subprogram

Line Items: Personal Services
Drug Offender Surcharge Program
Contract Services
Treatment Grants

Change Request(s): DI #2 Parole-Parole ISP-Re-Entry Caseload Increase
DI #5 Community Corrections Caseload Increase
DI #8 Therapeutic Community

Federal/State Statutory and Other Authority: 16-11.5 -101 thru 106 CRS - Substance abuse in the criminal justice system; 17-22.5-405 CRS - Earned time; 42 CFR Part 2 Federal Register: Confidentiality of alcohol and drug abuse patient records.

Program Description: The Drug and Alcohol Treatment Subprogram exists to provide a continuum of facility- and community-based assessment and treatment services for offenders under DOC supervision. These efforts are designed to reduce the introduction and use of dangerous drugs in facilities and communities so offenders can begin and maintain their process of recovery from substance abuse and dependency. This subprogram manages 40 drug and alcohol groups in 20 correctional facilities with approximately 500 inmates in education and outpatient treatment at any point in time. An additional 300 inmates reside in therapeutic community residential units. Over 3,300 parolees and special needs community corrections inmates were referred to one of 60 approved treatment providers in the community in FY2007.

Total FTE: 3.5

Services Provided
The Colorado Department of Corrections recognizes substance abuse as a major problem with criminal offenders, a contributing factor in the commission of crimes, and a significant factor impeding rehabilitation which results in an increased rate of recidivism. Nearly 80% of DOC jurisdictional population has alcohol and drug treatment needs. Substance use within prison facilities creates serious management, security, and safety concerns.

Substance abuse assessment and treatment services in DOC are designed to comply with the directives of CRS 16-11.5-102 regarding substance abuse in the criminal justice system:

- Providing consistency in the response to substance abuse assessment;

- Improving and standardizing substance abuse treatment for offenders; and,

- Providing incentives and punitive sanctions for offenders who refuse to cooperate with and respond to substance abuse treatment.

DOC provides a range of substance abuse services that includes: 1) intake assessment and evaluation; 2) facility based education and treatment continuum; 3) self-help meetings; 4) case management and treatment services for parolees; 5) community based urinalysis testing; 6) standardized offender assessment training; 7) research, program evaluation, and data management; and 8) specialized community based continuing care services for prison-based therapeutic community graduates, including dually diagnosed offenders and gender-specific females.

Functions and Activities Summarized

Priority	Function/Activity
1	Substance Abuse Assessment/Evaluation
2	Substance Abuse Treatment Counseling
3	Administration
4	Parole TASC Case Managers
5	Research, Program Evaluation, and Data Management
6	Clinical Supervision
7	Clerical Support
8	Urinalysis Testing and Laboratory

Substance Abuse Assessment and Evaluation - Denver Reception and Diagnostic Center (DRDC) substance abuse staff utilizes inmate assessment and classification data to administer the Standardized Offender Assessment – Revised (SOA-R) battery.

Substance Abuse Treatment Counseling - DOC programs are licensed by the Colorado Alcohol and Drug Abuse Division (ADAD). Staff provides a range of cognitive behavioral services designed specifically for substance abusing offenders. These services include: 1) education and core curriculum services; 2) weekly outpatient therapy; 3) enhanced outpatient therapy; 4) intensive outpatient therapy; 5) therapeutic communities (TC) at Arrowhead Correctional Center, Denver Women's Correctional Facility, San Carlos Correctional Facility and Sterling Correctional Facility; 5) family reintegration, aftercare and aftercare street readiness services; and, 6) "Twelve Step" self-help groups.

Administration - Administration staff provide contract oversight, negotiation and support activities, Request for Proposal and policy development, grants and budget management, and inter-agency system enhancement activities through the CRS 16-11.5 Interagency Committee on Adult and Juvenile Correctional Treatment (IACAJCT).

Parole TASC Case Managers - Treatment Accountability for Safer Communities (TASC) staff collaborate with community parole officers to provide identification, assessment, and monitoring services to parolees with substance abuse needs. Urinalysis testing is provided to reduce the

introduction and use of dangerous drugs in our communities and to promote abstinence in recovery from drug dependency. TASC offices also serve as independent program sites for a myriad of treatment services.

Research, Program Evaluation, and Data Management - Research staff maintain a database and a digitized imaging system containing assessment and discharge data. Staff has also produced validation studies, process and outcome evaluations, program overviews, statistical reports, and an annual system needs analysis.

Clinical Supervision - Clinical supervision is provided to Colorado Department of Regulatory Agencies (DORA) certified addiction counselors to support professionalism, accountability, and skill development activities.

Clerical Support - Clerical support includes data collection/entry for program evaluation and management purposes, information transfer, office supplies management and record keeping activities.

Urinalysis Testing and Laboratory - Drug laboratory testing is performed in the community on parolees to determine their behavioral compliance with the parole agreement plan.

Analysis of Functions and Activities

Overview - Funding for Drug and Alcohol Treatment activities comes from various General and Cash Fund appropriations as well as some Federal block grant sources. These funds are budgeted to provide services through contracts which are developed in a Request for Proposal procurement process. More than 95% of the subprogram activities are provided in contracts for services; the remainder is through FTE positions.

Substance Abuse Assessment - Denver Reception and Diagnostic Center (DRDC) substance abuse staff utilize inmate assessment and classification data to administer the standardized offender assessment battery. As a result of budget cuts in FY 02-03 and FY 03-04, the number of standardized offender assessments completed was cut in half from when fully staffed. However, the diagnostic substance abuse assessment team provides a critical assessment function; in FY 07, they conducted more than half of all standardized offender assessments done on offenders.

Substance Abuse Treatment Counseling - All DOC substance abuse treatment programs are licensed by the Alcohol and Drug Abuse Division (ADAD). Substance abuse treatment staff is credentialed by DORA. Meeting credential and licensure standards are instrumental to increasing positive treatment outcomes and maximizing an offender's capacity to engage in pro-social change. The use of cognitive-behavioral and therapeutic community modalities are critical to long-term successful outcomes.

The Office of Alcohol and Drug Services supports the implementation of "state of the art" treatment programming. The Strategies for Self Improvement and Change (SSC) curriculum, a cognitive-behavioral model developed around evidence-based practices, has been implemented in facilities. This model is one of the few in the United States that incorporates cognitive behavioral constructs to

address both substance abuse and criminal thinking in offender populations. Another advantage of this model is that it supports a standardized multi-phased continuum of treatment that can be incorporated across facility and community settings alike.

Administration - Administration staff provide contract oversight, negotiation and support activities, policy development, and grants and budget management. This office supports a work environment which promotes and displays teamwork, communication, ethical performance, integrity and professionalism, and an environment where all employees participate in skill development opportunities.

A statewide shortage of qualified substance abuse counselors dictates the need to retain staff through staff development opportunities and participatory management practices. The unit endeavors to enhance staff development by offering SSC trainings and technical assistance by nationally recognized substance abuse treatment experts. Additionally, the unit will provide an average of four department-wide training and staff development seminars to Alcohol and Drug Services staff in the upcoming year.

The unit will work to improve accountability and interdisciplinary service integration by implementing Alcohol and Drug Services Letters of Understanding as part of a larger contract monitoring program at DOC facilities.

The development of a coordinated statewide continuum of care for substance abusing offenders requires partnerships with the Alcohol and Drug Abuse Division, Managed Services Organizations (MSO), non-MSO treatment services providers, and criminal justice entities. Administration staff has spearheaded statewide regional linkages to establish these partnerships on behalf of substance abusing offenders. This work will continue to be a priority for the unit.

The Office of Alcohol and Drug Services will continue to maintain and cultivate mutually beneficial partnerships with universities and public institutions. DOC staff works in collaboration with the University of Colorado at Colorado Springs to pursue federally funded grant projects and conduct program evaluations of treatment programs for substance abusing offenders.

Administration staff represented on the CRS 16-11.5 Interagency Committee on Adult and Juvenile Correctional Treatment (IACAJCT) will work with other represented state agencies to promulgate research, conduct trainings, and develop a coordinated strategic plan to access Drug Offender Surcharge Funding for systems enhancement.

Parole TASC Case Managers - The growth of the parole population has been significant over the past 3 years; 8% in FY2004, 9% in FY2005, and 15% in FY2006. The Division of Criminal Justice projections estimate the parole population will be one third larger in 5 years than it is now. Consequently, the number of parolees under DOC supervision in need of substance abuse assessment and treatment services will continue to exceed existing operating capacity. These numbers will seriously affect TASC staffing levels.

DOC has approved over 60 community-based substance abuse treatment providers to deliver services to substance abusing offenders. TASC makes referrals to these providers who understand the importance of monitoring offenders in treatment in order to interrupt the cycle of crime. TASC will continue to improve responses to the case management needs of each Parole region, to protect public safety and support offender community reintegration efforts.

Research, Program Evaluation and Data Management - This function provides important information about offender treatment needs as well as program and treatment service processes and outcomes. It also assists administrators and policy makers with information to make informed decisions affecting planning, resource allocation, and program development.

Research staff maintains multiple databases and a digitized imaging system containing assessment and discharge data, data for federally funded projects, and specific program data for management and evaluation purposes. They produce validation studies, process and outcome evaluations, program overviews, statistical reports, and an annual needs evaluation. Additionally, staff supervise three full-time and one half-time employees and four student interns from the University of Colorado at Colorado Springs. Partnerships with universities are an important link to planning, program development, program evaluation and research, training, and technological advances.

Clinical Supervision - Clinical supervision is provided to DORA certified addiction counselors to support professionalism, accountability, and skill development activities. DOC exceeds qualification and competency requirements for credentialed addiction counselors. The challenging and stressful nature of these positions necessitates specific supervision and training activities to maintain high treatment standards.

Clerical Support - Clerical support includes data collection/entry for program evaluation and management purposes, information transfer, office supplies management, and record keeping activities. The staff is challenged with staying abreast of new information systems and computer programs. Incorporating new technologies assists in establishing efficient office management practices which can result in improved accountability measures.

Urinalysis Testing and Laboratory - Drug laboratory testing is performed in the community on over 45,000 specimens per year, of which about 7% test positive for substance use.

Shared Functions and Activities

The Drug and Alcohol Treatment Subprogram has made a concerted effort to promote coordination and consistency with other DOC sub-programs, offices and divisions. These efforts are designed to reduce redundancies, enhance informed decision making, and promote program efficiencies and potential cost savings.

Subprograms	Activities Shared
Offender Services and Case Managers	Case plan development in support of incentives and sanctions to promote participation in recommended treatment programs.
Division of Correctional Industries	Greenhouse work site expansion, multi-disciplinary supervision and inmate management.
Division of Adult Parole and Community Corrections	TASC program development, research, cross training. Specialized programming and supervision of offenders with mental illness (OMI).
Office of Information Services	Development of specialized computer programs and automated information development and dissemination.
Custody/Control and Housing	Integration of program and inmate management activities with facility security requirements.
Other Clinical Services Programs	Multi-disciplinary curriculum and program development.
Community Volunteers	Coordination of "12 Step" self-help support groups.
Correctional Training Academy	Lesson plan development and delivery of basic training modules.
Approved Treatment Provider Board	Integration of formal procurement process, standardized contract and billing processes for community based substance abuse treatment providers.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of newly sentenced inmates screened with substance abuse problems. Definition: Score of 3 or higher on the substance abuse treatment needs scale. Demonstrates: Number of inmates needing services from Alcohol and Drug Services subprogram.	Target	1,400	5,300	5,600	6,000
	Actual	5,038	5,287		
MEASURE: Number of CRS 16-11.5 standardized offender assessments (SOA) completed. Definition: The number of assessment batteries performed. Demonstrates: The level of treatment needed for the inmate.	Target	3,500	4,300	4,500	4,800
	Actual	4,345	4,046		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Average number of SOAs per month at DRDC. Definition: SOAs completed at DRDC. Demonstrates: Workload for DRDC staff.	Target	200	200	200	225
	Actual	217	171		
MEASURE: Number of SOAs completed by facility-based counselors. Definition: SOAs completed in facilities other than DRDC. Demonstrates: Workload for facility staff.	Target	3,200	1,500	1,500	1,500
	Actual	1,505	1,650		
MEASURE: Number of TC admissions. Definition: The number of inmates admitted to a TC programs. Demonstrates: Inmate utilization of services.	Target	650	525	550	550
	Actual	524	520		
MEASURE: Number of inmates who successfully complete TC treatment. Definition: Inmates who progress into the community or who are staffed and successfully discharged from a TC. Demonstrates: The programs' ability to keep inmates in TC treatment.	Target	150	250	250	275
	Actual	240	197		
MEASURE: Number of offenders completing level 2, 3, 4a, or 4b programs. Definition: Inmates who receive a finished on the treatment discharge summary form. Demonstrates: The number of offenders prepared for community re-entry.	Target	2,000	1,300	1,400	1,500
	Actual	1,262	1,429		
MEASURE: Percentage of counselors with a certified addiction counselor credential. Definition: DOC and contract staff with DORA certification. Demonstrates: Quality of service provided.	Target	95 %	85%	80%	80%
	Actual	82%	73%		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of RFP service contracts. Definition: Substance abuse contract services provided by a variety of private companies. Demonstrates: Quantity and diversity of services and providers.	Target	25	15	15	15
	Actual	15	15		
MEASURE: Number of spreadsheet files maintained for expenditure tracking. Definition: Computerized spreadsheets used to identify spending. Demonstrates: Management and efficient use of financial resources.	Target	23	25	22	22
	Actual	22	22		
MEASURE: Number of quality improvement activities. Definition: Activities participated in to meet or exceed the stakeholders' expectations. Demonstrates: Continuous improvement.	Target	3	3	3	4
	Actual	2	3		
MEASURE: Percentage of parolees in the TASC programs. Definition: Percentage of parolees at the end of each quarter in the TASC program divided by the total number of people under parole supervision averaged over the fiscal year. Demonstrates: The percentage of parolees utilizing the TASC programs.	Target	55%	45%	45%	45%
	Actual	45%	43%		
MEASURE: Number of parolee intakes completed by TASC case managers. Definition: Parole referrals to TASC for treatment and monitoring services. Demonstrates: Parolees receiving follow-up TASC services.	Target	3,500	4,300	5,000	5,500
	Actual	4,284	5,100		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of SOAs completed or updated by TASC case managers. Definition: SOAs completed at the TASC programs. Demonstrates: Workload for TASC case managers.	Target	200	200	200	200
	Actual	232	332		
MEASURE: Number of TASC clients referred to substance abuse treatment programs. Definition: Parolee being instructed to attend substance abuse treatment by a TASC case manager. Demonstrates: The number of parolees identified as needing substance abuse treatment on parole.	Target	1,700	2,000	3,500	4,800
	Actual	2,016	3,301		
MEASURE: Number of TASC client urine analysis (UA) samples obtained. Definition: Parolees providing UA sample for drug and alcohol testing. Demonstrates: TASC workload and cost for substance abuse monitoring.	Target	35,000	36,000	45,000	50,000
	Actual	36,634	45,981		
MEASURE: Percentage of TASC client UA samples that are substance use positive. Definition: Parolee UA samples testing positive for illicit substances. Demonstrates: Level of substance abuse in parolee population.	Target	5%	7%	7%	7%
	Actual	7.4%	7%		

OPTIONAL ELEMENTS

Trends

- Offender Population Growth - DOC is experiencing continued growth. The incarceration rate continues to rise at a disproportionate rate when compared to general population growth. The incarcerated population rose 4.2% from FY 2005 to FY 2006 while the state population growth during this same time was only 1.7%. Furthermore, DCJ projections indicate that the incarcerated population will increase by 18% over the next 5 years.

- Relationship Between Drug Use and Criminal Conduct - Nearly 80% of Colorado inmates and parolees have an alcohol and/or drug treatment need.

- Inmates - In FY 2006 the highest number of DOC commitments continued to be for drug offenses, representing 23% of the population. Drug offenses represent 27% of the female population and 22% of the male population. However, substance abuse problems are even more prevalent than drug offenses – 80% of offenders entering DOC present with substance abuse needs.

- Parolees - The parole population is in the midst of an increase that is expected to expand by a third of its current size in the next 5 years. Parolees have similar substance abuse treatment needs as inmates; therefore, 80% of parolees have need for current treatment at any given time. Research demonstrates the importance of a continuity of care across the criminal justice system – this is particularly critical at the points when the amount of supervision decreases, as in the transition from prison to parole.

- Impact of budget reductions -The reduction of funds in FY 03-04 resulted in fewer substance abuse treatment staff, groups and facilities providing substance abuse treatment services. In FY 02-03, about 135 contract employees provided 73 groups in 21 facilities. In FY 03-04 the number of staff was reduced by nearly 45%. Some of the staff reductions were restored in FY 06-07 with more expected in FY 07-08.

Trend Related Assumptions

- The offender population will continue to expand as predicted. DOC will build and/or expand facilities, double-bunk inmates, use alternative sanctions for technical parole violators, and contract with private treatment service providers as well as organizations operating private prisons.

- The number of inmates and parolees under DOC supervision who are in need of substance abuse assessment and treatment services will continue to exceed existing operating capacity.

- A growing offender population together with fiscal constraints will limit the capacity, accessibility, and availability of substance abuse assessment and treatment services; therefore the unit must prioritize high risk/needs populations.

- Effective planning is based on an adequate system for collecting and presenting data on service utilization, staff productivity, and program effectiveness.

- Quality substance abuse programs can be provided more efficiently and cost effectively by utilizing computerized database technology to produce reports for the purpose of program management, needs assessment, evaluation, and resource allocation.

- Improved coordination and consistency with other Departmental subprogram offices and divisions will reduce redundancy and repetition, which will promote program efficiencies and cost savings.

- It is in the interest of the State to provide rehabilitative services to inmates to promote institutional and public safety and to afford offenders opportunities for pro-social change.

National research literature endorses programs that are high in intensity, long in duration, set clear limits, cognitive-behavioral in orientation, reinforce pro-social behavior, support personal and social skill building, use ex-addicts as credible role-models, neutralize or utilize peer group influences and incorporate urinalysis testing to identify active users.

- A statewide shortage of qualified substance abuse counselors dictates the need to retain staff through staff development opportunities and participatory management practices.

Subprogram-Specific Goals and Objectives

Goal # 1: Promote staff development and teamwork through training and management opportunities that promote best treatment practices with offenders.

Objective 1.1: Select, train staff, and implement new curriculum for enhancing treatment with dually diagnosed offenders by September 2008.

Objective 1.2: Develop and provide formalized training program for new and existing staff that is specific to substance abuse programs within DOC by December 2008.

Goal # 2: Develop and implement plans for the management of current and future offender populations and their special needs.

Objective 2.1: Conduct a departmental substance abuse treatment gap analysis to identify system strengths, opportunities for improvement, and resource allocations by December 2008.

Objective 2.2: Maintain current or better rate of standardized offender assessments and treatment slots for inmate population by June 2009.

Objective 2.3: Increase capacity of TASC to provide intensive case management services to high risk and specialized offender populations by June 2009.

Goal # 3: Advance the quality, efficiency, and accountability of substance abuse programs.

Objective 3.1: Ensure 100% compliance of staff credentials and program licensure for all prison-based substance abuse treatment programs by December 2008.

Objective 3.2: Achieve American Correctional Association (ACA) accreditation for four prison therapeutic communities by June 2009.

Objective 3.3: Develop internal audit procedures that incorporate state and national standards by September 2008.

Goal # 4: Cultivate nationally recognized research activities that advance the provision of substance abuse treatment within Colorado.

Objective 4.1: Support national efforts of external researchers to conduct federally funded projects with Colorado offenders.

Objective 4.2: Author or collaborate on at least four research papers to peer review journals or professional association meetings and conferences by June 2009.

Similar or Cooperating Programs

The Office of Alcohol and Drug Services will continue to maintain and cultivate mutually beneficial partnerships with universities, public institutions, and community organizations as an important link to planning, program development, program evaluation, research, training, and state of the art programming.

The Office of Alcohol and Drug Services has established a prolific relationship with the Colorado Division of Criminal Justice (DCJ). DCJ serves as the intermediary funding source for Federal Residential Substance Abuse Treatment (RSAT) and Drug Control and System Improvement Program (DCSIP) dollars.

The Drug and Alcohol Treatment Subprogram research unit, through the Office of Planning and Analysis, consists of three full-time and one part-time professional research assistants and four psychology intern students from the University of Colorado at Colorado Springs. This partnership is an important link for program evaluation, research and information gathering. This position has been instrumental in obtaining grants supported by the Drug Control and Systems Improvement Program and National Institute of Justice to conduct process and outcome evaluations to determine the efficacy of residential substance abuse treatment programs. Nationally, this treatment modality has proven effective for offenders who have failed in other treatment programs. Research findings indicate that DOC TC participants have successful outcomes such as lower re-arrest rates, decreased substance use, and higher employment rates.

The National Development and Research Institutes' (NDRI) Center for Therapeutic Community Research will continue to work on research and program development for Colorado offenders. Currently, NDRI is completing an evaluation of the effectiveness of the TC model with female offenders, the first study of its kind nationally. Additionally, they are just beginning a five year project to compare the effectiveness of TC services across the department to outpatient substance abuse treatment for dually diagnosed offenders. As one of nine sites designated for the Criminal Justice Drug Abuse Treatment Studies, NDRI is developing a co-occurring diagnosis screening instrument and a case management study that coordinates re-entry efforts among facility case managers, TASC case managers, community parole officers, and offenders.

Drug and Alcohol Treatment staff is represented on the CRS 16-11.5 Interagency Committee on Adult and Juvenile Correctional Treatment (IACAJCT). Staff works with other state criminal justice and treatment agencies to promulgate research, conduct trainings, and develop a coordinated

strategic plan to access Drug Offender Surcharge funding for criminal justice/treatment systems enhancement.

Stakeholders

Customer	Requirement
Offenders' Families	Treatment needs to enlist the support, understanding, and therapeutic reinforcement of the family in the offenders' efforts to engage in successful community reintegration.
Treatment Providers	Multi-dimensional assessment is the platform for changing psycho social and behavioral patterns and problems.
Correctional Staff	Integrating therapeutic and correctional approaches are essential in developing a range of motivating incentives and punitive sanctions to affect rehabilitation and public safety.
Criminal Justice System	The relationship between criminal conduct and substance abuse is robust. There is a significant body of literature supporting the efficiency of treating offenders.
Offenders	Research indicates that offenders under criminal justice supervision do as well if not better than other clients in substance abuse treatment.

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
4) INMATE PROGRAMS												
D) DRUG & ALCOHOL TREATMENT	6,023,425	11,762	34,010	0	529,190	(1,154)	0	6,597,233	3.5	0.0	0.0	3.5
Personal Services	213,857	11,762	0	0	0	(1,154)	0	224,465	3.5	0.0	0.0	3.5
Alcohol Treatment	0		0	0	0	0	0	0				
Drug Treatment	0		0	0	0	0	0	0				
Drug Offender Surcharge	995,127	0	0	0	0	0	0	995,127	0.0			0.0
Contract Services	4,301,737		34,010	0	529,190	0	0	4,864,937				
Treatment Grants	512,704		0	0	0	0	0	512,704				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Drug and Alcohol 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
Position Detail										
Gen Prof VI	52,282	0.5	46,614	0.5			48,702	0.5	48,702	0.5
Gen Prof IV	51,506	0.6	71,860	1.0			78,420	1.0	78,420	1.0
Substance Abuse Couns. II/IV	71,656	1.0	67,044	1.0			114,048	2.0	114,048	2.0
Subtotal: - (D06)	175,444	2.1	185,518	2.5			241,170	3.5	241,170	3.5
Salary Subtotal	175,444	2.1	185,518	2.5			241,170	3.5	241,170	3.5
PERA @ 10.15%	17,537		17,976				24,479		24,479	
Other Retirement Plans										
Medicare Tax @ 1.45%	2,392		2,568				3,497		3,497	
Compensation Match										
Base Reduction -.51%									(1,154)	
Other Personal Services										
Part-time/Temporary										
Contractual Services - 1910/1920										
Overtime Pay							0		0	
Retirements/Payouts	1,565									
Other Employee Wages										
Vacancy Savings							0		0	
Subtotal of Personal Services	196,938	2.1	206,062	2.5	213,857	3.5	269,146	3.5	267,992	3.5
General Fund	196,938	2.1	206,062	2.5	213,857	3.5	269,146	3.5	267,992	3.5
POTS - Expenditures										
Shift Differential										
Health/Life Insurance	6,384		8,036				9,924			
HB 00-1215										
Short-term Disability @ .21%/.045%	254		214				258			
AED/SAED	270		1,261				2,685			
Salary Survey							9,180 *			
Anniversary							*			
Pay for Performance							3,228 *			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Drug and Alcohol 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
Medicare Change							*			
Unemployment Security Payments										
Difference							(42,881)		(43,526)	
Total Continuation Personal Services	203,846	2.1	215,573	2.5	213,857	3.5	239,132	3.5	224,465	3.5
General Fund	203,846	2.1	215,573	2.5	213,857	3.5	239,132	3.5	224,465	3.5
Cash Funds	0		0							
DECISION ITEM - PERSONAL SERVICES										
TOTAL PERSONAL SERVICES									224,465	3.5
General Fund									224,465	3.5
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							210,607	3.5	213,857	3.5
Previous Year Special Bills/Supplementals										
PERA BILL - HB 00-1458									0	
PERA Reduction/Increase										
Base Reduction 1%										
Expansion FMCC & CSP										
Salary Survey - classified employees							4,325		9,180	
Annualized Anniversary (Option 8)-classified									0	
Pay for Performance									2,582	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Base Adjustment - .51%							(1,075)		(1,154)	
Adjustments (Decision Items, other)									0	
Total Personal Services Appropriation/Request							213,857	3.5	224,465	3.5
General Fund							213,857	3.5	224,465	3.5
Cash Fund										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Drug and Alcohol 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
Personal Services Reconciliation										
Long Bill Appropriation	203,693	3.5	210,607	3.5						
Supplemental										
Special Bills										
Restrictions										
Additional Federal Funds										
Transfers										
Reversions	(99)		(3,283)							
General Fund										
Subtotal	203,594		207,324				0		0	
General Fund	203,594	3.5	207,324	3.5			0		0	
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary							9,180			
Anniversary							0			
Pay for Performance							3,228			
Shift Differential							0			
Medicare change										
Health/Life Insurance			8,036				9,924			
HB 00-1215							0			
Short Term Disability	253		213				258			
AED							2,685			
POTS Subtotal	253		8,249				25,275			
General Fund	253		8,249				25,275			
Total Personal Services	203,847		215,573				239,132	3.5	224,465	3.5
Total Actual Personal Services	203,846		215,573				239,132	3.5	224,465	3.5
Difference (explain)	0		0				0	0.0	0	0.0
Alcohol Treatment Program - D70 - 2710	670,147				0		0		0	
General Fund	670,147		0		0		0		0	
Cash Fund Exempt - Federal Funds	0		0		0		0		0	
Reconciliation										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Drug and Alcohol 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
Long Bill Appropriation	670,147									
Supplemental										
Restrictions										
Reversions										
Subtotal	670,147		0							
DECISION ITEM - Alcohol Treatment										
Drug Treatment - D71 - 2710	494,805				0		0		0	
General Fund	182,198		0		0		0		0	
Cash Fund	312,607				0		0		0	
Cash Fund Exempt - Federal Funds	0		0		0		0		0	
Reconciliation										
Long Bill Appropriation	494,805									
Supplemental										
Restrictions										
Reversions										
Subtotal	494,805		0							
DECISION ITEM - Drug Treatment										
Drug Offender Surcharge - D75	339,159		636,867		995,127	0.0	995,127	0.0	995,127	0.0
Cash Fund	339,159		636,867		995,127	0.0	995,127	0.0	995,127	0.0
Cash Fund Exempt - Federal Funds					0		0		0	
Reconciliation										
Long Bill Appropriation	481,518		665,127							
Supplemental										
Restrictions	(142,359)									
Reversions			(28,260)							
Subtotal	339,159		636,867							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Drug and Alcohol 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- Drug Offender Surcharge										
CONTRACT SVC. - D56 - 2710	1,973,736		3,692,662		4,301,737		4,301,737		4,301,737	
ANNUALIZATION ITEMS - CONTRACTS										
Male Double Bunking Annualization									23,351	
DWCF Double Bunking Annualization									10,659	
TOTAL ANNUALIZATION ITEMS									34,010	
Total Contracts Service									4,335,747	
Reconciliation								0.0		
Long Bill Appropriation	1,946,448		3,625,235							
Supplemental	27,288		67,427							
Restrictions										
Reversions										
Subtotal	1,973,736		3,692,662							
DECISION ITEM CONTRACT SERVICES										
DI # 2 Parole/Parole ISP/Re-Entry Caseload									149,613	
DI # 5 Community/Community ISP Caseload									4,587	
DI # 8 Therapeutic Community									374,990	
TOTAL CONTRACT SVC. - DI									529,190	
TREATMENT GRANTS (D96/538/539/540) FF/CFE	384,554		168,139		512,704		512,704		512,704	
Women Therapeutic Comm (502)										
Treatment Grant (504)										
SCF Therapeutic Comm (505)										
CIP Grant (575)										
TOTAL GRANTS - FF	384,554		168,139		299,978		299,978		299,978	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Drug and Alcohol 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 GRANTS - CFE					212,726		212,726		212,726	
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										
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					212,726		212,726		212,726	
Federal Funds	384,554		168,139		299,978		299,978		299,978	

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: DRUG & ALCOHOL 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	**4,066,247**	**4,713,241**	**6,023,425**	**6,048,700**	**6,597,233**
General Fund	3,029,927	3,908,235	4,515,594	4,540,869	5,089,402
General Funds Exempt	0	0	0	0	0
Cash Funds	651,766	636,867	995,127	995,127	995,127
Cash Fund Exempt	0	0	212,726	212,726	212,726
Federal Funds	384,554	168,139	299,978	299,978	299,978
Other					
Fund Lists					
Cash Funds					
General Fund # 100					
Drug Offender Surcharge	339,159	636,867	995,127	995,127	995,127
Drug Treatment	312,607				
Total Cash Funds	*651,766*	*636,867*	*995,127*	*995,127*	*995,127*
Cash Funds Exempt					
General Fund # 100					
Drug Offender Surcharge					
Treatment Grant			212,726	212,726	212,726
Total Cash Funds Exempt		*0*	*212,726*	*212,726*	*212,726*
Federal Funds					
General Fund # 100 (DDX)					
Women's Therapeutic Community - CO DPS DCJ					
CIP Grant					
Treatment Grant (539)	143,615	82,737	69,849	69,849	69,849
SCF TC (540)	77,310	48,598	127,070	127,070	127,070
RSAT (550)		7,908	73,484	73,484	73,484
OSMI (538)	163,629	28,896	29,575	29,575	29,575
Total Federal Funds	*384,554*	*168,139*	*299,978*	*299,978*	*299,978*

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(4) Inmate Programs**
(E) Sex Offender Treatment Subprogram

Line Items: Personal Services
Operating Expenses
Polygraph Testing
Sex Offender Treatment Grants

Change Request(s):

Federal/State Statutory and Other Authority: : 16-11.7-101 CRS - Creation of a Sex Offender Management Board (SOMB); 16-13-801 CRS - Lifetime supervision of sex offender; 17-2-201 CRS - State board of parole; 17-22.5-202 CRS - Ticket to leave - discharge - clothes, money, transportation; 18-3-412.5 CRS - Concerning sexual offenders, and making an appropriation in connection therewith.

Program Description: The Sex Offender Treatment and Monitoring Program (SOTMP) identifies and provides specialized assessment, treatment and monitoring of sexual offenders. The program is designed to enhance public safety by providing a continuum of identification, treatment, and monitoring services throughout incarceration.

The average proportion of identified sexual offenders at intake into the Department of Corrections (DOC) is 20 percent. The average proportion of identified sexual offenders in the DOC prison population is 24 percent. The percentage of sexual offenders in DOC prisons is higher due to the following reasons: (1) on average they have two years longer to parole eligibility date than the general prison population; (2) they are less likely to be paroled, especially without significant involvement in treatment; (3) they are more likely to discharge their sentences; (4) they are less likely to be accepted into community corrections placements without significant involvement in treatment; (5) sexual offenders sentenced under the Colorado Lifetime Supervision Act must progress in treatment to be eligible for parole.

Treatment for sexual offenders includes cognitive behavioral interventions, accountability, and monitoring of behaviors. Sexual offenders remain at some level of risk to re-offend. However, with specialized treatment motivating sexual offenders to change, they can learn to manage their risk and reduce re-offense rates. Significant national and local research shows that treatment reduces recidivism through the following methods: (1) treatment helps sexual offenders to develop new skills and to control their urges to commit sex offenses; (2) in treatment, the sexual offenders' risk factors and relapse cycles are identified which allows parole officers to monitor for pre-assault behaviors and contain sexual offenders prior to re-offending; (3) treatment results in a greater knowledge of the sexual offenders' sex offending patterns and behaviors allowing crimes to be solved sooner if a sexual offender does re-offend; and (4) treatment can result in

increased knowledge about sexual offenders which can contribute to the general knowledge for detection and prevention efforts.

The Parole Board prefers to parole sexual offenders who have participated in treatment. In addition, The Lifetime Supervision Act of 1998 requires sexual offenders to progress in treatment and meet criteria established by the Colorado SOMB in order to receive a recommendation for parole. Besides providing treatment, SOTMP staff assess whether these inmates meet criteria and make recommendations to the Colorado Parole Board. Paroling allows for better compliance with registration and community notification requirements, and requires sexual offenders to be in treatment, specialized supervision, and polygraph monitoring while they are reintegrating into society. The Office of Research and Statistics at the Colorado Division of Criminal Justice (DCJ) evaluated SOTMP and determined that sexual offenders who participate in treatment in DOC and are released with parole supervision have a significantly lower re-arrest rate than those who have not participated in DOC treatment or were not released on parole. (See Assumptions Section for a description of these findings.)

The SOTMP provides: Sexual offending risk identification at the Denver Reception and Diagnostic Center (DRDC); specialized evaluation, treatment, monitoring, and tracking capacities within facilities, including screening for Sexually Violent Predators and identification of institutional sex offenders; Administrative Review preparation and participation; a specialized pre-parole process for purposes of evaluation and parole planning and integration with the Parole Board and parole officers; procedures to ensure compliance with all legislative mandates that guide the SOTMP; i.e., registration, SOMB Standards, Colorado Life-time Supervision Act; training for sexual offender family members on safe reintegration into society and monitoring of sexual offenders risk factors; and entry of sexual offender Modus Operandi (MO's) into the FBI's Violent Criminal Apprehension Program (VICAP).

The following guidelines and procedures are used in determining appropriateness for the SOTMP:

All sexual offenders are programmed at the DRDC Diagnostic Unit upon entry into the DOC. DRDC programmers review all documents relevant to the sexual offender's criminal history and code them on a Sexual Violence Scale. Cases where the programmer is uncertain of the code are referred to the SOTMP diagnostician for further evaluation. The SOTMP diagnostician determines if the sexual offender needs sexual offending treatment, and currently meets the criteria for treatment. This often requires the diagnostician to ask the Courts, District Attorney's and law enforcement agencies for documentation. This information assists in facility placement decisions.

The Chamber's decision requires sexual offenders with a factual basis of a sex offense (i.e. rape murderers who are serving a sentence for murder) to receive an administrative review prior to being recommended for treatment. These administrative reviews are conducted once a sexual offender is transferred to an assigned DOC facility.

In order to be eligible for treatment the sexual offender must acknowledge having a problem with sexual assault or abuse and be willing to actively participate in the SOTMP. Sexual offenders are asked to acknowledge committing the sex offense of record.
Colorado Revised Statute (CRS) 17-2-201 requires certain sexual offenders to provide DNA samples prior to the sexual offender's placement in Community Corrections, parole, or discharge. This is accomplished by identification of these sexual offenders at DRDC and by case managers prior to the sexual offender's release. Samples are drawn by medical personnel and transported to the Colorado Bureau of Investigation (CBI) for DNA analysis.

CRS 18-3-412.5 requires sexual offenders, who have committed certain sexual crimes or have a factual basis for unlawful sexual behavior established, to register with appropriate law enforcement agencies upon release to Community Corrections, Parole, or discharge of sentence. If the Judge did not make a determination of factual basis at sentencing, the Board of Parole may still require registration for the duration of the parole period.

In 1998 the Colorado Legislature passed the Colorado Lifetime Supervision Act. 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 Department of Corrections has designed treatment formats that give motivated sexual offenders the opportunity to progress in treatment and be considered a candidate for parole within the time period of their minimum sentence.

The SOTMP provided treatment and/or assessment services to an average of 300 incarcerated sexual offenders each quarter during FY 2006-07.

Total FTE: 45.1

Services Provided
The SOTMP provides comprehensive assessment, evaluation, treatment, and monitoring services to sexual offenders who are motivated to eliminate sexual assault behaviors. The program is cognitive behavioral in orientation and has requirements for participation. The requirements are designed to convey the sexual offender's responsibility for change and the depth of the commitment that must be made. In addition to offering increasingly intensive phases of treatment, the program also offers specialized services to female, youthful medically restricted, Spanish speaking, hearing impaired, developmentally disabled, and chronically mentally ill sexual offenders. Education is also offered to family members of sexual offenders.

Functions and Activities Summarized

Priority	Function
1	Treatment/Assessment in Facilities
2	Polygraph Assessment & Monitoring
3	Training and Consultation
4	Administrative/Support
5	Research/Program Evaluation
6	Identification/Assessment at DRDC
7	Family Education/Therapy Component

Analysis of Functions and Activities

Treatment/Assessment in Facilities - The SOTMP is centralized into two main facilities - Fremont Correctional Facility and the Arrowhead Correctional Center. SOTMP is also offered at the Colorado Territorial Correctional Facility, the Denver Reception and Diagnostic Center, the Colorado Women's Correctional Facility, the Sterling Correctional Facility, and the Youthful Offender System. Identification, assessment, and referral begin at DRDC. If a sexual offender is eligible for participation, he/she is moved to the facility where the program is located. Sexual offenders have the right to refuse participation in recommended treatment programs; however, there are privileges and sanctions associated with participation in recommended programs.

Treatment staff conduct the following services: Screenings for participation in SOTMP, life-time supervision groups, Phase I, Phase IB, Phase IC, Phase IE, Phase II, Phase II TC, Family Education, preparation for administrative reviews, ongoing assessment services and reports to the system, supplemental individual sessions, crisis intervention, sexual offenders with mental illness monitoring, sexually violent predator (SVP) screening, assessments for community corrections and parole placements, consultation and training to correctional staff, and law enforcement alerts on dangerous sexual offenders. In addition, SOTMP therapists hold case conferences reviewing sexual offending risk codes, review homework assignments and polygraph reports, evaluate treatment needs and outcomes, prepare and plan for groups, monitor inmates' progress in treatment, develop and revise individual treatment plans, provide ancillary and consultation services to families and agencies within and outside the Department of Corrections, collaborate with parole and community corrections, and consult with law enforcement agencies, DOC investigators, and victim therapists/agencies.

Sexual offenders in Life-time Supervision Groups, Phase II of the SOTMP, and in community corrections or parole are given polygraph evaluations to determine the extent of their previous sex offending behaviors and to monitor their current behavior. The staff prepares information for the polygraph exams. The exams are completed by private polygraph examiners who have applied to and been approved by DOC and the SOMB. Private providers also provide treatment to sexual offenders in community corrections and parole. Community treatment providers apply to and are approved by the Division of Adult Parole Approved Treatment Provider Program to provide these services. SOTMP funds pay for inmate and parolee polygraphs. Polygraph costs eventually become the financial responsibility of the parolee once they have adequate employment.

Polygraph Assessment and Monitoring - The SOMB Standards for the treatment and monitoring of sexual offenders in the criminal justice system require sexual offender treatment providers to utilize polygraph assessment and monitoring of sexual offenders. The polygraph is utilized in community supervision and Phase II of the SOTMP. Initially the polygraph focuses on the range and frequency of the sexual offenders' past sex offending behavior. This information assists the SOTMP clinical team in the development of the relapse prevention plans and conditions of community supervision. Once the baseline offending behavior has been established, the sexual offender receives polygraph testing every six months to help determine if he is engaging in high

risk or offending behaviors. The sexual offender can be retested prior to six months if there is reason to suspect the sexual offender presents an increased risk.

The Department currently contracts with approved polygraph examiners in the community to provide this service. There were 390 polygraphs administered to sexual offenders in treatment during FY 06-07 in Phase II.

Training and Consultation - Two types of training and consultation are provided in the SOTMP:

1) SOTMP treatment and administration staff provides training and consultation to correctional staff, criminal justice agencies, and new SOTMP therapists. This training covers why people commit sex offenses and how to identify and manage sexual offender risk. SOTMP staff presents four hours of training per month to correctional staff in each facility where SOTMP is provided. In addition, new therapists and some parole and community agents receive 40 hours of training about treatment and management, provided by administrative staff.

2) Treatment of the sexual offenders is highly specialized, still evolving and regulated by the SOMB. In order to meet the SOMB training requirements and save money, this year consultants/experts were brought in to present to the SOTMP team. Therapists were also given training days to attend conferences at their own expense.

Administration/Support - SOTMP administration staff write policies and procedures related to sexual offenders in DOC, develop treatment manuals and therapist manuals, review and revise treatment phases, provide clinical supervision, ensure compliance with treatment standards and legislation, evaluate program effectiveness, monitor accuracy of data, respond to grievances and lawsuits, manage the budget, respond to requests for information, provide training, coordinate activities with outside agencies, write reports and contracts, apply for grants, and make recommendations on registration and DNA testing.

Support services include word processing, scheduling appointments, processing inmate correspondence, answering telephones, entering into and querying the DOC information system, CCIC and NCIC, reproducing training manuals, developing filing systems, scheduling polygraphs, entering data for program evaluation and research, maintaining data bases that track number of SVP assessments, polygraphs, Administrative Reviews, Termination hearings, and providing other administrative support services.

Program Evaluation - Sexual offender treatment is an evolving field in mental health that incorporates accountability and monitoring with treatment. Research of this specialized treatment and monitoring is done to ensure the most effective use of monitoring and treatment funds. Research includes developing methods to evaluate program components and procedures, collecting and analyzing data, and monitoring the accuracy of the data.

Treatment/Assessment in Community - The DOC has a process to approve treatment providers to work with sexual offenders in the community. All sexual offenders are also required to participate in group therapy, which is recognized as most effective with this population and is

less expensive than individual therapy. Under current budget constraints SOTMP is unable to contribute funds toward initial treatment in the community. It is anticipated that this will delay treatment during a critical time period as the sexual offender transitions into the community.

Identification/Assessment at DRDC - Diagnostic programmers review documents on the sexual offenders' criminal history and assign a sexual violence code. If the sexual offender scores S3, S4, or S5, they are referred to the SOTMP diagnostician for further evaluation. The average is three to six sexual offenders per day (Monday - Friday) and need the additional diagnostic services of the SOTMP diagnostician.

The diagnostician assesses the sexual offender's history and obtains further documentation when needed to determine if the sexual offender will be recommended for participation in SOTMP. If the sexual offender is not recommended for treatment, the sexual violence score is lowered to S2. As possible, the diagnostician also interviews the sexual offender to determine SOTMP participation requirements and recommends facility placement based on the sexual offender's treatment need. The diagnostician collects the front-end data on sexual offenders for research and program evaluation purposes.

Family Education - Family education is designed to educate the sexual offender's family on the problem areas and relapse cycles of sexual offenders. This allows family members to become an effective component of the sexual offender's relapse prevention plan. The family can be an important factor in the sexual offender's long-term adjustment in the community and in preventing future sexual offending behavior. The education for family members is designed to: 1) prevent the victimizing or re-victimizing family members, 2) help families become an effective support/monitoring system for the sexual offender in order to identify high risk behaviors and attitudes in the sexual offender and intervene before re-offense, and 3) help families support the sexual offender's participation and progress in treatment and supervision.

Family education meetings are currently conducted on one Saturday per month by SOTMP treatment staff. The meetings last a minimum of four hours and are conducted by a minimum of two therapists. The meetings are held in various locations around the state to allow greater access to the sexual offender's family members and parole officers. Sessions with family members are also conducted to allow the sexual offender to disclose his/her offending history, risk factors, and relapse prevention plan. This helps the family member become a support system to monitor the sexual offender's behavior and thinking for signs of high risk.

Shared Functions and Activities

DRDC Subprogram - Initial identification of sexual offenders is completed by DRDC programmers and reviewed or revised by SOTMP staff.

Case Management Subprogram - SOTMP staff provides information to case managers regarding sexual offender's status and recommendations. Case managers use this information to determine earned time and privileges. Case managers are responsible for identifying and notifying sexual offenders of requirements for DNA testing and law enforcement registration.

Mental Health Subprogram - SOTMP staff provide some general mental health crisis intervention, core curriculum groups, and monitoring of chronically mentally ill sexual offenders. General Mental Health provides screening and referral to the SOTMP.

Drug and Alcohol Subprogram - SOTMP staff address some drug and alcohol treatment needs of sexual offenders and refer sexual offenders to Substance Abuse for more extensive treatment.

Community and Parole Subprograms - SOTMP works with the Division of Community and Parole for continuity of care as sexual offender's transition to the community, to jointly plan implementation of statutes, and to pay some of the cost of polygraph evaluations for sexual offenders placed in community corrections and parole. Community corrections agents and parole officers are responsible for enforcing requirements for law enforcement registration. SOTMP staff works with these subprograms to develop DOC procedures and monitor for DOC compliance with law enforcement registration. SOTMP works with Community and Parole to develop transition plans. Information on participation in treatment, sexual histories, risk factors, individual treatment plans, and relapse prevention plans are shared across divisions for continuity of management and treatment services.

Division of Parole - The SOTMP works in conjunction with the Parole Division to ensure S4 hearings are conducted on sexual offenders released on parole.

Parole Board - The SOTMP documents participation and progress in treatment for Parole Board hearings, provides parole recommendations for sexual offenders sentenced under the Colorado Lifetime Supervision law (per CRS 18-1.3-1001) and provides recommendations for registration, DNA testing, and Sexually Violent Predator determinations.

Clinical Services Subprogram - The SOTMP makes recommendations to the Parole Board on DNA testing of individuals classified as institutional sexual offenders. SOTMP staff suggests DOC procedures and compliance for DNA testing. Some sexual offenders benefit from medication as a component of treatment. These sexual offenders are referred to the psychiatrist for evaluation. When SOTMP staff identifies issues which may involve medical problems, they refer inmates to medical services.

The DOC Investigations Department works closely with the SOTMP on at least two projects. The first is the Violent Criminal Apprehension Program (VICAP) and the other is on the Prison Rape Elimination Act (PREA). The SOTMP provides an administrative assistant staff for the VICAP with Sex Offender Surcharge funds. The Administrative Assistant is supervised administratively by Investigations staff. The SOTMP also works with the Investigations Division on the PREA by cooperating on the development of risk scales for perpetration and victimization of prison sexual assault.

Prioritized Objectives and Performance Measures

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Treatment services. Definition: Average number of sexual offenders receiving treatment services in all facilities offering those services. Demonstrates: Workload	Target	750	800	900	900
	Actual	980	807		
MEASURE: Polygraph test utilization. Definition: Number of polygraphs conducted in DOC. Demonstrates: Compliance with SOMB standards.	Target	650	385	400	400
	Actual	381	390		
MEASURE: Training/consultation services. Definition: The number of staff and outside agencies receiving training and/or consultation provided by SOTMP staff. Demonstrates: Commitment to assisting individuals and organizations gain knowledge on sex offending behavior and how to work with sexual offenders.	Target	1,300	1,800	1,800	1,800
	Actual	1,500	586		
MEASURE: Identification/assessment at DRDC. Definition: Identifies the sexual offenders being processed through DRDC. Demonstrates: Workload	Target	1,500	2,000	2,100	2,100
	Actual	1,934	2,020		
MEASURE: Family member educational meetings. Definition: Identifies the number of family members of sexual offenders who attend monthly education/support meetings. Demonstrates: A commitment by SOTMP staff to educate family members of sexual offenders about sex offending behaviors and provide a support system.	Target	1,500**	1,500**	1,500**	1,500**
	Actual	1,135	1,188		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Assessments completed. Definition: Number of specialized assessments completed to predict risk of sexual offending. Demonstrates: workload	Target	115	115	115	115
	Actual	65	30		
MEASURE: Phase II completions Definition: Number of sexual offenders discharged from Phase II treatment with a recommendation for a progress transfer. Demonstrates: Treatment attrition	Target	20	20	20	20
	Actual	17	7		
MEASURE: Phase I completions Definition: Number of sexual offenders discharged from Phase I treatment with a recommendation for a progress transfer. Demonstrates: Treatment attrition	Target	200	200	200	200
	Actual	117	104		
MEASURE: SVP Assessments Definition: Number of sexual offenders assessed with SVP criteria Demonstrates: Legislative Compliance	Target	400	400	400	400
	Actual	392	741		
MEASURE: SVP identified Definition: Number of sexual offenders meeting SVP criteria Demonstrates: Legislative Compliance	Target	40	40	40	40
	Actual	32	102		
MEASURE: S4 hearings Definition: Number of S4 hearings resolved by SOTMP staff. Demonstrates: workload	Target	100	100	100	100
	Actual	136	102		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Life time supervision sexual offenders in treatment Definition: Percentage of sexual offenders sentence under the Lifetime supervision Law in treatment. Demonstrates: workload	Target	60%	60%	60%	60%
	Actual	13%	36%		
MEASURE: Life time supervision sexual offenders not eligible for treatment Definition: Number of sexual offenders sentenced under the Lifetime supervision Law with "I" qualifier Demonstrates: Future staffing needs	Target	500	500	500	500
	Actual	1,195	1,329		

*This number represents a decrease due to budget and position cutbacks.
**This measure is calculated by the numbers of family members attending each meeting. These numbers can represent the same family member attending multiple meetings.

Trends

- Several legislative changes and new court decisions will impact the SOTMP over the next few years:

- Legislation has been passed regarding sexually violent predator determinations. This legislation allows the parole board to evaluate certain categories of sexual offenders to determine whether they are sexually violent predators. The SOTMP completed SOMB evaluation procedures for sexually violent predators for those sexual offenders incarcerated in DOC who are ready to be released to the community. In FY '07 over 741 offenders were screened for SVP status prior. SOTMP staff continue to complete an average of 30 SVP assessments per month. SOTMP hired one contract employee to conduct SVP assessments at all DOC and private prison facilities without SOTMP staff.

- The Chambers decision continues to require that a due process procedure be completed prior to recommending treatment for non-adjudicated sexual offenders. An example of a non-adjudicated sexual offender might be an individual who plea bargains from first degree sexual assault to burglary, or who sexually assaults and murders the victim but is charged and convicted of the murder. They have the opportunity to participate in an administrative review prior to receiving a recommendation to participate in treatment. This procedure requires SOTMP staff to review files and document all evidence of the inmate's sex offending behaviors. Letters are then sent to the inmates informing them of their right to an administrative review and identifying the evidence that will be used in the hearing. SOTMP

staff also participates on the administrative review panels. This procedure has an ongoing impact on the use of SOTMP therapist's time.

- A recent legal decision (Beebee vs. DOC) now requires that a due process hearing be completed prior to terminating a Phase I and Phase II offenders from treatment. This procedure requires SOTMP staff to staff the case with the full team. If it is determined that termination is warranted, documentation is prepared for presentation at a Termination Review hearing. Letters are then sent to the inmates informing them of their right to a hearing review and identifying the evidence that will be used in the hearing. SOTMP staff also participates on the termination hearing panels. This process can involve approximately ten hours of a therapist's time, per case. Administrative staff time is also redirected from primary responsibilities by these hearings.

- The SOTMP continues to respond to the growing need for identification and treatment of sexual offenders sentenced under Lifetime Supervision. These sexual offenders require participation and progress in treatment in order to receive a parole recommendation. The SOTMP will continue to feel the impact of increasing numbers of sexual offenders sentenced under the Lifetime Supervision Act. DOC initially projected only 3% would need the shorter formats requiring an extensive offense specific evaluation in order to meet criteria for parole. Currently, more than 22% require this evaluation which has created a higher demand for staff psychologists in order to complete the psychological testing and interpretation components of the evaluation. Administrative staff will continue to spend resources to try to meet the treatment needs of this growing population. If SOTMP is unable to meet this treatment need, there will be an increased bed cost to incarcerate these individuals versus supervise them on parole.

- Since DOC now has ViCAP M.O. (modus operandi) capability, this system will continue to be utilized to enter M.O.s and front-end data collection for use in evaluation, treatment, research, program evaluation, and registration upon release.

- The Cooper-Martin lawsuit decision has resulted in DOC sexual offenders releasing without benefit of supervision. As this increases risk of recidivism (see Assumptions for DCJ SOTMP outcome findings), the SOTMP is working to identify safer transition options, including specialized community corrections placements and volunteer organizations willing to assist and monitor discharging sexual offenders.

- The SOTMP has become more decentralized. Services are now being offered at the Sterling Correctional Facility, Colorado Territorial Correctional Facility, Colorado Womens Correctional Facility, Youthful Offender System, and San Carlos Correctional Facility. Fremont Correctional Facility is now the main treatment facility for sex offenders. We continue to face additional challenges and needs for quality assurance programs to ensure effective services are provided in all facilities.

- The increased numbers of minimum-to-life offenders receiving treatment will necessitate an increase of beds at Phase II to accommodate them.

- There appears to be a trend toward younger criminals committing more violent crimes. The SOTMP offers treatment to juvenile sexual offenders at YOS.

- The DOC SOTMP continues to address problems associated with meeting the needs of the private facilities. However, since many of the private facilities either have no mental health departments or have no computers, or do not have staff trained to work with sexual offenders, or have staff that are unable to enter or change data in the computers. DOC staff provide consultation, screen sexual offenders, change sexual offending risk codes, and arrange for movement of sexual offenders, etc. The Private Prisons Monitoring Unit Mental Health Coordinator has been helpful in encouraging the private prisons to be better trained and able to take over some of the sex offender processes.

Assumptions

Research/Evaluation: The SOTMP researcher continues to work with the Division of Criminal Justice Office of Research and Statistics to gather data to update their previously published comprehensive evaluation of the SOTMP. This evaluation analyzed criminal arrest data contained in the Colorado Justice Information System to determine the program's impact on recidivism.

- There are **1,200** Lifetime Supervision sexual offenders in DOC (9/07)

- **336** meet criteria for participation in SOTMP

- These sexual offenders must participate in treatment in order to receive a recommendation to progress to parole

- An additional 15 to 20 new Lifetime Supervision sexual offenders are processed through DRDC each month

Budget Impacts

The number of sexual offenders sentenced under the lifetime supervision laws continues to increase. When coupled with the Administrative Review, Termination hearings, SVP assessments and resulting law suits, the issue of proper usage of therapists' time is again causing staffing shortages. Therapists have to spend valuable therapeutic time on administrative work.

Appropriations for FY07 provided for an additional ten (10.0) FTE staff in SOTMP. SOTMP continues to seek qualified therapists in order to maintain full staffing.

Administrative Reviews, Termination hearings, SVP assessments and law suits generated by these requirements, require additional staff to ensure they are completed as required.

Accomplishments

- Continuing to refine the process of identifying and screening sex offenders who may be designated SVP prior to release to community.

- Continuing to refine the process for responding to the Chambers court decision with administrative reviews for sexual offenders classified S4 and S3.
- In the third year of a Bureau of Justice Assistance grant project for community services to sex offenders, namely Circles of Accountability and Support to safely transition discharging sexual offenders back into the community. Implemented a Circle for seven sexual offenders. Completed a population profile, community system map, and a resource book for services to sex offenders in the community. In 2007, we hired a community transition specialist to work with Phase II offenders who are transitioning to community corrections and parole to enhance their knowledge of resources available.
- In the process of updating an informational handbook, "Sexual offenders: Myths, Facts & Treatment - A Community Outreach Project and Resource Guide" (the "Yellow Book"), for use in training others and sharing knowledge of sexual offenders.
- Continued and increased beds for a Denver area community corrections transitional program with the Division of Community Corrections and Parole. .
- One proposal for a presentation was accepted at the Association for Treatment of Sexual Abusers conference scheduled for October 2007.
- Received requests for information in 2007 on our program and policies from numerous states and countries, including Pennsylvania, Alaska, and a return visit by the Federal Bureau of Prisons.
- Conducted tours and made presentations to JBC members, members of the press, state legislature, national correctional industries representatives, and other organizations.
- The Support Education Program continued to refine and conduct outreach efforts to family members and others who are supporting a sexual offender in treatment about what they can do to intervene and help prevent sexual offenses.

Subprogram-Specific Goals and Objectives

Goal #1: Continue to refine the treatment program using current research and best practices which has the best potential for reducing recidivism.
Assumptions: Sexual offending is a behavioral disorder which cannot be "cured" but can be controlled.

Specific types of treatment can help some motivated sexual offenders learn how to manage sex offending risk. However, the wrong types of treatment can actually increase recidivism (Washington State Institute for Public Policy; 2000).

Many sexual offenders require comprehensive, long term, offense-specific treatment.

Currently, cognitive behavioral approaches appear to be the most effective and best evaluated methods. Self-help or time limited treatment should be used only as an adjunct to comprehensive treatment.

Progress in treatment must be based on specific, measurable objectives, observable changes, and demonstrated ability to apply changes in relevant situations. For most sexual offenders, progress requires changes in the sexual offender's behavior, attitudes, social and sexual functioning,

cognitive processes, and arousal patterns. These changes should demonstrate increased understanding of deviant behavior, victim sensitization, and application of positive coping skills.

Since treatment of sexual offenders is an evolving field, programs must utilize the latest professional literature and research to ensure state of the art treatment.

Objective 1.1: During FY 2008-09, utilize current staffing to maintain sexual offender assessment and treatment services to allow 500 sexual offenders to participate in the SOTMP.

Objective 1.2: By June 30, 2008, review and update the SOTMP to incorporate significant developments in research which indicate increased reduction in recidivism.

Goal #2: Continue refining the present system to identify, manage, and reduce sexual offender risk to ensure public safety.

Assumptions: Sexual offenders are dangerous and pose a high risk to re-offend.

Community safety takes precedence over any conflicting consideration, and ultimately is in the best interests of the sexual offender.

Inappropriate or unethical treatment damages the credibility of all treatment and presents an unnecessary risk to the community.

Without external pressure, many sexual offenders will not follow through in treatment.

Internal motivation improves the prognosis, but is not a guarantee of success.

Objective 2.1: By July 1, 2009, develop and implement plans which affect children and youth.

Objective 2.2: By July 1, 2009, locate additional resources for community residential placement options for sexual offenders who meet identified criteria for community placement.

Goal #3: Facilitate continuity of care to assure effectiveness of services offered.

Assumptions: Standards and guidelines for assessment, evaluation, treatment and behavioral monitoring of sexual offenders will be most effective if the entirety of the criminal justice and social services systems, not just treatment providers, apply the same principles and work together. Identification, monitoring and treatment of sexual offenders at the Department of Corrections must comply with SOMB standards, ACA, ATSA (Association for the Treatment of Sexual Abusers). The management of sexual offenders requires a coordinated team response.

A continuum of management and treatment options should be available in each community in the state.

Successful treatment and management is enhanced by the positive cooperation of family, friends, employers and members of the community.

There is evidence to support family participation in the treatment of sexual offenders.

Where reasonable, spouses and other family members should be included.

Therapists should not rely exclusively on self report by the sexual offender to assess progress or compliance with treatment requirements and/or probation orders. Therapists should rely on multiple sources of information regarding the sexual offender's behavior and when possible utilize methods such as polygraph.

Objective 3.1: By June 30, 2009, work with DOC Office of Planning and Analysis, Division of Parole and DCJ to maintain an ongoing research/program evaluation component of the SOTMP, to measure the impact of treatment and monitoring programs on the recidivism rates of DOC sexual offenders to produce outcome data.

Objective 3.2: By June 30, 2009, establish the Circles of Accountability and Support as an ongoing coordinated program with community volunteers which make services and programs available to sexual offenders who parole or discharge their sentences.

Goal #4: To retain trained sexual offenders treatment staff to meet increased needs throughout the SOTMP.

Assumptions: Treatment of sexual offenders is a highly developed skill.

"Burn-out" is a serious problem for therapists who work with the sexual offender population and who are continuously exposed to the details of numerous violent, horrific crimes.

Since the management and treatment of sexual offenders is an evolving field of study and requires that skills be constantly upgraded and re-identified, ongoing training is required.

Objective 4.1: By June 30, 2009, identify and implement specialized training programs which orient and train new staff and enhance sexual offender treatment skills.

Objective 4.2: By January 1, 2009, establish a mutually beneficial relationship with other state agencies to share knowledge and enhance program service delivery through better collaboration and cooperation.

Objective 4.3: 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 2008-09 (by July 2008).

Similar or Cooperating Programs: The staff of the SOTMP therapist works with the facility mental health coordinators to provide mental health services. Most of the SOTMP therapist maintain a caseload of sexual offenders with Serious Mental Illness (OMI) and share the burden of the on-call mental health worker schedule with the Mental Health Division.

Stakeholders:

Customer	Requirement
Public	Expect safety from sex offenders returning to the community.
Victims and Their Families	Expect safety from sex offenders returning to the community.
Inmates/Parolees and Their Families	Expect fair treatment & opportunity to address problems.
Law Enforcement, State/Local Governments	Expect reliable information on specific offenders.
DOC Staff and Volunteers	Expect knowledge on supervising/monitoring sex offenders

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
4) INMATE PROGRAMS												
E) SEX OFFENDER TREATMENT	2,991,999	147,646	0	0	0	(12,942)	0	3,126,703	45.1	0.0	0.0	45.1
Personal Services	2,413,838	147,646	0	0	0	(12,942)	0	2,548,542	45.1	0.0	0.0	45.1
Operating	269,516		0	0	0	0	0	269,516				
Polygraph Testing	99,569		0	0	0	0	0	99,569				
Grants	209,076		0	0	0	0	0	209,076				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Sex Offender Treatment 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
Position Detail										
Psychologist Cand	75,666	1.2	80,840	1.2			117,240	2.0	117,240	2.0
Clinical Behavioral Spec III	63,336	1.0	65,676	1.0			69,084	1.0	69,084	1.0
Gen Prof VI	45,390	0.5	46,614	0.5			83,394	1.0	83,394	1.0
Gen Prof V	83,688	1.0	85,944	1.0			89,796	1.0	89,796	1.0
Gen Prof III							44,736	1.0	44,736	1.0
Social Worker/Coun IV	123,120	2.0	143,620	2.7			190,632	3.0	190,632	3.0
Social Worker/Coun III	757,872	14.6	717,090	14.1			1,008,083	19.1	1,008,083	19.1
H Prof II	196,989	4.8	277,680	6.2			570,456	13.0	570,456	13.0
Tech III			16,572	0.5			35,376	1.0	35,376	1.0
Pgrm Asst I							34,284	1.0	34,284	1.0
Admin Assistant III	84,024	2.0	85,872	2.0			89,112	2.0	89,112	2.0
Subtotal: SOTP - S06	1,430,085	27.1	1,519,908	29.2			2,332,193	45.1	2,332,193	45.1
Salary Subtotal	1,430,085	27.1	1,514,908	29.2			2,332,193	45.1	2,332,193	45.1
PERA @ 10.15%	141,084		147,877				236,718		236,718	
Other Retirement Plans			3,118							
Medicare Tax @ 1.45%	19,309		21,486				33,817		33,817	
Compensation Match										
Base Reduction -.51%									(12,942)	
Other Personal Services										
Part-time/Temporary										
Contractual Services - 2710	17,577									
Contractual Services - 1910/1920	4,684		161,137							
Contractual Services - 1940	204,929		569,520						0	
Overtime Pay	385		51							
Retirements/Payouts	2,820		11,407							
Tuition Reimbursement										
Other Employee Wages										
Vacancy Savings							0		0	
Subtotal of Personal Services	1,820,873	27.1	2,429,504	29.2	2,413,838	45.1	2,602,727	45.1	2,589,785	45.1
General Fund	1,794,928	26.1	2,400,693	28.2	2,385,027	44.1	2,573,916	44.1	2,560,974	44.1

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Sex Offender Treatment 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
Cash Fund	25,945	1.0	28,811	1.0	28,811	1.0	28,811	1.0	28,811	1.0
POTS - Expenditures										
Shift Differential			41						0	
Health/Life Insurance	72,594		89,840				140,796		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	2,611		1,715				2,441			
AED/SAED	2,777		10,736				29,951			
Salary Survey							127,544 *			
Anniversary							*			
Pay for Performance							25,128			
Medicare Change							*			
Unemployment Security Payments										
Difference							(36,217)		(41,243)	
Total Continuation Personal Services	1,898,856	27.1	2,531,835	29.2	2,413,838	45.1	2,739,698	45.1	2,548,542	45.1
General Fund	1,898,856	27.1	2,531,835	29.2	2,385,027	44.1	2,710,887	44.1	2,519,731	44.1
Cash Fund		1.0		1.0	28,811	1.0	28,811	1.0	28,811	1.0
DECISION ITEM - Personal Services										
TOTAL PERSONAL SERVICES	1,898,856	27.1	2,531,835	29.2	2,413,838	45.1			2,548,542	45.1
General Fund	1,898,856	26.1	2,531,835	28.2	2,385,027	44.1			2,519,731	44.1
Cash Fund		1.0		1.0	28,811	1.0			28,811	1.0
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							2,292,034	45.1	2,413,838	45.1
Previous Year Special Bills/Supplemental										
PERA BILL - SB 06-022							71,806	0.7		
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							55,718		127,544	
Annualized Anniversary (Option 8)-classified										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Sex Offender Treatment 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
Pay for Performance									20,102	
Amortization Equalization Disbursement (AED)									0	
Medical Contracts 1940 inflation @ 2.0%							4,544			
Medicare Incremental Increase										
Annualization							1,654			
Base Adjustment - .51%							(11,918)	(0.7)	(12,942)	
Adjustments (Decision Items, other)									0	0.0
Total Personal Services Appropriation/Request							2,413,838	45.1	2,548,542	45.1
General Fund							2,385,027	44.1	2,519,731	44.1
Cash Fund							28,811	1.0	28,811	1.0
Personal Services Reconciliation										
Long Bill Appropriation	1,823,111	35.1	2,292,034	45.1						
Supplemental										
Special Bills			71,806	0.7						
Additional Federal Funds										
Restrictions										
Transfers										
Reversions	(2,866)									
General Fund										
Subtotal	1,820,245	35.1	2,363,840	45.1						
General Fund	1,794,300	34.1	2,363,840	45.1						
Cash Fund	25,945	1.0								
Allocated Pots (should match summary table)										
Salary Survey/Anniversary			76,718				127,544			
Anniversary							0			
Pay for Performance							25,128			
Shift Differential							0			
Medicare change										
Health/Life Insurance	71,654		89,568				140,796			
HB 00-1215							0			
Short Term Disability	2,611		1,709				2,441			
AED	4,346						29,951			
POTS Subtotal	78,611		167,995				325,860			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Sex Offender Treatment 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
General Fund	78,611		167,995				325,860			
Cash Funds										
Total Personal Services	1,898,856		2,531,835				2,739,698	45.1	2,548,542	45.1
Total Actual Personal Services	1,898,856		2,531,835				2,739,698	45.1	2,548,542	45.1
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
1910 Contract										
2170 Waste Disposal Svc									0	
2230 Equip. Maintenance/Repair	3,579		34				34		34	
2231 ADP Equipment Maintenance									0	
2232 Software Maint./Upgrade	2,000								0	
2250 Miscellaneous Rentals									0	
2252 Vehicle Mileage Charge	6,217		3,775				3,775		3,775	
2253 Rent for Equipment	8,173		6,834				6,834		6,834	
2255 Rent of Bldg									0	
2259 Parking Fee Reimbursement			24				24		24	
2512 Travel - IS Per Diem	2,048		2,087				2,087		2,087	
2513 Travel - IS Vehicle Reimbursement			224				224		224	
2522 Travel - IS Non-Empl Per Diem									0	
2531 Travel - OS Common Carrier	522		519				519		519	
2532 Travel - OS Per Diem	375		1,178				1,178		1,178	
2552 OS Per Travel Reimbursement									0	
2610 Advertising	3,000		2,910				2,910		2,910	
2630 Telephone and Telegraph	41		1,133				1,133		1,133	
2631 Comm Svc from Outside Source	1,524		284				284		284	
2680 Printing and Reproduction	250		781				781		781	
2710 Purchase of Medical Services	208,681		205,773				209,945		209,945	
2820 Other Purchased Svcs.	5,000		760				760		760	
2830 Office Moving									0	
3110 Other Supplies									0	
3115 Data Processing Supplies									0	
3116 Purchase/Lease Software	1,259		1,347				1,347		1,347	
3117 Educ./Rec. Supplies/Service	2,386		573				573		573	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Sex Offender Treatment 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
3118 Food and Food Svc. Supplies									0	
3119 Laboratory & Medical Supplies									0	
3120 Library Books/Period./Subs.	288								0	
3121 Office Supplies	7,545		16,438				16,438		16,438	
3122 Microfilm Photo Supplies/Svc									0	
3123 Postage	235		225				225		225	
3124 Printing	1,031		2,541				2,541		2,541	
3125 Recreational Supplies			13				13		13	
3126 Repair and Maint/Supplies	567		10,406				10,406		10,406	
3128 Noncapitalized Equipment	923		1,843				1,843		1,843	
3140 Non Capitalized IT Purchases - PCs									0	
3143 Non Capitalized IT - Other			4,844				4,844		4,844	
4111 Prizes and Awards			34				34		34	
4140 Dues/Meetings			78				78		78	
4180 Official Functions			365				365		365	
4220 Registration Fees	840		322				322		322	
6210 ADP Capital Equipment									0	
Total Operating Expenses	256,481		265,344		269,516		269,516		269,516	
General Funds	255,981		264,844		269,016		269,016		269,016	
Cash Funds	500		500		500		500		500	
Reconciliation										
Long Bill Appropriation	256,481		265,344							
Supplemental										
Restrictions										
Reversions										
Subtotal	256,481		265,344							
DECISION ITEM - OPERATING										
POLYGRAPH Test (S56)	95,656		94,898		99,569		99,569		99,569	
Reconciliation										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Sex Offender Treatment 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
Long Bill Appropriation	95,656		97,617							
Supplemental										
Reversions			(2,719)							
Subtotal	95,656		94,898							
DECISION ITEM - Polygraph Test									0	
Sex Offender Trtmt Grants - FF/CFE -S96/527	53,206		41,006		209,076		209,076		209,076	
Sex Offender Trtmt Grants - FF					168,076		168,076		168,076	
Sex Offender Trtmt Grants - CFE					41,000		41,000		41,000	
START-UP - Total	0		36,190		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										
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					41,000		41,000		41,000	
Federal Funds	53,206		41,006		168,076		168,076		168,076	

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: SOTP 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	**2,304,199**	**2,969,273**	**2,991,999**	**3,317,859**	**3,126,703**
General Fund	2,224,548	2,898,956	2,753,612	3,079,472	2,888,316
General Funds Exempt	0	0	0	0	0
Cash Funds	26,445	29,311	29,311	29,311	29,311
Cash Fund Exempt	0	0	41,000	41,000	41,000
Federal Funds	53,206	41,006	168,076	168,076	168,076
Other					
Fund Lists					
Cash Funds (DEA, DEH)					
General Fund # 100					
Sex Offender Surcharge	26,445	29,311	29,311	29,311	29,311
Total Cash Funds	*26,445*	*29,311*	*29,311*	*29,311*	*29,311*
Cash Funds Exempt (DEV)					
General Fund # 100					
Sex Offender Mgmt (527)	0	41,006	41,000	41,000	41,000
Total Cash Exempt Funds	*0*	*41,006*	*41,000*	*41,000*	*41,000*
Federal Funds					
General Fund # 100					
SO Mgmt (527, DEV)	53,206		168,076	168,076	168,076
Total Federal Funds	*53,206*	*0*	*168,076*	*168,076*	*168,076*

4F Volunteers

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(4) INMATE PROGRAMS**
(F) Volunteers Subprogram

Line Items: Personal Services
Operating Expenses

Change Request(s):

Federal/State Statutory and Other Authority: The United States Constitution-The First Amendment; The Religious Land Use and Institutionalized Persons Act of 2000 (RLUIPA); 17-42-101 CRS- Freedom of Worship; 17-42-102 CRS – American Indians- freedom of worship; 13-21-115.5 CRS - Volunteer Service Act; 13-21-116 CRS - Immunity for volunteers assisting organizations for young persons; 17-19-101 CRS - Visitors at correctional facilities; 17-31-101 CRS - Legislative declaration; 17-31-102 CRS - Definitions; 17-31-103 CRS - Volunteers, rehabilitation and transition programs; 17-31-104 CRS - Right to visit offenders - 24-10-103(4)(a) CRS - Definitions; 24-10-106(a) CRS - Immunity and partial waiver.

Program Description: The Office of Faith and Citizen Programs unit guides community resources in all DOC facilities, and the community through program design, policy development, annual budgeting, training programs, and audit systems to further the Department's mission and goals and ensure facility compliance with applicable laws and regulations. The program utilizes a team approach encompassing a diverse composition of faith and non-faith based organizations and individuals who include, but are not limited to DOC employees, professionals, clergy, and lay persons. These groups and individuals are part of the process dedicated to sharing information to evaluate and improve the delivery of faith accommodation, community transition components, and other volunteer services.

Community Program Providers - Establish the foundation for pro-social stability, community reconciliation and acceptable community social standards by serving as positive role models. These groups develop and deliver pro-social program materials which assist the offender in understanding acceptable social standards.

Faith Group Representatives and Chaplains - Since the de-funding of state paid chaplains in 1995 and the passage of the Religious Land Use and Institutionalized Persons Act (RLUIPA) of 2000, reliance upon and utilization of volunteers, faith group representatives and community funded chaplains have become essential elements in supporting the Department of Corrections (DOC). The DOC meets constitutional mandates and legal requirements for religious exercise. It is only through the assistance and expertise of these volunteers that DOC is able to accommodate the broad cross-section of traditional and non-traditional religious and spiritual faith based practices found in the

offender population. These individuals, and the groups they represent, assist in promoting and maintaining spiritual stability in the correctional environment for both DOC employees and offenders.

Community Citizen Volunteers – Community involvement is essential for offender success, both in prison and transitioning into society. Volunteers enrich programs and facilitate a valuable connection with local communities. These individuals provide a variety of services, including marriage and family enrichment, assistance in substance abuse counseling, literacy programs, spiritual growth, recreation, vocational training and many other program areas within the facility and community.

The opportunity to learn is multi-faceted through communication and interaction between staff, offenders and volunteers. The offender is exposed to community through volunteer led programs. The volunteer acquires exposure and gains an understanding of the challenges faced by staff and offenders within the correctional environment while achieving personal satisfaction by being a positive role model. While providing these valuable services, volunteers reinforce the mainstream social values that are also conveyed by staff on a daily basis. This role modeling and reinforcement of mainstream values can help lead to a successful post-confinement adjustment by the offender.

DOC Employees/Full Time Employees (FTE) - Employees are enriched through staff specific programming and interaction with a wide variety of citizen volunteers possessing diverse social, educational, professional and economic back grounds. DOC employees are in a position to influence citizen perception of those who work in the correctional environment.

The Volunteers Subprogram known as the Office of Faith and Citizen Programs operates and maintains a unit which recruits, screens, trains and places qualified individuals to augment and support DOC employees by providing a variety of approved in house and aftercare programs which include life skills, education, pre-release planning, substance abuse and faith based support at minimal or no cost to offenders and state government.

The unit also recruits, screens and trains qualified volunteer organizations within the community serving as transitional programs providing assistance in the areas of reconciliation with family and community. These initiatives address the needs of offenders for reintegration back into the community, in an effort to maintain pro-social stability thereby reducing recidivism.

The Office of Faith and Citizen Programs manages community-based pre-release planning and transitional programs designed to provide offenders with opportunities for self improvement and successful transition to society. The Former Offender Resource Guide and Educational Services (FORGES) web site is managed by the Office of Faith and Citizen Programs. This web site offers programs and information available to incarcerated offenders planning for release back into the community, as well as provides a network of viable transitional community resources for reintegration. Data Entry Volunteers are trained and supervised to provide research and enter data for the web site resource guide. The FORGES web site went live in February 2006, when

Colorado's recidivism rate was near 50%. FORGES will play a key part in lowering the recidivism rate in the coming years.

Although Colorado had been criticized for de-funding the full-time state paid chaplaincy program in the past, it has now become a national model for chaplaincy provision. The Office of Faith and Citizen Programs aggressive recruiting policy, in conjunction with the willingness of community based individuals and organizations to provide services, is succeeding in raising accommodation of religious and spiritual expression to a higher level.

Currently the Office of Faith and Citizen Programs supervises and coordinates approximately 2,000 volunteers, serving 4 hours per week, at a rate of $18.29 (Correctional Officer pay) per hour, providing a cost benefit of $7,608,640.00, and 24 Chaplains and 14 Associate Chaplains in a community supported sponsorship at a rate of $20.16 (Correctional Sergeant pay) with a cost savings of $1,404,748.80 per year. In addition to the measurable cost benefits, numerous non-traditional faith group representatives support the DOC on an ongoing basis by providing direction and expertise in inmate faith based litigation issues.

Aftercare cost savings:
Releases per year:

2002-6,554
2003-6,977
2004-7,504
2005- 8,249
2006- 8,954

Percentage of returns (recidivism) per year:

After 3 years – 49.7 %
After 4 years – 51.5 %
After 5 years – 54.8 %

Average annual cost per offender: $27,500. Using the 2004 numbers, with 7,504 releases and the 3 year rate of return 49.7%, approximately 3,729 offenders will return to prison. Using the $27,500 annual average costs, if recidivism is lowered 1% to 48.7 or 3,654 offenders returned, 75 fewer offenders will return to prison, which will save $2,062,500 in the first year.

Total FTE: 9.0

Services Provided
The Office of Faith and Citizen Programs supports and contributes to achieving the DOC's mission by augmenting DOC employees and providing offenders with positive life skills, educational and leisure-time program and activity opportunities.

These services include:

- Recruitment, screening, training and supervision of qualified volunteers and chaplains/faith group representatives.
- Conducting background investigations.
- Record keeping.
- Developing and conducting training for volunteer/mentors/part-time contract employees/internships.
- Developing and conducting faith sensitivity training for DOC employees and volunteers.
- Developing and conducting faith related training for chaplains/faith group representatives.
- Developing, sponsoring, and conducting community awareness, educational, mentoring, and reintegration training and opportunities for internal and external stakeholders.
- Developing and conducting volunteer program audits to maintain program consistency.
- Developing, conducting, and coordinating volunteer recognition programs and events.
- Developing, reviewing, and monitoring established programs and curriculum to assess and ensure continued relevance to staff and inmate needs.
- Developing and reviewing DOC policies and procedures to ensure compliance with local, state, and federal laws.
- Documenting and defending against offender faith based litigation issues.
- Proactive research into faith based issues and required offender accommodations, including developing relationships with faith advisors.
- Maintenance and management of the Former Offender Resource Guide and Educational Services (FORGES) web site, including recruitment, training, and supervision of Data Entry Volunteers – statewide.
- Research and development of appropriate aftercare resources for the FORGES network.

Functions and Activities Summarized

Priority	Function	Activity
1	Recruitment	Communicating with groups and individuals to assist DOC staff in presenting effective quality faith based and secular programs to offenders
2	Coordination/ Recognition/ Program Development	Coordinating volunteer placement, programs, recognition functions, developing new programs
3	Record Keeping	Procuring and maintaining required records
4	Training	Training volunteers, staff and community
5	Litigation	Documenting and defending DOC against offender faith based litigation issue
6	Program Audits	Utilizing ACA and Administrative Regulation criteria to ensure program efficiency/compliance

Analysis of Functions and Activities

Recruitment: This function is responsible for meeting with individuals and community based organizations to recruit qualified volunteers to augment and supply facility, offender, and DOC employee program needs. This includes, but is not limited to, use of conferences, newsletters, media, speaker panels, and advisory councils. The greatest recruitment tool is the word-of-mouth advertising provided by satisfied current volunteers.

Collaboration: A joint venture involving the Office of Parole and Community Corrections, the Office of Re-Entry, the Office of Faith and Citizen Programs, and outside volunteer organizations dedicated to successful reform former offenders.

Volunteer Coordination, Recognition and Program Development: Coordination relates to the assessment and placement of volunteers in a setting that is most likely to meet the needs of not only the volunteer, but also the program, facility, and offenders.

Formal volunteer recognition programs are held quarterly and annually. Informal recognition is encouraged and facilitated throughout the year in the form of a simple thank you, birthday card, certificate, pin, etc.

Program development is directly related to assessment of facility, staff, and offender needs. Regional Volunteer Coordinators work closely with each facility in their assigned area evaluating and developing ways to improve the current delivery of volunteer services, while exploring new and innovative ways that volunteers can be utilized to augment and assist full-time staff in their mission of keeping offenders and former offenders productively involved.

Record Keeping: This function is responsible for processing and updating approximately 2,000 volunteer applications annually, which includes conducting background checks. In addition, records are maintained on training, program outlines, litigation, inmate correspondence, grievances and faith group issues, just to name a few. The Office of Faith and Citizen Programs is constantly working toward improving this function. Currently, the DOC is developing and implementing a more effective data base to improve service to volunteers and offenders.

Training: This function is an integral component in promoting consistency between facilities, staff, offenders, volunteers and the community. Facility Volunteers must initially participate in a mandatory 8-hour training module and a 2-hour facility-specific orientation to become a volunteer. In addition, qualified staff trainers provide a 4-hour in-service training annually that enhances the delivery of services and assists the DOC in accomplishing its defined mission. Aftercare Volunteers are encouraged to participate in an Aftercare 4-hour training module, but it is not required to be included on the provider data base system. Approved mentors and transition volunteers are screened and required to attend the Aftercare 4-hour training module.

Litigation: This function is responsible for providing effective and knowledgeable expertise regarding offender litigation. The Office of Faith and Citizen Programs has recruited and established

a pool of advisors from many faith based organizations and backgrounds to assist the DOC and the Attorney General's Office in defending against faith based litigation issues. With the passage of the RLUIPA in 2000 by Congress, the need for intensive research, tracking, and additional advisors and faith based volunteers is constant as additional faith groups are recognized and offenders continue to file faith related grievances that result in litigation.

Program Audits: This function is responsible for monitoring and evaluating all new and existing volunteer involvement programs throughout the DOC utilizing ACA Standards and Administrative Regulations as a tool to promote consistency state wide. Focusing on ACA requirements and Administrative Regulations provides the facilities reliable information and documentation in preparing for the ACA auditing process. The Office of Faith and Citizen Programs has developed a tool to assess the way in which new and existing volunteer programs address staff and offender needs.

Prioritized Objectives and Performance Measures

OBJECTIVE: Develop, implement and maintain a computer based information system to facilitate coordination, tracking, and reporting of faith related litigation issues in order to accurately ascertain the impact of the RLUIPA, potential problem areas, assess fiscal and workload impact, decrease duplication of staff time to improve productivity and response time.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of offender faith related issues submitted for review. Definition: This figure represents the total number of offender faith related issues submitted in writing to the Office of Community Resources requiring review of requests for addition to present, or recognition of new faiths, practices, and/or property items. Demonstrates: The impact of the elements of this objective statement and creates a bench mark that will be used to track the effectiveness of proactive mediation efforts to satisfactorily reconcile offender faith related issues prior to being elevated by the offender to the DOC grievance process.	Target	75	97	97	110
	Actual	97	83		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of offender faith related issues submitted to the DOC grievance process. Definition: This figure represents the total number of offender faith related issues elevated to the grievance process that were either not submitted for initial review, or were not reconciled at that level. Demonstrates: The impact of the elements of this objective and effectiveness of proactive mediation efforts to satisfactorily reconcile offender faith related issues prior to being elevated by the offender to the state and federal court process.	Target	500	<484	<400	
	Actual	484 (Step 1 through Step 3)	351		
MEASURE: Number of new offender faith related court filings. Definition: Total number of offender faith related issues elevated to the state or federal court process. Demonstrates: The impact of the elements of this objective and effectiveness of proactive mediation efforts to satisfactorily reconcile offender faith related issues prior to being elevated by the offender to the state and federal court process.	Target	10	<2	2	3
	Actual	2	2		

Similar or Cooperating Programs: The criminal justice system throughout the United States has always utilized volunteers and volunteer programs to augment and assist paid staff. Volunteers are used in state Departments of Corrections in all but 6 states, and range from a high of 26,000 volunteers in Texas, to less than 100 in Arizona. Colorado depends on a volunteer corps of 2,200 volunteers, which is consistent with other correctional systems across the country. The Federal Bureau of Prisons extensively utilizes volunteers, as do most county and local detention centers. Additionally, the vast majority of parole and probation agencies depend on volunteers to provide programs ranging from internships to addiction recovery.

Optional Elements

Trends

Due to declining fiscal resources, staffing to maintain the current level of programs and provide additional programs as the offender population grows will increasingly rely upon community volunteer involvement and recruitment.

Presently there is an emphasis nationwide being placed on the utilization of volunteers and community based organizations to provide mentoring, life skills, and reintegration programs which aide offenders in successfully reintegrating into the community thus driving the need to recruit individuals and organizations to provide service in these areas.

The Religious Land Use and Institutionalized Persons Act of 2000 will drive the need to recruit a greater diversity of faith based representatives and advisors, compelling the Office of Faith and Citizen Programs to aggressively reassess programming and seek out faith based spiritual representatives to provide support to the offender population that adhere to specific recognized faith groups. Additionally, this Act will necessitate channeling more fiscal resources to track, document and defend against offender faith related litigation.

ACA standards continue to support the efforts of shared community involvement and cooperation.

Assumptions

DOC will continue to obtain volunteer services from the public sector.

The projected increase in the offender population and the addition of new prisons (both State and Private) will necessitate recruitment of an increasing number of volunteers to augment and aide staff in maintaining current program levels and providing additional quality offender program options. With this in mind, the increase in projected work load by 2009 will necessitate increased staffing in the Office of Faith and Citizen Programs. The Office of Faith and Citizen Programs is challenged to provide training and training materials for new volunteers in addition to the mandated chaplain specific training for the community supported chaplain which enables the DOC to achieve the American Correctional Associations' (ACA) requirement of community involvement. Added benefits that community involvement through volunteerism facilitates are: affirmative public relations; a constructive effect on offender cognitive function; the minimal cost to the taxpayers for services provided; and the staff support that volunteers provide.

Prior Year Performance Measures

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: New citizen volunteer applications processed. Definition: The number of first time citizen volunteer applications processed. Demonstrates: The effectiveness of the recruiting efforts of the DOC to meet American Correctional Associations standards for citizen involvement.	Target	1,000	1,000	1,000	1,000
	Actual	744	770		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Annual Application Updates. Definition: The number of citizen volunteers updating their commitment to continue to provide volunteer services for another year. Demonstrates: The satisfaction and commitment level of citizen volunteers dedicated to providing quality programs to staff and offenders.	Target	2,000	2,000	1,110	1,200
	Actual	1,683	1,087		
MEASURE: Number of Volunteers Trained. Definition: The number of volunteers that have continued beyond the initial application process and completed the training requirement prior to approval for facility access. Demonstrates: The number of citizen volunteers that actually complete the application process.	Target	1,500	1,500	1,500	1,600
	Actual	1,079	1,496		
MEASURE: Volunteer Recognition Programs Statewide. Definition: This figure demonstrates the total number of formal recognition programs held throughout the state yearly. Demonstrates: Commitment to provide positive, constructive recognition of citizen volunteer participation.	Target	19	10	10	15
	Actual	9	11		
MEASURE: Number of Formal Individual Faith Based Services Statewide. Definition: The number of faith based worship services and ceremonies provided statewide that are conducted by recognized clergy or faith group leaders on a regular basis. Demonstrates: The commitment of the DOC in concert with faith based leadership in providing adequate faith based programs for offenders and complies with American Correctional Associations standards for citizen faith based involvement.	Target	8,500	10,120	12,120	12,120
	Actual	10,120	12,246		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Other Individual Faith Based Programs/Studies Statewide. Definition: The number of faith based programs and studies that are conducted by non-clergy or lay faith group representatives. Demonstrates: The commitment of the DOC in concert with faith based citizen lay persons in providing adequate faith based programs for offenders and complies with American Correctional Associations standards for citizen faith based involvement.	Target	10,000	10,000	11,000	11,000
	Actual	9,023	11,325		
MEASURE: Number of Individual Non-Faith Based programs Statewide. Definition: The number of non-faith based programs i.e. addiction recovery, life skills, recreation just to name a few. Demonstrates: Commitment to provide a wide range of citizen involvement programs to meet the wide range of offender programming needs.	Target	3,000	3,200	3,200	3,350
	Actual	3,184	3,045		
MEASURE: Offenders Participating multiple times in multiple volunteer based programs. Definition: The number of offenders who have signed an attendance sheet to participate in faith based or non-faith based citizen involvement programs. Demonstrates: The receptiveness of offenders to participate in volunteer based program.	Target	300,000	300,000	315,000	320,000
	Actual	299,320	311,913		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Faith Group Advisors. Definition: This figure represents the number of traditional and non-traditional faith group leaders including the volunteer chaplaincy corps who have been documented by their faith tradition to advise the DOC on specific faith related issues. Demonstrates: The DOC commitment to secure a diverse base of recognized faith based expertise to facilitate the faith practice represented in the offender population.	Target	60	60	60	60
	Actual	51	54		

Subprogram Specific Goals and Objectives

Goal #1: To develop, implement and maintain a computer based information system designed to integrate and promote volunteer programs and volunteers currently established within the Private Prison system that are not consistent with our State system.

Objective 1.1: By January 1, 2009, develop a central data information data base.

Objective 1.2: By July 1, 2009, implementation and utilization.

Goal #2: Facilitate community resource networks statewide, to support and promote offenders successful integration into local community.

Objective 2.1: By March 15, 2008 evaluate the success of our strategic approach in networking within the community.

Objective 2.2: By September 15, 2008 extend saturation of After Care Training from major Colorado cities into small town communities.

Objective 2.3: By February 15, 2009 update the program entries listed on the of data base system.

Goal #3: To develop, maintain and market a proactive ongoing program, that establishes a vendor donation system to aide in and augment meaningful offender and staff programs

Objective 3.1: By January 15, 2009, develop and implement a presentation, targeting donation sources to provide materials/products to augment inmate and facility needs.

Objective 3.2: By January 30, 2009, develop and implement strategies to warehouse and transport donations.

Objective 3.3: By March 1, 2009, develop and implement strategies to better utilize media opportunities to promote and dissimulate information pertaining to donation system.

Goal #4: To promote, implement and maintain a delivery of facility specific Volunteer Appreciation Events that promotes additional recruitment through volunteer word of mouth satisfaction.

Objective 4.1: By February 15, 2009 identify and analyze facility needs statewide in order to implement program.

Objective 4.2: By February 15, 2009 draft a facility specific bulletin report format promoting the positive impact of volunteer programs during the current year.

Objective 4.3: By June 30, 2009 promote and implement an e-mail response program allowing volunteer ideas and suggestions sent directly into Office of Faith and Citizen Programs.

Stakeholders

Customer	Requirement
Staff	Contributes to security by keeping offenders positively occupied.
Offenders	Provides opportunities for offenders to modify attitudes, behavior & cognitive process during both incarceration and re-entry time frames.
Offender Families	Provides support and information during offender's incarceration. Provides collaborative efforts and shared resources to promote a successful re-entry to family responsibilities.
Public	If offender takes advantage of programming, he/she will be less likely to recidivate.

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
4) INMATE PROGRAMS												
F) VOLUNTEERS	537,026	24,821	0	0	0	0	0	561,847	9.0	0.0	0.0	9.0
Personal Services	519,114	24,821	0	0	0	0	0	543,935	9.0	0.0	0.0	9.0
Operating	17,912		0	0	0	0	0	17,912				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Volunteer 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
Position Detail										
Gen Prof V	57,780	1.0	60,828	1.0			88,128	1.0	88,128	1.0
Gen Prof IV							27,180	0.5	27,180	0.5
Gen Prof III	261,984	4.7	276,034	4.8			289,624	5.0	289,624	5.0
Admin Assistant II							32,512	1.0	32,512	1.0
Admin Assistant III	72,183	1.7	56,028	1.8			52,659	1.5	52,659	1.5
Subtotal:	391,947	7.4	392,890	7.6			490,103	9.0	490,103	9.0
Salary Subtotal	391,947	7.4	392,890	7.6			490,103	9.0	490,103	9.0
PERA @ 10.15%	37,651		37,571				49,745		49,745	
Other Retirement Plans			734							
Medicare Tax @ 1.45%	4,564		5,194				7,106		7,106	
Compensation Match										
Base Reduction -.51%										
Other Personal Services										
Part-time/Temporary										
Contractual Services	3,845									
Overtime Pay										
Retirements/Payouts										
Employment Security Payments										
Tuition Reimbursement										
Vacancy Savings							0		0	
Subtotal of Personal Services	438,007	7.4	436,388	7.6	519,114	9.0	546,955	9.0	546,955	9.0
General Fund	0	0.0	0	0.0	0					
Cash Funds Exempt	438,007	7.4	436,388	7.6	519,114	9.0	546,955	9.0	546,955	9.0
POTS - Expenditures										
Shift Differential										
Health/Life Insurance	24,719		32,218				41,508		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	574		441				563		0	
AED/SAED	949		2,827				6,276			
Salary Survey							14,856 *			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Volunteer 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
Anniversary							*			
Pay for Performance							12,456 *			
Medicare Change							*			
Unemployment Security Payments										
Difference							(529)		(3,020)	
Total Continuation Personal Services	464,250	7.4	471,874	7.6	519,114	9.0	594,773	9.0	543,935	9.0
General Fund	0	0.0	0	0.0						
Cash Funds Exempt	464,250	7.4	471,874	7.6	519,114	9.0	594,773	9.0	543,935	9.0
TOTAL PERSONAL SERVICES					519,114	9.0	594,773	9.0	543,935	9.0
General Fund					0	0.0	0	0.0	0	0.0
Cash Funds Exempt					519,114	9.0	594,773	9.0	543,935	9.0
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							471,729	9.0	519,114	9.0
Previous Year Special Bills/Supplemental										
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Expansion FMCC & CSP										
Base Reduction 1%										
Salary Survey - classified employees							49,994		14,856	
Annualized Anniversary (Option 8)-classified										
Pay for Performance									9,965	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization										
Base Adjustment - .51%							(2,609)		0	
Adjustments (Decision Items, other)										
Total Personal Services Appropriation/Request							519,114	9.0	543,935	9.0
General Fund									0	0.0
Cash Fund Exempt							519,114	9.0	543,935	9.0
Personal Services Reconciliation										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Volunteer 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
Long Bill Appropriation	459,009	9.0	471,729	9.0						
Supplemental										
Special Bills										
Roll-forwards										
Additional Federal Funds										
Transfers										
Reversions	(59)		(5)							
Subtotal	458,950	9.0	471,724	9.0						
General Fund	0	0.0	0	0.0						
Cash Fund Exempt	458,950	9.0	471,724	9.0						
Allocated Pots (should match summary table)										
Salary Survey/Anniversary							14,856			
Anniversary							0			
Pay for Performance							12,456			
Shift Differential							0			
Medicare change										
Health/Life Insurance	5,300		150				41,508			
HB 00-1215							0			
Short Term Disability							563			
AED							6,276			
POTS Subtotal	5,300		150				75,659			
General Fund	5,300		150							
Cash Fund							75,659			
Total Personal Services	464,250		471,874				594,773	9.0	543,935	9.0
Total Actual Personal Services	464,250		471,874				594,773	9.0	543,935	9.0
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2150 Other Cleaning Service										
2230 Equip. Maintenance/Repair										
2231 ADP Equipment Maintenance			197				197		197	
2232 Computer Licenses and Warranties	20		20				20		20	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Volunteer 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
2251 Motor pool vehicle lease	504								0	
2252 Vehicle Mileage Charge	4,635		6,449				6,449		6,449	
2253 Rent for Equipment									0	
2255 Rent for Bldg									0	
2259 Parking Fee Reimbursement									0	
2510 Travel - In State									0	
2512 Travel - IS Per Diem	2,986		4,316				4,316		4,316	
2513 Travel - IS Vehicle Reimbursement			326				326		326	
2530 Travel - Out of State			497				497		497	
2531 OS Common Carrier	441								0	
2532 Travel - OS Per Diem	889		812				812		812	
2552 OC Per Travel Reimbursement									0	
2611 Public Relations									0	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside Source	1,389		2,812				2,812		2,812	
2680 Printing and Reproduction	32		160				160		160	
2810 Freight									0	
2820 Other Purchased Services									0	
2830 Office Moving - Pur Svc.									0	
3110 Other Supplies & Materials									0	
3112 Automotive Supplies									0	
3113 Clothing/Uniform Allowance									0	
3114 Custodial/Laundry Supplies									0	
3115 Data Processing Supplies			45				45		45	
3116 Purchase/Lease Software			29				29		29	
3117 Educational Supplies	162								0	
3118 Food & Food Service Supp.									0	
3120 Library Books/Period./Subs.									0	
3121 Office Supplies	894		1,129				1,129		1,129	
3123 Postage	1,448		472				472		472	
3124 Printing									0	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies			7				7		7	
3128 Noncapitalized Equipment			187				187		187	
3140 Non Capitalized IT Purchases - PCs									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Volunteer 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
3143 Non Capitalized IT Purchases - Other									0	
4100 Other Operating Expenses									0	
4111 Prizes and Awards									0	
4140 Dues and Memberships									0	
4170 Miscellaneous Fees & Fines									0	
4180 Official Functions	958		408				408		408	
4220 Registration Fees	3,553		45				45		45	
Total Operating Expenses	17,912		17,912		17,912		17,912		17,912	
General Funds					0		0		0	
Cash Funds Exempt	17,912		17,912		17,912		17,912		17,912	
Reconciliation										
Long Bill Appropriation	17,912		17,912							
Supplemental										
Reversions										
Subtotal	17,912		17,912							
START-UP - Total					0		0			
General Fund					0		0			
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
General Fund Exempt										
Cash Funds					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										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS
AGENCY: VOLUNTEER SUBPROGRAM

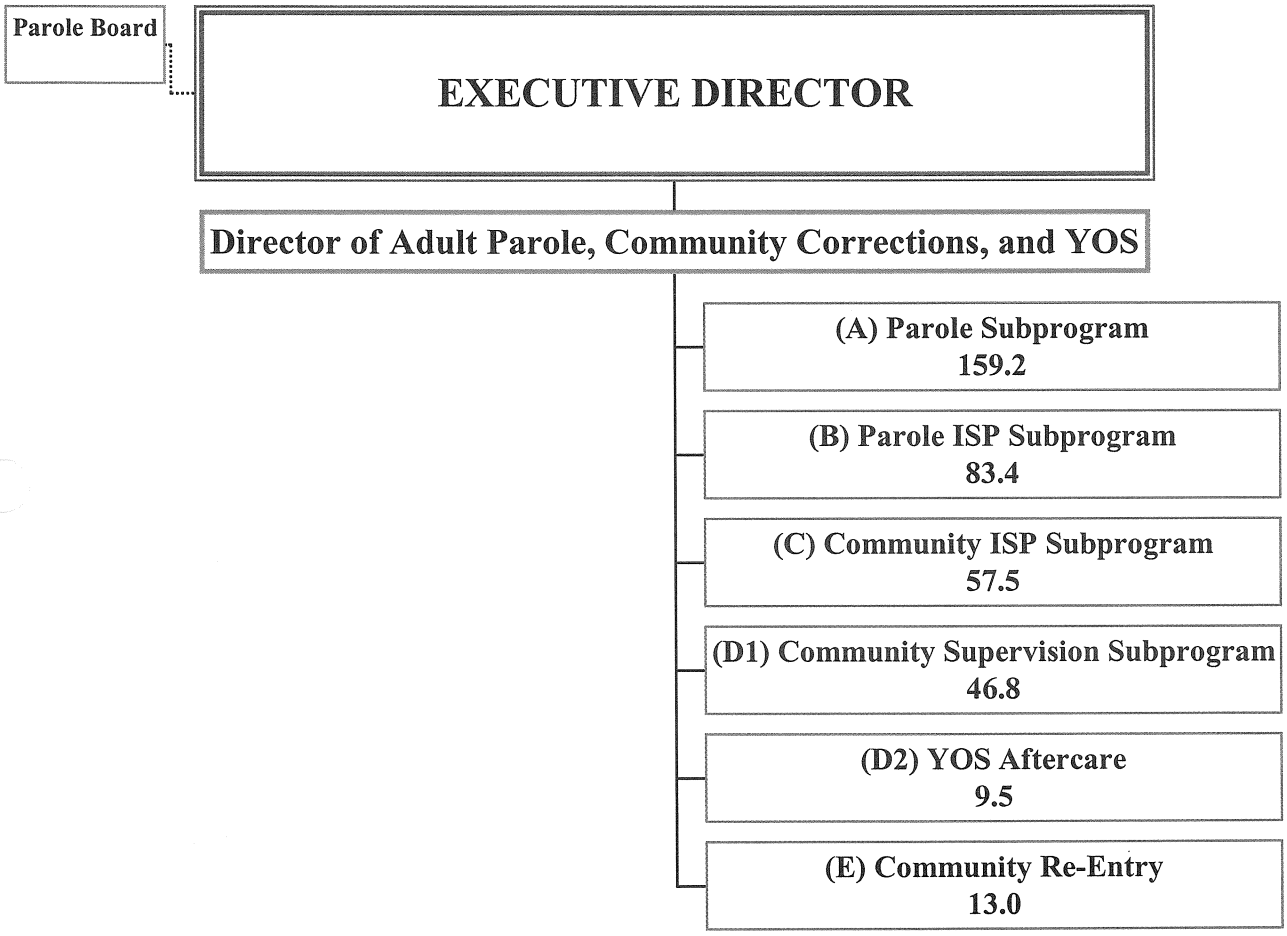
Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**482,162**	**489,786**	**537,026**	**612,685**	**561,847**
General Fund	0	0	0	0	0
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	482,162	489,786	537,026	612,685	561,847
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds Exempt					
Canteen	482,162	489,786	537,026	612,685	561,847
Total Cash Funds Exempt	*482,162*	*489,786*	*537,026*	*612,685*	*561,847*

COMMUNITY SERVICES

COLORADO DEPARTMENT OF CORRECTIONS

(5) COMMUNITY SERVICES GROUP

FY 07-08



5A Parole

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(5) COMMUNITY SERVICES**
(A) Parole Subprogram

Line Items:
Personal Services
Operating Expenses
Administrative Law Judge Services
Contract Services
Start-up Costs

Change Requests:
DI #2 Parole-Parole ISP-Re-Entry Caseload Increase
DI #3 Parole Wraparound Services Program

Federal/State Statutory and Other Authority: 16-2.5-136 CRS – Community Parole Officer; 16-11.5 CRS – Substance Abuse in the Criminal Justice System; 16-11.7 CRS – Standardized Treatment Program for Sex Offenders; 16-11.8 CRS – Management of Domestic Violence Offenders; 16-11.9 CRS – Standardized Screening Process for Mentally Ill Offenders; 16-13-901 CRS – Community Notification Concerning Sexually Violent Predators; 17-1-103 CRS – Duties of Executive Director; 17-1-105 CRS – Powers of Executive Director; 17-2-201 CRS – State Board of Parole; 17-1-206.5 CRS – Preparole Release and Revocation Facility – Community Return-to-Custody Facility; 17-2-100.2 to 106 CRS – Division of Adult Parole; 17-22.5-101 to 17-22.5-207 CRS – Inmate and Parole Time Computation; 17-27.1-101 CRS – Nongovernmental Facilities for Offenders – Registration – Notifications – Penalties; 18-1.3-401 CRS - Felonies Classified – Presumptive Penalties (mandatory parole); 18-1.3-1001 CRS – Lifetime Supervision of Sex Offenders; 18-3-412.5 CRS - Failure to Register as a Sex Offender

Program Description: The Division of Adult Parole Services is established in statute, CRS 17-2-100.2 to 106. The purpose of the Division is to provide for public safety through the supervision of offenders released to the community by the State Board of Parole. The parole system provides structured supervision and accountability, which allows the offenders to complete a portion of their sentence in the community.

Total FTE: 159.2

Services Provided
The Division of Adult Parole Supervision provides for public safety through supervision and monitoring of offenders released to the community by the Colorado Board of Parole. Community resources and special programs augment the parole system allowing opportunities for the offender's self improvement.

The Division has a statutory mandate to return to custody any parolee who absconds from custody pursuant to CRS 17-2-207. The Division is responsible for coordinating the return of parole absconders who have been apprehended outside of Colorado.

Fugitive operations are an important element in the subprogram's functions. As the parole population continues to grow, the number of parole absconders is forecast to grow as well.

The supervision and case management of parolees with special needs is an additional function of the subprogram. The special needs population consists of sex offenders, the severe and persistently mentally ill, and those who are diagnosed as developmentally disabled. Specially trained Community Parole Officers and supervisors closely monitor the needs of this clientele.

Supervision responsibilities of the Division include domestic and interstate parolees. The Division provides offender risk management and community reintegration through supervision, case management and treatment services. Offenders are linked with community resources and participate in programs to provide opportunities for the offender's self improvement.

The supervision of parolees that have been paroled to other states and coordinating the acceptance process for a parolee's transfer of supervision to Colorado are functions of the Interstate Compact Administrator. A Fugitive Return Coordinator is assigned to this office to arrange for the return to Colorado of those violators who have been apprehended in other states pursuant to CRS 17-2-301 through 304.

Functions and Activities Summarized

Priority	Functions
1	Public Safety
2	Risk Assessment Management
3	Interstate Compact Administration
4	Program Administration
5	Case Management

Analysis of Functions and Activities

Public Safety: The Public Safety function entails the supervision and monitoring of domestic as well as interstate parolees to determine level of compliance with conditions of parole as ordered by the Colorado Board of Parole. This supervision may include weekly office, home, and employment contacts, surveillance, educational assistance, treatment, employment and housing needs, in addition to other needed services as required. Other important functions may include the monitoring of restitution payments, granting of earned time, updating classification, and conducting investigations. Safety of the public is given the highest priority. Public safety issues involving parolees may include arrest, filing of new criminal charges, requests to the Board of Parole for modification of conditions of supervision, and parole revocation hearings before the Board.

Risk Assessment Management (RAM): RAM is a program designed to establish a community supervision team that will be pro-active in the supervision, management and monitoring of offenders identified as RAM cases. This population consists of those offenders whose

identifiable risks to the community or to their personal well being can be effectively reduced by specialized mental health treatment. The offender poses a significant or extreme risk to public safety primarily due to mental health problems or violence potential. These parolees include sex offenders, severe and persistent mentally ill offenders, and developmentally disabled offenders.

Interstate Compact Administration: The Interstate Compact unit is involved in the supervision and management of parolees living outside of the State of Colorado. The Interstate Compact unit is responsible for the return of parole violators and community corrections escapees from Compact states. The Interstate Compact unit is also responsible for investigating, tracking and apprehending domestic and interstate absconders and inmate escapees.

Program Administration: Administration of Divisional and Regional functions include staff supervision, office support, training coordination, policy making, strategic planning, budgetary planning and implementation, response to legislative requests, and involvement on committees that impact Adult Parole.

Case Management: Supervision and case management of parolees has several components, including conditions set by the Colorado Board of Parole. Monitoring and supervision includes surveillance, frequent office, home, employment contacts, and assistance, as necessary, with education, housing, employment, treatment and other services available within the community on a case by case basis. Additional functions include monitoring the collection of restitution, granting earned time, updating needs/risk classification, and conducting a variety of investigations. At all times the safety of the public is given highest priority. Issues of public safety involving parolees may include a new arrest, filing of new criminal charges, modification of treatment programming, and Parole Board revocation hearings.

Shared Functions and Activities

Adult Parole has interaction throughout the Criminal Justice System with similar and cooperating State, Federal and Local Government programs.

At the state level, several statutes mandate cooperation between similar programs within the State's Criminal Justice System. Section 16-11.5-101 through 106 requires the Judicial Department, DOC, and Departments of Public Safety, Human Services and Public Health to cooperate to standardize testing for substance abuse. Through the interagency committees, several sub-committees have been established to share information including research, training, and treatment.

The Divisions of Community Corrections and Adult Parole participate in bed space planning with the Department of Public Safety and the Division of Criminal Justice (DCJ). The DCJ is responsible for establishing standards, performing audits, and providing technical assistance to the community corrections programs which includes the residential community corrections programs for Community Supervision. The areas included are: public safety, health and safety, internal controls, statutory compliance, and fiduciary duties.

The Judicial Department administers the Probation and Diversion programs. Diversion residential bed costs are also appropriated to the DCJ and compete for resources with the inmate

and parolee transition bed allocations. Human Services administers the Youth Corrections Programs which have some interaction with DOC especially the Youthful Offender Program. At the local government level, Community Parole Officers interact with local law enforcement and jails statewide.

Prioritized Objectives and Performance Measures

Objective: Manage parole supervision for anticipated Parole and Parole ISP caseload increases through FY 2008-09 (by July 2009).

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Average number of parolees under supervision in Colorado Definition: This measure indicates the total number of parolees under regular supervision including RAM cases, i.e., sex offenders and seriously mentally ill parolees in Colorado. The number does not include ISP parolees, interstate parolees, out of state parolees or absconders. Demonstrates: The measure demonstrates the accuracy of the actual caseload to the projected caseload.	Target		6,071	6,803	7,535
	Actual	5,630	7,947		

OPTIONAL ELEMENTS

Trends

- Statistical reports indicate that the failure rate for mandatory parolees is significantly higher. The concept is to utilize the Parole Intensive Supervision Program (ISP) to reduce the failure rate and the return to prison of Mandatory Parole Release (MPR) parolees.

- The State of Colorado enacted a new statute requiring that 20% of offender earnings must go to court ordered payments, e.g., child support and restitution. The Division of Community Corrections and Adult Parole will be implementing a system to track compliance with the statute and procedures for those offenders who fall behind in collections.

- The Division is currently utilizing global satellite tracking technology. This project employs prototype computer equipment, software, and monitoring equipment to establish an offender tracking system which enables the supervising officer to know where the parolee is 24 hours a day 7 days a week. The application of this technology to an offender population that is considered high risk to public safety provides a significant risk management tool.

Workload Assumptions

- All Community Parole Officers will continue to be required by statute to be Peace Officer Standards and Training (POST) certified.

- The Mandatory Parole statute will continue to increase the parole population and impact the revocation rate.

- The Colorado Sex Offender Lifetime Supervision Act of 1998 will impact the parole Division workload.

- Limited funding will be available for offense-specific treatment and programs for offenders with special needs.

- Outside resources (private as well as non-profit) are available to provide community assistance to parolees.

- Management and monitoring of programs/treatment services will take place to confirm attendance, compliance and timely reporting of treatment/program violations.

Budget Impacts

- Although the state's prison and parole populations continue to grow, resources needed to address additional population impacts have been limited in past years by declining state general funds.

- Budgetary reductions, in past years, have resulted in fewer FTE assigned to this program (with commensurate increases in per-officer caseloads), and less resources for both monitoring and treatment services for parolees.

Accomplishments

- Continued levels of efficiency are being recognized within the Divisions of Community Corrections and Adult Parole since being combined in May 2000. The program levels are also showing an evolvement of efficiency in FY 2006.

- Implemented all programmatic requirements for offenders with qualifying disabilities as mandated by the Montez Remedial Plan (by July 2005).

Subprogram Specific Goals and Objectives

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.

Assumptions: Availability of funding for state-of-the-art technology to provide a continuum of supervision and treatment statewide for parolees with special needs, those that demonstrate non-compliant behavior or for other reasons pose a higher risk in the community; availability of Division staff and resources statewide to ensure adequate services and supervision; all community parole officers will continue to meet Peace Officer Standards and Training (POST) certified and trained in law enforcement; Colorado Sex Offender Lifetime Supervision Act of 1998 will have a significant

effect on the parole population; the mandatory parole law will drive increases in the parole population.

Objective 1.1: Provide parole supervision resources to manage anticipated Parole and Parole ISP caseload increases during FY 07-08 through FY 08-09 (by July 2008).

Objective 1.2: Continue field testing state of the art monitoring and surveillance technology to increase the Division's ability to manage the risk of supervising inmates assigned to Adult Parole who because of their criminal history, non-compliant behavior, Parole Board sanctions, or mental health issues require a high risk/ high intervention level of supervision.

Objective 1.3: Maintain appropriate special programs to meet parole population needs during FY 08-09 through the appropriate budgetary processes.

Objective 1.4: Project the resource requirements to provide a continuity of offender supervision, management and treatment for those inmates eligible for parole placement who have special needs and those who have shown non-compliant behavior as a part of the annual budget request for the Division of Adult Parole.

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.

Assumptions: Availability of resources at the Department and Division level to ensure caseload and workload assigned to staff members is not excessive; appropriate training is available to staff and resources to provide promotional opportunities; adequate funding is available for pay for performance to reward all staff who demonstrate excellence.

Objective 2.1: Promote a more creative and professional work force by a 5% increase in in-service training.

Objective 2.2: Develop avenues to improve staff working relations within the Division through increased communication efforts and cross training between work units and developing a training curriculum.

Objective 2.3: Promote methods to increase staff awareness of cultural, ethnic and gender differences by providing cultural sensitivity training on a continuous basis.

Objective 2.4: Continue systems to recognize the outstanding contributions of at least one percent of the Division's employees each month, consistent with DOC Administrative Regulations.

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.

Assumptions: The parole population projections done by Legislative Council will be realized by the actual numbers of offenders released to parole by the State Board of Parole; the State Board of Parole will continue, as a condition of parole, to direct parolees to programs of self-improvement and lifestyle changes; no change in legislation impacting the Division of Adult Parole; continued base funding for program and adequate additional funding and FTE for program expansion; adequate contract funding available in the DOC for parole non-residential placements and an increased number of residential beds available from the Division of Criminal Justice; availability of treatment and program funding, and state-of-the-art technology resources to provide a continuum of supervision and treatment statewide for parolees with special needs, those who demonstrate non-compliant behavior or for other reasons pose a higher risk in the community; outside resources (private as well as non-profit) are available to provide community assistance to parolees.

Objective 3.1: Revise budgets sufficient to meet increasing workload requirements associated with supervision and management of parole cases and application hearings for anticipated caseload increases during FY 08-09 (by July 2008).

Objective 3.2: Maintain the parole caseload to achieve the funded capacity level and, if resources are made available by the General Assembly, increase the Average Daily Population (ADP).

Objective 3.3: Continue the partnership with the Community Reintegration program which will result in an increased number of parolees being released to the community with adequate resources to successfully establish themselves.

Objective 3.4: Develop and maintain, within regional offices, localized resource manuals of agencies that offer community services to parolees.

Objective 3.5: Continue to develop community resources for the indigent parolee and continue to increase the resources by June 30, 2008.

Objective 3.6: Increase the progression rate from parole to discharge by two (2) percent during FY 2007-08 through improved case management/release planning.

Goal #4: 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 and community re-entry through pro-social stabilization.

Assumptions: Availability of contract resources and providers to fund the recommended level of supervision of treatment programs; availability of treatment services within the community statewide for parolees with special needs and those who demonstrate non-compliant behavior; availability of Division staff and resources statewide to ensure equitable services and oversight.

Objective 4.1: Achieve funding approval in the FY 08-09 Long Bill to increase the regular parole program by June 30, 2008.

Objective 4.2: Continue to develop a training program with the Board of Parole that will result in joint cooperation in establishing and monitoring revocation guidelines.

Objective 4.3: Continue an internal audit program to conduct compliance and performance audits of private service providers to evaluate the effectiveness and efficiency of operations and compliance with policies, rules, regulations and standards of the DOC, the American Correctional Association and the State of Colorado.

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.

Objective 5.1: Acquire and maintain American Correctional Association (ACA) Accreditation CDOC-wide for facilities and operating units (by July 2008).

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.

Assumptions: Availability of resources at the Department level to provide staff and funding to develop and evaluate systems.

Objective 6.1: Secure appropriations and implement Parole and Community Electronic Records system to enhance public safety, officer/police safety, supervision/management, comprehensive parolee data, and systems integration through improved timeliness and effectiveness (by July 2008).

Similar or Cooperating Programs

Community Corrections - In the smaller rural communities, community and parole may be housed in the same building and are in a position to assist each other in a number of tasks that may include arrests and local transports.

Drug/Alcohol Treatment - TASC contract dollars are used for UA testing and treatment.

Mental Health Services - Community and Parole refer for services from the Approved Treatment Provider List.

Medical Services - Special program(s) will continue or are provided for specially targeted offenders once paroled.

Sex Offenders - A continuum of identification, management, supervision, and treatment from entry into the correctional system (Diagnostic) to Community Corrections and Parole are provided.

Parole Board - The Division works with the Board regarding assignment of parolees to Parole, revocation hearings, and modification of conditions of supervision.

Stakeholders

Customer	Requirement
Citizens of Colorado	Adequate and cost-effective supervision of parolees to ensure public safety.
Legislature	Compliance with statutory requirements that affect parole.
Board of Parole	Supervision and enforcement of parole conditions consistent with directives of the Board and the Office of the Governor.

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
5) COMMUNITY SERVICES												
A) PAROLE	10,623,120	641,172	87,365	0	3,452,241	(47,258)	(316,317)	14,440,323	159.2	0.0	23.2	182.4
Personal Services	8,592,347	641,172	87,365	0	1,094,307	(47,258)	0	10,367,933	159.2	0.0	23.2	182.4
Operating	996,648		0	0	95,365	0	0	1,092,013				
Administrative Lawe Judge Services	5,556		0	0	(1,010)	0	0	4,546				
Contract Services	712,252		0	0	113,754	0	0	826,006				
Wraparound Services	0		0	0	1,800,000	0	0	1,800,000				
Parole Grants	0		0	0	0	0	0	0				
Start-up	316,317		0	0	349,825	0	(316,317)	349,825				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole 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
Position Detail										
SES	116,700	1.0	214,604	1.8			249,000	2.0	249,000	2.0
Management	83,428	0.9	74,997	0.8			213,816	2.0	213,816	2.0
Gen Prof VII	132,916	1.6	198,460	2.3			98,808	1.0	98,808	1.0
Gen Prof V/Parole Manager	76,356	1.0	81,289	1.0			155,220	2.0	155,220	2.0
Gen Prof IV			36,124	0.6			88,902	1.5	88,902	1.5
Gen Prof III	59,484	1.4							0	0.0
Gen Prof II	50,352	1.0	51,293	0.9			46,932	1.0	46,932	1.0
Program Asst. II	95,357	2.0	136,767	2.6			110,880	2.0	110,880	2.0
Program Asst. I							92,892	2.0	92,892	2.0
IT Tech II	29,466	0.8	27,181	0.6			48,684	1.0	48,684	1.0
IT Professional II							75,060	1.0	75,060	1.0
Data Spec	26,706	1.0	17,355	0.6			35,292	1.0	35,292	1.0
Com Par Supervisor	432,516	5.7	515,571	6.7			693,109	9.3	693,109	9.3
Com Par Tm L	898,240	13.2	907,199	13.3			1,024,632	14.8	1,024,632	14.8
Com Par Officer	2,786,824	53.5	2,973,560	57.7			4,060,452	76.9	4,060,452	76.9
Com Par Mgr	211,374	2.5	210,888	2.5			264,120	3.0	264,120	3.0
SS Pro Trn II			13,251	0.4			644,676	18.0	644,676	18.0
Office Manager							47,868	1.0	47,868	1.0
Admin Assistant III	320,637	9.6	433,710	12.4			480,448	12.3	480,448	12.3
Admin Assistant II	95,105	3.6	135,573	5.1			224,761	7.4	224,761	7.4
									0	0.0
Subtotal:	5,415,461	98.8	6,027,822	109.3			8,655,552	159.2	8,655,552	159.2
Salary Subtotal	5,415,461	98.8	6,276,718	109.3			8,655,552	159.2	8,655,552	159.2
PERA @ 10.15%	536,207		622,133				878,539		878,539	
Other Retirement Plans										
Medicare Tax @ 1.45%	66,408		77,812				125,506		125,506	
Compensation Match										
Base Reduction -.51%									(47,258)	
Other Personal Services										
Part-time/Temporary Salaries			13,374							
Contractual Services	301,732		61,362							
Grievance Contract/Litigation			10,000							
Overtime Payment	35,952		382							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole 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
Other Employee Wages										
Retirement/Termination/Payouts	5,342		66,537							
Tuition Reimbursement	1,755									
Conversion of Sick Leave										
Vacancy Savings							0		0	
Subtotal of Personal Services	6,362,856	98.8	7,128,318	109.3	8,592,347	159.2	9,659,596	159.2	9,612,338	159.2
General Fund	6,362,856	98.8	7,128,318	109.3	8,592,347	159.2	9,659,596	159.2	9,612,338	159.2
POTS - Expenditures										
Shift Differential	660		109							
Health/Life Insurance	249,550		353,517				444,168		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	7,933		7,089				8,685		0	
AED/SAED	10,802		44,647				114,334			
Salary Survey							510,497 *			
Anniversary							*			
Pay for Performance							163,344 *			
Medicare Change							*			
Unemployment Security Payments										
Difference							(393,408)		(426,077)	
Total Continuation Personal Services	6,631,802	98.8	7,533,680	109.3	8,592,347	159.2	9,833,375	159.2	9,186,261	159.2
General Fund	6,631,802	98.8	7,533,680	109.3	8,592,347	159.2	9,833,375	159.2	9,186,261	159.2
ANNUALIZATION ITEMS - PERSONAL SERVICES										
Parole/Parole ISP DI Annualization									87,365	
TOTAL ANNUALIZATION ITEMS									87,365	0.0
Grand Total Continuation Personal Services	6,631,802	98.8	7,533,680	109.3	8,592,347	159.2	9,833,375	159.2	9,273,626	159.2
General Fund	6,631,802	98.8	7,533,680	109.3	8,592,347	159.2	9,833,375	159.2	9,273,626	159.2
DECISION ITEM - Personal Services										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole 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
DI # 2 Parole/Parole ISP/Re-Entry Caseload									1,094,307	23.2
TOTAL DECISION ITEMS									1,094,307	23.2
TOTAL PERSONAL SERVICES	6,631,802	98.8	7,533,680	109.3	8,592,347	159.2	9,833,375	159.2	10,367,933	182.4
General Fund	6,631,802	98.8	7,533,680	109.3	8,592,347	159.2	9,833,375	159.2	10,367,933	182.4
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							7,121,586	130.3	8,592,347	159.2
Previous Year Special Bills/Supplementals							145,213	3.0		
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							271,128		510,497	
Annualized Anniversary (Option 8)-classified										
Pay for Performance									130,675	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							405,769	8.7	87,365	0.0
Base Adjustment - .51%							(37,690)		(47,258)	
Adjustments (Decision Items, other)							686,341	17.2	1,094,307	23.2
Total Personal Services Appropriation/Request							8,592,347	159.2	10,367,933	182.4
General Fund							8,592,347	159.2	10,367,933	182.4
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	6,087,439	109.4	7,121,586	130.3						
Supplemental	44,385	1.1	145,213	3.0						
Special Bills										
Additional Federal Funds										
Transfers										
Reversions			(126,990)							
Subtotal	6,131,824	110.5	7,139,809	133.3						
General Fund	6,131,824	110.5	7,139,809	133.3						

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole 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
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	227,344		59,000				510,497			
Anniversary							0			
Pay for Performance							163,344			
Shift Differential							0			
Medicare change										
Health/Life Insurance	249,550		328,138				444,168			
HB 00-1215							0			
Short Term Disability	7,933		6,733				8,685			
AED	15,151						114,334			
POTS Subtotal	499,978		393,871				1,241,028			
General Fund	499,978		393,871				1,241,028		0	
Total Personal Services	6,631,802		7,533,680				9,833,375	159.2	10,367,933	182.4
Total Actual Personal Services	6,631,802		7,533,680				9,833,375	159.2	10,367,933	182.4
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2160 Custodial Services	9,520								0	
2170 Waste Disposal Svc	14								0	
2210 Other Maintenance/Repair Svc	423								0	
2220 Bldg Maint/Repair	190								0	
2230 Equip. Maintenance/Repair	789		250				250		250	
2231 ADP Maintenance/Repair	(924)								0	
2232 Software Maint./Upgrade	4,797		2,560				2,560		2,560	
2240 Motor Vehicle Maint. & Repair	1,011		35				35		35	
2250 Misc. Rental	639								0	
2251 Rental/Motor Vehicles			173				173		173	
2252 Vehicle Mileage Charge	245,572		250,911				270,911		270,911	
2253 Rent for Equipment	19,677		55,002				55,002		55,002	
2254 Rental of Motor Vehicles	278		324				324		324	
2255 Rents, Bldg, Space or Land									0	
2258 Parking Fees	260								0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole 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
2259 Parking Fee Reimbursement	82		221				221		221	
2510 Travel - In-state	155								0	
2512 Travel - IS Per Diem	18,937		8,724				8,724		8,724	
2513 Travel - Mileage Reimbursement	3,482		1,331				1,331		1,331	
2520 Travel - Non-Empl									0	
2521 Travel - IS Common Carrier									0	
2530 Travel - Out-of-State	675								0	
2531 Travel - OS Common Carrier	3,390		4,563				4,563		4,563	
2532 Travel - OS Per Diem	4,784		1,921				1,921		1,921	
2540 Travel- Non Empl			902				902		902	
2541 OS/Non-Empl Common Carrier									0	
2552 OC Pers Travel Reimbursement									0	
Out-of-State reduction 15%									0	
2610 Advertising			171				171		171	
2630 Telephone and Telegraph	24,647		17,288				17,288		17,288	
2631 Comm Svc from Outside Source	119,654		118,900				138,900		138,900	
2632 MNT Payments to DPA									0	
2660 Insurance									0	
2680 Printing and Reproduction	1,279		3,030				3,030		3,030	
2690 Legal Services	(13)		13				13		13	
2710 Purchased Medical Services	374								0	
2810 Freight Storage and Moving									0	
2820 Other Purchased Services	37,119		2,135				2,135		2,135	
2830 Office Moving			5,127				5,127		5,127	
2831 Storage	1,649								0	
3110 Other Supplies & Materials	24,254		8,806				48,806		48,806	
3111 Agricultural Supplies									0	
3112 Automotive Supplies	156		15				15		15	
3113 Clothing/Uniform Allow			300				300		300	
3114 Custodial/Laundry Supplies									0	
3115 Data Processing Supplies	2,151								0	
3116 Purchase/Lease Software	1,862		7,503				7,503		7,503	
3117 Educational Supplies	1,287		415				415		415	
3118 Food and Food Svc. Supplies	96								0	
3119 Laboratory & Medical Supplies									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole 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
3120 Library Books, Per. and Subs	557		390				390		390	
3121 Office Supplies	39,920		39,518				49,518		49,518	
3122 Microfilm Photo Supplies/Svc									0	
3123 Postage	24,331		9,539				9,539		9,539	
3124 Printing/Copying Supplies	14,370		10,966				10,966		10,966	
3126 Repair & Maintenance Supplies			25				25		25	
3128 Noncapitalized Equipment	35,680		53,745				104,898		104,898	
3140 Non Capitalized IT - PCs	3,098		85,320				85,320		85,320	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	1,660		49,773				49,773		49,773	
4100 Other Operating Expenses			5				5		5	
4110 Awards, Judgments, Losses			6				6		6	
4111 Prizes/Awards (Inmate Depart)	304		105				105		105	
4116 Judgment Interest									0	
4140 Dues and Memberships	26,060		1,398				1,398		1,398	
4170 Miscellaneous Fees/Fines	10		174				174		174	
4180 Official Functions	693		794				794		794	
4190 Patient & Client Care	1,320								0	
4192 Care and Subsistence - Other Vendors	93								0	
4195 Patient and Client Care - Rent to Owners	46,332		67,263				77,263		77,263	
4220 Registration Fees	10,225		9,414				9,414		9,414	
4240 Employee Moving Expense									0	
6210 Other Capital Equip/ ADP									0	
6214 IT Other - Direct Purchase									0	
6280 Other Capital Equip.			26,440				26,440		26,440	
Total Operating Expenses	732,917		845,495		996,648		996,648		996,648	
General Fund	732,917		845,495		996,648		996,648		996,648	
Federal Fund	0		0							
Reconciliation										
Long Bill Appropriation	708,040		827,274							
Supplemental	24,877		18,221							
Reversions										
Subtotal	732,917		845,495							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole 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 Items - Operating										
DI # 2 Parole/Parole ISP/Re-Entry Caseload									95,365	
Administrative Law Judge Services - (038) GF	7,747		5,317		5,556		5,556		5,556	
Reconciliation										
Long Bill Appropriation	27,536		8,245							
Supplemental	(19,789)		(2,928)							
Reversions										
Subtotal	7,747		5,317							
Decision Items - Law Judge Services										
Common Policy									(1,010)	
CONTRACT SERVICES - 056	531,945		543,323		712,252	0.0	712,252	0.0	712,252	0.0
Reconciliation										
Long Bill Appropriation	511,215		562,434							
Supplemental	20,730		63,138							
Reversions			(82,248)							
Subtotal	531,945		543,324							
Decision Items - Contract Services										
DI # 2 Parole/Parole ISP/Re-Entry Caseload									113,754	
WRAPAROUND SERVICES PROGRAM										
(New Line)										
Reconciliation										
Long Bill Appropriation										
Supplemental										
Reversions										
Subtotal										
Decision Items - Wraparound Services Program										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole 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
DI # 3 Parole Wraparound Services program									1,800,000	
Parole Grants - CFE - FF	86,137		145,882		0		0		0	
START-UP	116,804		263,937		316,317		316,317			
DI # 2 Parole/Parole ISP/Re-Entry Caseload									349,825	
Reconciliation										
Long Bill Appropriation	75,798		226,358							
Supplemental	41,006		37,579							
Restrictions										
Reversions										
Subtotal	116,804		263,937							
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										
Cash Fund					0		0		0	
Cash Fund Exempt					0		0		0	
Federal Fund	86,137		145,882							

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **PAROLE 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	**8,107,352**	**9,337,634**	**10,623,120**	**11,864,148**	**14,440,323**
General Fund	8,021,215	9,191,752	10,623,120	11,864,148	14,440,323
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	86,137	145,882	0	0	0
Other					
Fund Lists					
Case Funds Exempt					
General Fund # 100					
Project Colorado Safe Neighborhoods	0	0			
Total Cash Funds Exempt	*0*	*0*	*0*	*0*	*0*
Federal Funds					
General Fund # 100					
Parole Pilot PJ (545)		31,172			
Building Bridges (546)		80,880			
Project Colorado Safe Neighborhoods (531)		18,238			
07 Cage; Colo Anti-Gang (560)		15,592			
Drug Enforcement Forfeitures U. S. Dept. of Justice	86,137		0	0	0
Total Federal Funds	*86,137*	*145,882*	*0*	*0*	*0*

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(5) COMMUNITY SERVICES**
(B) Parole Intensive Supervision (ISP) Subprogram

Line Items: Personal Services
Operating Expenses
Contract Services
Non-residential Services
Home Detention
Start-up Costs

Change Requests: DI #2 Parole-Parole ISP-Re-Entry Caseload Increase

Federal/State Statutory and Other Authority: 16-2.5-136 CRS – Community Parole Officer; 16-11.5 CRS – Substance Abuse in the Criminal Justice System; 16-11.7 CRS – Standardized Treatment Program for Sex Offenders; 16-11.8 CRS – Management of Domestic Violence Offenders; 16-11.9 CRS – Standardized Screening Process for Mentally Ill Offenders; 16-13-901 CRS – Community Notification Concerning Sexually Violent Predators; 17-1-103 CRS – Duties of Executive Director; 17-1-105 CRS – Powers of Executive Director; 17-2-201 CRS – State Board of Parole; 17-1-206.5 CRS – Preparole Release and Revocation Facility – Community Return-to-Custody Facility; 17-2-100.2 to 106 CRS – Division of Adult Parole; 17-22.5-101 to 17-22.5-207 CRS – Inmate and Parole Time Computation; 17-27.1-101 CRS – Nongovernmental Facilities for Offenders – Registration – Notifications – Penalties; 17-27.5-101 to 207 CRS – Intensive Supervision Programs for Offenders; 18-1.3-401 CRS - Felonies Classified – Presumptive Penalties (mandatory parole); 18-1.3-1001 CRS – Lifetime Supervision of Sex Offenders; 18-3-412.5 CRS - Failure to Register as a Sex Offender

Program Description: The Parole Intensive Supervision Program was established in CRS 17-27.5-101 through 106. The purpose of the program is to provide for public safety through the supervision of offenders released to the community by the State Board of Parole. Supervision responsibilities include domestic and interstate parolees. The Division provides offender risk management and release preparation through supervision, case management and treatment services.

Total FTE: 83.4

Services Provided
Offenders assigned to the Adult Parole Intensive Supervision Program receive enhanced supervision services consistent with statute, CRS 17-27.5-101 through 106, to provide public safety services, including highly restricted activities, weekly face to face contact with parole staff, daily telephone contact with parole staff, monitored curfews at the

offender's place of residence once a month, employment visitation, and monitoring twice a month.

Additional services include home visitations, drug and alcohol screening, treatment referrals, and monitoring, assuring payment of restitution and community service in a manner that shall minimize risk to the public.

The Parole ISP also provides home detention services. All offenders, assigned to Intensive Supervision and Home Detention, are placed on electronic monitoring. The ISP parole system provides structured supervision and accountability, which allows the offender to complete a portion of his/her sentence in the community. Community Parole Officers monitor and enforce strict rules of behavior and accountability. The failure to abide by these strict rules can result in the return to a custodial environment.

The supervision and case management of ISP parolees with special needs is an additional function of this subprogram. This population consists of sex offenders, the severely and persistently mentally ill, and those who are diagnosed as developmentally disabled.

The Division has a statutory mandate to return to custody any parolee who absconds from custody pursuant to CSR 17-2-207. Absconder pursuit and apprehension are mandatory functions of ISP parole as well as all other parole programs. Parole absconders account for approximately 4% of the parole population originating in Colorado.

Functions and Activities Summarized

Priority	Functions
1	Public Safety
2	ISP Case Management
3	Risk Assessment Management
4	Program Administration

Analysis of Functions and Activities

Public Safety: Enhanced management and supervision of ISP parolees involves the consistent monitoring and verification of degree of compliance with condition of parole as ordered by the State Board of Parole. This management and supervision includes electronic monitoring, surveillance, weekly office, home, employment contacts, daily telephone contact, and curfew. Assistance is also provided in the following areas: education, treatment, employment, housing, and other services as needed. The monitoring of restitution payment, granting of earned time, updating needs/risk classification and conducting investigations are also functions and activities essential to case management. The safety of the public is given the highest priority. Public safety issues involving ISP parolees, including the above, may also include arrest, filing of new criminal charges, requests to the Board of Parole for modification of conditions of supervision, and parole revocation hearings before the Board.

ISP Case Management: This function of enhanced supervision and case management of ISP parolees has several components, including conditions set by the Board of Parole. This monitoring and supervision includes electronic monitoring, surveillance, weekly office/home/employment contact, daily call-ins, curfews, assistance as necessary with education, housing, employment, treatment and other services available within the community on a case by case basis. Also important to this function are activities such as monitoring the collection of restitution, granting of earned time, updating needs/risk classification and conducting various types of investigations. Above all, public safety is considered the highest priority. Issues of public safety involving ISP parolees may include arrest, filing of new criminal charges, modification of conditions of supervision and Parole Board revocation hearings.

Risk Assessment Management (RAM): RAM is a program designed to establish a community supervision team that will be pro-active in the supervision, management, and monitoring of offenders identified as RAM cases. This population consists of those offenders whose identifiable risks to the community or to their personal well being can be effectively reduced by specialized mental health treatment. The offender poses a significant or extreme risk to public safety primarily due to mental health problems or violence potential. This population includes sex offenders, the severe and persistent mentally ill, child abusers, arsonists and the developmentally disabled.

Program Administration: Administration of the overall divisional and regional management duties include staff supervision, office support, training coordination, policy making, strategic planning, budgetary planning and implementation, response to legislative requests and involvement on committees that impact ISP parole supervision.

Shared Functions and Activities

Parole programs have interaction throughout the Criminal Justice System with similar and cooperating State, Federal and Local Government programs.

At the state level, several statutes mandate cooperation between similar programs within the State's Criminal Justice System. Section 16-11.5-101 through 106 requires the Judicial Department, DOC, and Departments of Public Safety, Human Services and Public Health to cooperate to standardize testing for substance abuse. At the local government level, Community Parole Officers interact with local law enforcement and jails statewide.

Similar or Cooperating Programs

Community Corrections - In the smaller rural communities, community and parole may be housed in the same building and are in a position to assist each other in a number of tasks that may include arrests and local transports.

Drug/Alcohol Treatment - TASC contract dollars are used for UA testing and treatment.

Mental Health Services - Community and Parole refer for services from the Approved Treatment Provider List.

Medical Services - Special program(s) will continue or are provided for specially targeted offenders once paroled.

Sex Offenders - A continuum of identification, management, supervision and treatment from entry into the correctional system (Diagnostic) to Community Corrections and Parole are provided.

Parole Board - The Division works with the Board regarding assignment of parolees to ISP, revocation hearings and modification of conditions of supervision.

Prioritized Objectives and Performance Measures

OBJECTIVE: Manage parole supervision resources for anticipated Parole and Parole ISP caseload increases through FY 2008-09 (by July 2009)

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: The number of Parole ISP program participants. Definition: The number of ISP parolees supervised in Colorado per fiscal year. Demonstrates: The need to maintain the funded level of ISP parolees under supervision in Colorado.	Target	811	1,000	1,000	1,000
	Actual	921	1,011		

OPTIONAL ELEMENTS

Trends

- Statistical reports indicate that the failure rate for mandatory release parolees (MRP) is significantly higher. The concept is to utilize the ISP parole program to reduce the failure rate and the return to prison of MRP parolees.

- The State of Colorado enacted a new statute requiring that 20% of offender earning must go to court ordered payments, e.g., child support and restitution. The Division of Community Corrections and Adult Parole will be implementing a system to track compliance with the statute and procedures for those offenders who fall behind in collections.

- The Division is currently utilizing global satellite tracking technology. This technology employs prototype computer equipment, software, and monitoring equipment to establish an offender tracking system which enables the supervising officer to know where the parolee is 24 hours a day 7 days a week. The application of this technology to an offender population that is considered high risk to public safety provides a significant risk management tool.

Workload Assumptions

- That all parole officers will continue to be required by statute to be Peace Officer Standards and Training (POST) certified.

- That the Mandatory Parole statute will continue to increase the parole population and impact the revocation rate.

- That the Colorado Sex Offender Lifetime Supervision Act of 1998 will impact the parole division workload.

- That limited funding will be available for offense specific treatment and programs for offenders with special needs.

- That outside resources (private as well as non-profit) are available to provide community assistance to parolees.

- That management and monitoring of programs/treatment services will take place to confirm attendance, compliance and timely reporting of treatment/program violations.

Accomplishments

- The Division of Community Corrections and Adult Parole are combined under one Director as of May 1, 2000. This represents efficiency at the Department level as one director position has been eliminated. Efficiencies at the program levels will continue to evolve in the upcoming budget years.

- Implemented all programmatic requirements for offenders with qualifying disabilities as mandated by the Montez Remedial Plan (by July 2005).

- The ISP call-in system has been implemented throughout all the Parole regions in the state.

Budget Impacts

- Although the state's prison and parole populations continue to grow, resources needed to address additional population impacts have been limited in past years by declining state general funds.

- Budgetary reductions in past years have resulted in fewer FTE assigned to this program (with commensurate increases in per-officer caseloads), and less resources for both monitoring and treatment services for parolees.

Subprogram 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.

Assumptions: Availability of funding for state-of-the-art technology to provide a continuum of supervision and treatment statewide for ISP parolees with special needs, those that demonstrate non-compliant behavior or for other reasons pose a higher risk in the community; availability of Division staff and resources statewide to ensure adequate services and supervision; all community parole officers will continue to meet Peace Officer Standards and Training (POST) certified and be trained in law enforcement; Colorado Sex Offender Lifetime Supervision Act of 1998 will have a significant effect on ISP parole population; the mandatory parole law will drive increases in ISP parole population.

Objective 1.1: Provide parole supervision resources to manage anticipated Parole and Parole ISP caseload increases during FY 07-08 through FY 08-09 (by July 2009).

Objective 1.2: Continue to field test during FY 07-08 state of the art monitoring and surveillance technology to increase the Division's ability to manage the risk of supervising inmates assigned to ISP who because of their criminal history, non-compliant behavior, Parole Board sanctions, or mental health issues require a high risk/ high intervention level of supervision.

Objective 1.3: Maintain appropriate special programs to meet ISP parole population needs during FY 08-09 through the appropriate budgetary processes.

Objective 1.4: Contingent upon resources available, develop and implement an expansion plan to increase the ISP parole population based upon the impacts of the Colorado Sex Offender Lifetime Supervision Act of 1998, Mandatory Parole and other high risk parolees.

Objective 1.5: Project the resource requirements to provide a continuity of offender supervision, management and treatment for those inmates eligible for ISP placement who have special needs and those who have shown non-compliant behavior as a part of the annual budget request for the Division of Adult Parole.

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: The parole population projections done by Legislative Council Staff (August, 2007) will be realized by the

actual numbers of offenders released to parole by the State Board of Parole; the State Board of Parole will continue, as a condition of parole, to direct ISP parolees to programs of self-improvement and lifestyle changes; no change in legislation impacting the Division of Adult Parole; continued base funding for program and adequate additional funding and FTE for program expansion; adequate contract funding available in the DOC for parole non residential placements and an increased number of residential beds available from the Division of Criminal Justice; availability of treatment and program funding, and state-of-the-art technology resources to provide a continuum of supervision and treatment statewide for ISP parolees with special needs, those who demonstrate non-compliant behavior or for other reasons pose a higher risk in the community; outside resources (private as well as non-profit) are available to provide community assistance to parolees.

Objective 2.1: Revise budgets sufficient to meet increasing workload requirements associated with supervision and management of parole cases and application hearings for anticipated caseload increases during FY 08-09 (by July 2009).

Objective 2.2: Promote the parole ISP program as a cost effective program to manage at least 15% of the total parole population and address the high failure rate of mandatory parolees.

Objective 2.3: Funding approval in the FY 08-09 "Long Bill" to increase the ISP parole program by June 30, 2009.

Objective 2.4: Maintain the ISP parole caseload to achieve the funded capacity level and, if resources are made available by the General Assembly, increase the ISP Average Daily Population (ADP).

Objective 2.5: Develop a drug and alcohol treatment model to address drug and alcohol problems of ISP parolees to reduce program failures due to alcohol/drug use. This treatment model will also be supported by a community based sanctions and remediation program.

Objective 2.6: Continue to develop community resources for the indigent ISP parolee and continue to increase the resources by June 30, 2009.

Objective 2.7: Develop and maintain, within regional offices, localized resource manuals of agencies that offer community services to ISP parolees.

Goal #3: 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.

Assumptions: Availability of contract resources and providers to fund the recommended level of supervision of treatment programs; availability of treatment services within the community statewide for ISP parolees with special needs and those who demonstrate non-compliant behavior; availability of Division staff and resources statewide to ensure equitable services and oversight.

Objective 3.1: Continue to develop a training program with the Board of Parole that will result in joint cooperation in establishing and monitoring revocation guidelines.

Objective 3.2: Continue an internal audit program to conduct compliance and performance audits of private service providers to evaluate the effectiveness and efficiency of operations and compliance with policies, rules, regulations and standards of the DOC, the American Correctional Association and the State of Colorado.

Goal #4: Communications - To maintain legislative, executive branch, media, and public support for the CDOC by providing timely and concise communications.

Assumption: Availability of resources to educate and provide educational opportunities for external stakeholders.

Objective 4.1: Follow the correct administrative procedures for dealing with the media and external stakeholders and conduct at least one annual meeting with the Department's Public Relations Officer.

Objective 4.2: Develop a partnership with the Legislature that will result in an improved understanding and support by meeting with the Department's Legislative Liaison as required during the legislative session.

Goal #5: Physical Plant Efficiencies - 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: Acquire and maintain American Correctional Association (ACA) Accreditation CDOC-wide for facilities and operating units (by July 2009).

Goal #6: Information Systems Efficiencies - To maintain 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.

Assumptions: Availability of resources at the Department level to provide staff and funding to develop and evaluate systems.

Objective 6.1: Secure appropriations and implement Parole and Community Electronic Records system to enhance public safety, officer/police safety, supervision/management, comprehensive parolee data, and systems integration through improved timeliness and effectiveness (by July 2009).

Objective 6.2: Develop and implement a state-wide tracking system using state-of-the-art technology for all identified high-risk parolees assigned to ISP Parole Programs.

Goal #7: To provide a professional work environment which promotes teamwork, respect and values employees.

Assumptions: Availability of resources at the DOC and Division level to ensure caseload and workload assigned to staff members is not excessive; appropriate training is available to staff and resources to provide promotional opportunities; adequate funding is available for pay for performance to reward all staff who demonstrate excellence.

Objective 7.1: Provide an Annual Training and Awards Conference to present training and recognize division employees who have shown exemplary performance by developing special categories to acknowledge job performance.

Objective 7.2: Ensure all program support staff are cross-trained on program support positions.

Objective 7.3: Develop and implement systems to recognize the outstanding contributions of at least one percent of the Division's employees each month, consistent with DOC Administrative Regulations.

Objective 7.4: During the Annual Training and Awards Conference, annually recognize contract service provider for their exemplary efforts to provide multi-disciplinary programs and program delivery systems.

Objective 7.5: Promote a more creative and professional work force by a 5% increase in in-service training.

Objective 7.6: Develop avenues that will improve staff working relations within the Division through increased communication efforts and cross training between work units by developing a training curriculum.

Objective 7.7: Promote methods to increase staff awareness of cultural, ethnic and gender differences by providing cultural sensitivity training on a continuing basis.

Stakeholders

Customer	Requirement
Citizens of Colorado	Adequate and cost effective supervision of ISP parolees to ensure public safety.
Legislature	Compliance with statutory requirements that impact ISP parolees.
Board of Parole	Supervision and enforcement of parole conditions as directed by the Board.

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
5) COMMUNITY SERVICES												
B) PAROLE ISP	7,406,812	375,410	48,656	0	1,176,093	(23,447)	(148,791)	8,834,733	83.4	0.0	12.0	95.4
Personal Services	4,195,958	375,410	48,656	0	542,713	(23,447)	0	5,139,290	83.4	0.0	12.0	95.4
Operating	444,756		0	0	48,873	0	0	493,629				
Contract Services	1,438,802		0	0	227,552	0	0	1,666,354				
Non-Residential Services	1,109,122		0	0	175,411	0	0	1,284,533				
Home Detention	69,383		0	0	0	0	0	69,383				
Start-Up	148,791		0	0	181,544	0	(148,791)	181,544				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole ISP 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
Position Detail										
Gen Prof VII	53,697	0.6	94,536	1.0			98,772	1.0	98,772	1.0
Com Par Manager	38,496	0.5	39,498	0.5			63,732	1.0	63,732	1.0
Comm/Parole Supervisor	251,698	3.5	330,636	4.4			432,311	5.7	432,311	5.7
Com Par Tm L	209,898	3.1	262,526	3.7			313,272	4.4	313,272	4.4
Com Par Officer	1,471,984	28.6	1,593,618	35.0			2,502,552	48.8	2,502,552	48.8
SS Pro Trn II							173,342	4.9	173,342	4.9
Program Assistant I/Office Manager	36,086	1.0	44,287	1.1			98,016	2.0	98,016	2.0
Data Specialist			30,774	1.0					0	0.0
Admin Assistant III	151,618	4.1	324,001	8.4			456,012	12.0	456,012	12.0
Admin Assistant II			32,756	1.1			107,244	3.6	107,244	3.6
Subtotal - Parole ISP	2,213,478	41.4	2,752,631	56.2			4,245,253	83.4	4,245,253	83.4
Salary Subtotal	2,213,478	41.4	2,752,632	56.2			4,245,253	83.4	4,245,253	83.4
PERA @ 10.15%	218,462		270,697				430,893		430,893	
Other Retirement Plans			832							
Medicare Tax @ 1.45%	28,938		36,535				61,556		61,556	
Compensation Match										
Base Reduction -.51%									(23,447)	
Other Personal Services										
Part-time/Temporary Salaries										
Contractual Services	194,464		1,882							
Overtime Pay	4,457		414							
Retirement/Termination/Payouts			3,652							
Tuition Reimbursement	480		1,950							
Vacancy Savings							0		0	
Subtotal of Personal Services	2,660,278	41.4	3,068,594	56.2	4,195,958	83.4	4,737,702	83.4	4,714,255	83.4
General Fund	2,660,278	41.4	3,068,594	56.2	4,195,958	83.4	4,737,702	83.4	4,714,255	83.4
POTS - Expenditures										
Shift Differential	55		32							
Health/Life Insurance	113,031		177,776				259,152		0	
HB 00-1215										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole ISP 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
Short-term Disability @ .21%/.045%	3,239		3,115				4,537		0	
AED/SAED	4,744		19,554				52,692			
Salary Survey							270,796 *			
Anniversary							*			
Pay for Performance							130,768 *			
Unemployment Security Payments										
Difference							(140,180)		(166,334)	
Total Continuation Personal Services	2,781,348	41.4	3,269,070	56.2	4,195,958	83.4	4,913,903	83.4	4,547,921	83.4
General Fund	2,781,348	41.4	3,269,070	56.2	4,195,958	83.4	4,913,903	83.4	4,547,921	83.4
ANNUALIZATION ITEMS - PERSONAL SERVICES										
Parole/Parole ISP DI Annualization									48,656	
TOTAL ANNUALIZATION ITEMS									48,656	0.0
Grand Total Continuation Personal Services	2,781,348	41.4	3,269,070	56.2	4,195,958	83.4	4,913,903	83.4	4,596,577	83.4
General Fund	2,781,348	41.4	3,269,070	56.2	4,195,958	83.4	4,913,903	83.4	4,596,577	83.4
DECISION ITEM - Personal Services										
DI # 2 Parole/Parole ISP/Re-Entry Caseload									542,713	12.0
TOTAL DECISION ITEMS									542,713	12.0
TOTAL PERSONAL SERVICES	2,781,348	41.4	3,269,070	56.2					5,139,290	95.4
General Fund	2,781,348	41.4	3,269,070	56.2					5,139,290	95.4
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							3,231,674	69.6	4,195,958	83.4
Previous Year Special Bills/Supplementals							62,874	1.0		
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							390,206		270,796	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole ISP 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
Annualized Anniversary (Option 8)-classified										
Pay for Performance									104,614	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							146,886	2.9	48,656	
Base Adjustment - .51%							(18,424)		(23,447)	
Adjustments (Decision Items, other)							382,742	9.9	542,713	12.0
Total Personal Services Appropriation/Request							4,195,958	83.4	5,139,290	95.4
General Fund							4,195,958	83.4	5,139,290	95.4
Cash Fund										
							(964,284)			
Personal Services Reconciliation										
Long Bill Appropriation	2,467,824	48.4	3,231,674	69.6						
Supplemental	24,210	0.6	(137,126)	1.0						
Additional Federal Funds										
Transfers										
Reversions			(8,495)							
General Fund										
Subtotal	2,492,034	49.0	3,086,053	70.6						
General Fund	2,492,034	49.0	3,086,053	70.6						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	127,763						270,796			
Anniversary							0			
Pay for Performance							130,768			
Shift Differential							0			
Medicare change										
Health/Life Insurance	113,229		179,780				259,152			
HB 00-1215							0			
Short Term Disability	3,239		3,237				4,537			
AED	45,083						52,692			
POTS Subtotal	289,314		183,017				717,945			
General Fund	289,314		183,017				717,945			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole ISP 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	2,781,348		3,269,070				4,913,903	83.4	5,139,290	95.4
Total Actual Personal Services	2,781,348		3,269,070				4,913,903	83.4	5,139,290	95.4
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2160 Custodial Services	7,579								0	
2170 Waste Disposal Svc			238				238		238	
2220 Bldg. Maintenance/Repair	70								0	
2230 Equip. Maintenance/Repair	8,771		584				584		584	
2232 IT Software Mtc/Upgrade	792		15,240				15,240		15,240	
2240 Motor Vehicle Maint./Repair	230								0	
2250 Misc. Rentals	106								0	
2252 Vehicle Mileage Charge	77,290		65,816				95,816		95,816	
2253 Rent for Equipment	12,456								0	
2254 Rental of Motor Vehicles			207				207		207	
2255 Rental of Bldgs	651								0	
2258 Parking Fees	580								0	
2259 Parking Fee Reimbursement			60				60		60	
2512 Travel - IS Per Diem	13,804		2,719				2,719		2,719	
2513 Travel - IS Vehicle Reimbursement			63				63		63	
2530 Travel Out of State									0	
2531 Travel OS Common Carrier	1,496		1,570				1,570		1,570	
2532 Travel OS Per Diem	5,065		659				659		659	
2540 Out of State - Non Empl									0	
2610 Advertising	348		7,514				7,514		7,514	
2630 Telephone and Telegraph	3,580		2,297				2,297		2,297	
2631 Comm Svc from Outside Source	7,711		8,822				17,798		17,798	
2680 Printing and Reproduction	2,682		448				448		448	
2710 Purchased Medical Services	489								0	
2810 Freight/Moving									0	
2820 Other Purchased Services	50,501								0	
2830 Office Moving			6,350				6,350		6,350	
2831 Storage	567		3,215				3,215		3,215	
3110 Other Supplies & Materials	4,590		33,901				43,901		43,901	
3112 Automotive Supplies			24				24		24	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole ISP 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
3113 Clothing/Uniform Allowance									0	
3114 Custodial/Laundry Supplies	80		300				300		300	
3115 Data Processing Supplies	391		73				73		73	
3116 Purchased Software			352				352		352	
3117 Educational Supplies			592				592		592	
3118 Food Service Supplies	13								0	
3120 Library Books, Per. and Subs			780				780		780	
3121 Office Supplies	18,751		27,699				37,699		37,699	
3122 Microfilm Photo Supplies/Svc									0	
3123 Postage	4,690		27				27		27	
3124 Printing and Copy Supplies	5,495		20,494				20,494		20,494	
3126 Repair/Maintenance Supplies	5								0	
3128 Noncapitalized Equipment	11,438		30,255				40,255		40,255	
3129 Pharmaceuticals									0	
3140 Non Capitalized IT - PCs			32,661				32,661		32,661	
3143 Non Capitalized IT Purchases - Other									0	
4110 Awards, Judgments, Losses									0	
4111 Prizes and Rewards	20								0	
4140 Dues and Memberships	485		315				315		315	
4170 Miscellaneous Fees	46		79				79		79	
4180 Official Functions			353				353		353	
4190 Patient & Client Care Expenses			1,685				1,685		1,685	
4195 Care and Subsistence - Rent to Owners	53,869		87,059				87,059		87,059	
4200 Purchase Discounts									0	
4220 Registration Fees	9,516		23,083				23,083		23,083	
4240 Employee Moving Exp.									0	
6210 Other Capital Equip/ ADP									0	
6280 Other Capital Equip.			248				248		248	
Total Operating Expenses	304,159		375,780		444,756		444,756		444,756	
General Fund	304,159		375,780		444,756		444,756		444,756	
Cash Fund	0		0							
Reconciliation										
Long Bill Appropriation	295,164		370,953							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole ISP 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
Supplemental	8,995		4,835							
Reversions			(8)							
Subtotal	304,159		375,780							
Decision Items- Operating										
DI # 2 Parole/Parole ISP/Re-Entry Caseload									48,873	
CONTRACT SERVICES - P68	1,063,888		1,155,343		1,438,802		1,438,802		1,438,802	
Reconciliation										
Long Bill Appropriation	1,022,190		1,136,562							
Supplemental	41,698		127,477							
Reversions			(108,696)							
Subtotal	1,063,888		1,155,343							
Decision Items- Contract Services										
DI # 2 Parole/Parole ISP/Re-Entry Caseload									227,552	
Non-Residential Services - P48	820,115		918,649		1,109,122		1,109,122		1,109,122	
Reconciliation										
Long Bill Appropriation	787,972		876,136							
Supplemental	32,143		98,267							
Reversions			(55,754)							
Subtotal	820,115		918,649							
Decision Items- Non- Residential Services										
DI # 2 Parole/Parole ISP/Re-Entry Caseload									175,411	
Home Detention - P58	69,383		69,383		69,383		69,383		69,383	
Decision Items - Home Detention										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole ISP 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
Reconciliation										
Long Bill Appropriation	69,383		69,383							
Supplemental										
Reversions										
Subtotal	69,383		69,383							
Start Up	64,615		175,575		148,791		148,791			
DI# 2 Parole/Parole ISP/Re-Entry Caseload									181,544	
Reconciliation										
Long Bill Appropriation	42,248		164,666							
Supplemental	22,367		10,909							
Reversions										
Subtotal	64,615		175,575							
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										
Cash Fund	0		0		0		0		0	
Cash Fund Exempt										
Federal Fund										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **PAROLE ISP 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	**5,103,508**	**5,963,800**	**7,406,812**	**8,124,757**	**8,834,733**
General Fund	5,103,508	5,963,800	7,406,812	8,124,757	8,834,733
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: **(5) COMMUNITY SERVICES**
(C) Community Intensive Supervision (ISP) Subprogram

Line Items: Personal Services
Operating Expenses
Contract Services
Start-up Costs

Change Request(s): DI #5 Community Corrections Caseload Increase

Federal/State Statutory and Other Authority: 16-2.5-136 CRS – Community Parole Officer; 16-11.5 CRS – Substance Abuse in the Criminal Justice System; 16-11.7 CRS – Standardized Treatment Program for Sex Offenders; 16-11.8 CRS – Management of Domestic Violence Offenders; 16-11.9 CRS – Standardized Screening Process for Mentally Ill Offenders; 16-13-901 CRS – Community Notification Concerning Sexually Violent Predators; 17-1-103 CRS – Duties of Executive Director; 17-1-105 CRS – Powers of Executive Director; 17-2-201 CRS – State Board of Parole; 17-1-206.5 CRS – Preparole Release and Revocation Facility – Community Return-to-Custody Facility; 17-2-100.2 to 106 CRS – Division of Adult Parole; 17-22.5-101 to 17-22.5-207 CRS – Inmate and Parole Time Computation; 17-27-105.5 CRS – Community corrections program agents – duties – arrest powers; 17-27.1-101 CRS – Nongovernmental Facilities for Offenders – Registration – Notifications – Penalties; 17-27.5-101 to 106 CRS – Intensive Supervision Programs for Offenders; 17-27.7-104 CRS-Regimented inmate discipline and treatment, Harper v. Young S. Cr. 1997 WL 117041 (U.S. Okla.), Morrissey v. Brewer, 408 U.S. 471, 92 S. Ct. 2593, 33 L.Ed.2d 484.; 17-27.9-102 CRS – Community corrections and specialized restitution and community service programs; 18-1.3-301 CRS – Authority to place offenders in community corrections programs; 18-1.3-401 CRS - Felonies Classified – Presumptive Penalties (mandatory parole); 18-1.3-1001 CRS – Lifetime Supervision of Sex Offenders; 18-3-412.5 CRS - Failure to Register as a Sex Offender.

Program Description: The subprogram exists to protect the general public through effective management of criminal offenders in controlled environments which are efficient, safe, humane, and appropriately secure. Meaningful work and self-improvement opportunities are provided to assist offenders with community reintegration. In support of the Department of–Corrections (DOC) mission, the Community Intensive Supervision Program (ISP) provides a progressive non-residential community-based program in collaboration with local government and private contracting agencies as an earned option for adult inmates under the jurisdiction of the DOC. These inmates are in transition from a community residential facility or DOC prison facility. The Division of Community Corrections is responsible for administering the Inmate ISP program which allows eligible inmates to reside in their personal or in an approved residence six months prior to parole eligibility.

Total FTE: 57.5

Services Provided

Community Corrections Board approval is required prior to placement and an "ISP investigation" is conducted by the Community Corrections Agent to determine the acceptability of the "sponsor" and that the proposed residence is conducive to positive adjustment. The agent investigates the location and type of employment the inmate is required to maintain and the availability of appropriate treatment and program resources including electronic monitoring capabilities. In preparation of the Inmate ISP supervision plan, the agent performs a comprehensive inmate case file review to evaluate the inmate's offense and escape history, institutional adjustment and treatment program participation and success. The supervision plan includes requirements for programs, treatment and curfew as well as other restrictions to be maintained while the inmate is assigned to the Inmate ISP Program.

The Division combined the referral process for ISP with the residential referral process, and an estimated ISP release date was established for all residential inmates as part of the supervision/release plan.

Public Safety and Community Responsiveness - Public safety and community response functions comprise an estimated sixty five percent (65%) of total program cost. The Inmate ISP program is unique in that it provides highly structured inmate supervision on a private approved residence. The program concept is to provide "extended coverage" in the community by establishing a network with law enforcement, treatment provider and other private and public community-based resources to maintain the inmate safely and successfully within the community.

Supervision standards are set in statute and regulation and include a comprehensive on-going risk assessment of the inmate which emphasizes frequent face to face inmate contact, counseling and family reintegration, home and employment visits, substance abuse monitoring, restrictive curfew, specific treatment and employment referrals, required treatment participation and payment responsibility, day reporting requirements, and electronic surveillance. The Division agent is responsible to respond to attempted escapes and critical incidents, make arrests, administer the disciplinary process and remove the inmate from the community as necessary. The division has established a 24-hour "command post" as a continuous communicator between the Division, contract providers, facilities, and law enforcement statewide to monitor and respond to inmate activities.

The Division has implemented an electronic paging system as an additional risk management tool. The inmate is paged throughout the day and required to call back into the system to verify his/her location. The system is available 24 hours a day and can be used on demand by community parole officers to page inmates to verify location or for other reasons. The system identifies the location of the call via the "caller ID" technology. This technology sets the stage for more advanced electronic devices as they become affordable and available.

Contract Program Oversight - The community parole officer is responsible to recommend and require the inmate to participate in treatment with approved treatment providers and vocational

and educational programs. The officer provides an exit report which will assist in auditing and evaluating the effectiveness of the treatment and programs in which the inmate participated.

Functions and Activities Summarized

Priority	Functions
1	Public Safety
2	Management
3	On Going Effectiveness Measure
4	Program Administration
5	Offender Employment Readiness
6	Enhanced Referral, Tracking, and Program Outcome

Analysis of Functions and Activities

Public Safety: The ISP program prepares inmates for successful transition to parole release or discharge of sentence and provides for public safety. Inmates are closely supervised by community corrections agents, are required to maintain paid employment, must participate in required programs, and are electronically monitored 24 hours daily. The program utilizes specialized electronic paging and global position satellite (GPS) tracking devices for high risk inmates. Successful transition into the ISP program requires the inmate to achieve independent living and self responsibility through paid employment which provides resources for living expenses, restitution, and child support payments. Participation in self improvement opportunities includes educational, counseling, and treatment programs. The Division is responsible for responding to non-compliant behavior through the application of sanctions or removal of the inmate from the community.

Management: Many of the effectiveness innovations developed for the community corrections residential programs also apply to the non-residential ISP. Several innovations have been developed specifically for the ISP as discussed below. Overall, the ISP program by concept and design is the most efficient and cost effective incarceration alternative. The cost effectiveness is due to the offender living in his own or an approved residence and paying all living expenses, and a share of the day reporting and treatment expenses.

The effectiveness of the program is a result of the use of the electronic monitoring devices coupled with a 24:1 inmate to officer supervision caseload ratio and appropriate treatment. Contract Day Reporting Centers statewide increase the span of monitoring and surveillance capabilities for officers. The program design allows offenders to be reunited with family members and children which contribute to the overall effectiveness of the ISP.

The Division implemented an electronic paging system which sets the stage for the Division to utilize other state of the art surveillance tools as they become affordable and available. The Division is currently using GPS devices with inmates in residential programs. These devices are used on inmates in the ISP program who present a high risk or are high intervention.

The Division is continuing to contract with boards at a reduced level of two (2) percent for administrative costs. However, the list of Local Community Boards who will not contract with the state at this reduced level continues to increase statewide.

On Going Effectiveness Measure: The Division has an ongoing interest in continuing to acquire the state of the art technology in electronic monitoring as an effective and efficient approach to increase offender supervision. The current devices monitor curfew compliance within the home or job site but do not have the capability to monitor offender movement and location within the community. Technological advances provide field monitoring, i.e., the capability to monitor inmate movements within the community. This capability has the potential to change the public safety image and reality of supervising offenders in the community. It provides the technology, coupled with the intensive field agent contact standards, to greatly reduce the public safety risk of managing offenders within the community.

When successfully implemented, the technology will manage the risk of placing difficult- to-supervise offenders within the community. These offenders would otherwise remain in prison until their discharge or mandatory release date. These include: offenders who have a history of escape (without force, i.e., walk-away from community centers), offenders at risk to re-offend for substance abuse violations or other non-violent crimes, and offenders who have been convicted of violent crimes and are nearing mandatory parole release or discharge of sentence.

Program Administration: Program administration includes the preparation of statistical and budget reports to measure program performance and effectiveness. For example, each agent is responsible for providing a daily activity log (DAL) which records the functions that the agent has performed during the day. The data compiled from this daily log provide input for the DOC's required annual report to the State Legislature on the Inmate ISP program performance and effectiveness.

Offender Employment Readiness: The Division contracts with a private provider to develop an employer network for inmates, conduct employment evaluations, assist inmates with job search, and provide training which prepares inmates to become employed and to retain employment. Allows inmates the capability of paying all living expenses, restitution costs, and child support prior to parole or discharge.

Enhanced Referral, Tracking and Program Outcome: The Division will continue to increase the efficiency in the referral process for ISP inmates. This effort will capture savings as the inmates move/progress more efficiently from more expensive programs (residential programs, prison, intermediate sanctions) to the least costly ISP alternative.

Shared Functions and Activities

ISP Inmate Population Management: The ISP program is the only "non-residential" DOC incarceration program in which inmates are placed and supervised in their or another approved private residence. The population management function for Inmate ISP is unique in the DOC, because inmates are typically already living in a community corrections contract facility and are referred by the community facility for progression to Community ISP. An average of 20% of Inmate ISP placements are directly from DOC prisons.

Shared Responsibilities: The Division is responsible for shared fiscal and contract management with the Division of Criminal Justice (DCJ) in the Department of Public Safety (DPS). DCJ

administers the appropriation for the community corrections contract facilities and programs statewide.

Similar or Cooperating Programs

Inmate ISP has interaction throughout the Criminal Justice System with similar and cooperating State Federal and Local Government programs: for example, Department of Public Safety, Division of Criminal Justice (DCJ) is responsible to establish standards and perform audits and provide technical assistance to Community Corrections Programs which includes Day Reporting programs for Inmate ISP. The areas included are: public safety, health and safety, internal controls, statutory compliance, fiduciary duties. The funding for Inmate ISP is appropriated through the DOC since 1998.

Prioritized Objectives and Performance Measures

OBJECTIVE: Manage community supervision resources for anticipated Community Supervision and Community ISP caseload increases through FY 2008-09 (by July 2009).
OBJECTIVE: Increase ISP inmate placement options in the DOC while maintaining existing supervision standards (by June 30, 2009).

		FY 05-06	FY06-07	FY07-08	FY08-09
MEASURE: Maintain Inmate ISP at funded capacity/ADA Definition: The number of ISP funded in the baseline appropriation. Demonstrates: The program's ability to maintain the funded capacity for ISP.	Target	958	1,031	1,104	1,177
	Actual	876	869		
MEASURE: Percent of inmate population placed in the Community ISP. Definition: Percent of inmate population placed in the Community ISP. Demonstrates: The program's ability to expand Community ISP placement to meet the targeted 4.5% of inmate population.	Target	4.5%	4.5%	4.5%	4.5%
	Actual	4.1%	4.0%		

OPTIONAL ELEMENTS

Trends

- Services are being expanded to more areas in the state. Expanded areas include: Alamosa, Durango and Monte Vista. As the program continues to grow, it is anticipated that services will be expanded to additional locations in the state.

- Offenders with Mental Illness (OMI) assigned to the residential Therapeutic Community pilot program at Independence House are beginning to transition to ISP inmate. This represents significant progress with this difficult population.

- With the General Assembly's funding support, the DOC will achieve the goal to maintain 4.5% of the DOC inmate population in the inmate ISP program.

- The various electronic surveillance devices, e.g., electronic paging and GPS, piloted by the Division are becoming accepted as proven public safety tools providing increased capability of managing risk in the community.

- As the ISP program continues to manage a more diverse population, the Division will be required to continue to increase the range of services and cultivate service providers in the service areas statewide. In some of the small communities it can be challenging to find and contract for the complete range of services.

- The State of Colorado enacted a new statute requiring that 20% of offender earnings must go to court ordered payments, e.g., child support and restitution. The Division of Community Corrections and Adult Parole will be implementing a system to track compliance with the statute and procedures for those offenders who fall behind in collections.

- The Division of Adult Parole and Community Corrections are preparing to transition to an electronic record keeping system. This tool will enhance record keeping techniques, research capability, restitution collection tracking and internal audit capabilities within parole, community corrections and the DOC. This type of system has demonstrated effectiveness in other states.

Accomplishments

- The results of the electronic paging and GPS pilot programs have_been evaluated and included in a report to the General Assembly in July 2001.

- Implemented all programmatic requirements for offenders with qualifying disabilities as mandated by the Montez Remedial Plan (by July 2005)

Budget Impacts - While inmate populations continue to climb, resources in past years for the community ISP subprogram have been reduced. Budgetary reductions have resulted in fewer FTE assigned to this program (with commensurate increase in per-officer caseloads), and less resources for both monitoring and treatment services for inmates.

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.

Assumptions: Availability of funding for state-of-the-art technology to provide a continuum of supervision and treatment statewide for ISP inmates with special needs, those that demonstrate non-compliant behavior or for other reasons pose a higher risk in the community; availability of Division staff and resources statewide to ensure adequate services and supervision.

Objective 1.1: Increase Community Residential and Community ISP placement options relative to anticipated caseload increases during FY 08-09 (by July 2009).

Objective 1.2: Continue improving a state-wide tracking system using state-of-the-art technology for all identified high-risk inmates assigned to non-residential ISP Community Corrections Programs.

Objective 1.3: Project the resource requirements to provide a continuity of offender supervision, management and treatment for those inmates eligible for ISP placement who have special needs and those who have shown non-compliant behavior as a part of the annual budget request for the Division of Community Corrections.

Objective 1.4: Increase the non-residential placement availability for Chronically Mentally Ill (CMI) and sex offenders.

Objective 1.5: Improve and enhance security systems and DOC apprehension efforts so that the percentage of escapees from Community Corrections programs at large compared to total inmates and parolees, respectively, is reduced by ten percent (10%).

Objective 1.6: Continue to utilize monitoring and surveillance technology to increase the Division's ability to manage the risk of supervising inmates assigned to ISP who because of their criminal history, non-compliant behavior, Parole Board sanctions, or mental health issues require a high risk/ high intervention level of supervision.

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: No change in legislation; Legislative Council Staff (LCS) population projections accurately reflect population changes for inmates eligible for community placement; continued base funding for program and adequate additional funding and FTE for program expansion; adequate contract funding available in the DOC for inmate non- residential placements; available referrals and approval rate from Community Corrections Boards are sufficient to maintain the 4.5% target of DOC

inmates the intensive supervision program (ISP); availability of treatment and program funding, and state-of-the-art technology resources to provide a continuum of supervision and treatment statewide for inmates with special needs, those who demonstrate non-compliant behavior or for other reasons pose a higher risk in the community.

Objective 2.1: Promote the Inmate ISP program as the most cost effective alternative to incarceration for DOC inmates during FY 07-08.

Objective 2.2: Increase the progression rate from ISP to parole by two (2) percent over 2007 through improved case management, release planning and coordination with the parole board.

Objective 2.3: Develop a drug and alcohol treatment model to address drug and alcohol problems of ISP inmates to reduce program failures due to alcohol/drug use. This treatment model will also be supported by a community-based sanctions and remediation program.

Goal #3: 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.

Assumptions: Availability of resources at the DOC level to provide staff and funding to develop and evaluate programs. Availability of contract resources and providers to fund the recommended level of supervision of treatment programs; availability of treatment within the community statewide for ISP inmates with special needs and those who demonstrate non-compliant behavior; availability of Division staff and resources statewide to ensure equitable services and oversight.

Objective 3.1: Establish guidelines for all ISP providers that are in accordance with the American Correctional Association standards.

Objective 3.2: Develop and implement an internal audit program to conduct compliance and performance audits of each ISP program to evaluate the effectiveness and efficiency of operations and compliance with policies, rules, regulations and standards of the DOC, the American Correctional Association and the State of Colorado.

Objective 3.3: Maintain the ISP inmate caseload at 4.5% during FY 07-08 to achieve the funded capacity level by June 30, 2008.

Goal #4: Communications - To maintain legislative, executive branch, media, and public support for the CDOC by providing timely and concise communications.

Assumption: Availability of resources to educate and provide educational opportunities for external stakeholders.

Objective 4.1: Follow the correct administrative procedures for dealing with the media and external stakeholders and conduct at least one annual meeting with the DOC's Public Relations Officer.

Objective 4.2: Update the Division's brochure to include all new Community Corrections programs.

Objective 4.3: Send the Division's employee of the year to a national conference to enhance the professional image of the DOC and to network with other state's to share expertise.

Objective 4.4: Develop a partnership with the Legislature that will result in an improved understanding and support by meeting with the DOC's Legislative Liaison during January each year and as required during the legislative session.

Goal #5: Physical Plant Efficiencies - 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: Acquire and maintain American Correctional Association (ACA) Accreditation CDOC-wide for facilities and operating units (by July 2008).

Goal #6: Information Systems Efficiencies - To maintain 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.

Assumptions: Availability of resources at the Department level to provide staff and funding to develop and evaluate systems.

Objective 6.1: Secure appropriations and implement Parole and Community Electronic Records system to enhance public safety, officer/police safety, supervision/management, comprehensive parolee data, and systems integration through improved timeliness and effectiveness (by July 2008).

Objective 6.2: Develop and implement a state-wide tracking system using state-of-the-art technology for all identified high-risk inmates assigned to ISP inmate Programs.

Goal #7: To provide a professional work environment which promotes teamwork, respect and values employees.

Assumptions: Availability of resources at the DOC and Division level to ensure caseload and workload assigned to staff members is not excessive; appropriate training is available to staff and resources to provide promotional opportunities; adequate funding is available for pay for performance to reward all staff who demonstrate excellence.

Objective 7.1: Provide an Annual Training and Awards Conference to present training and recognize division employees who have shown exemplary performance by developing special categories to acknowledge job performance.

Objective 7.2: Ensure all program support staff are cross-trained on program support positions.

Objective 7.3: Develop and implement systems to recognize the outstanding contributions of at least one percent of the Division's employees each month, consistent with DOC Administrative Regulations.

Objective 7.4: During the Annual Training and Awards Conference, annually recognize contract service provider for their exemplary efforts to provide multi-disciplinary programs and program delivery systems.

Stakeholders

Customer	Requirement
Community Corrections Boards	Review and approve all placements in applicable locales and jurisdictions.
Contract Providers	Co-providers with the subprogram managing the risk of placing inmates in the community.
Citizens of Colorado	ISP inmates are supervised to ensure the safety of the public and provide a cost effective alternative to incarceration.
DOC Inmates	Provides an alternative to incarceration while preparing the inmate for transition to parole or discharge.

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
5) COMMUNITY SERVICES												
C) COMMUNITY ISP	7,402,512	268,691	13,948	0	77,722	(17,515)	(47,920)	7,697,438	57.5	0.0	0.5	58.0
Personal Services	3,120,680	268,691	13,948	0	22,674	(17,515)	0	3,408,478	57.5	0.0	0.5	58.0
Operating	535,728		0	0	2,146	0	0	537,874				
Contract Services	3,698,184		0	0	44,973	0	0	3,743,157				
Start-up	47,920		0	0	7,929	0	(47,920)	7,929				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community ISP 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
Position Detail										
Com Par Supv	428,409	5.4	324,336	4.3			519,108	7.0	519,108	7.0
Com Par Tm L	63,596	1.1					52,440	1.0	52,440	1.0
Com Par Officer	1,690,740	34.1	1,810,976	35.6			2,224,104	41.5	2,224,104	41.5
SS Pro Trn II							79,020	2.0	79,020	2.0
IT Tech II	15,803	0.2	18,490	0.4			42,816	1.0	42,816	1.0
Program Assistant II	45,732	1.0	19,570	0.4			53,832	1.0	53,832	1.0
Admin Assistant III	43,548	1.0	25,539	0.7			33,768	1.0	33,768	1.0
Admin Assistant II							29,748	1.0	29,748	1.0
Gen Prof VII	53,697	0.6	94,536	1.0			98,772	1.0	98,772	1.0
Gen Prof IV	40,090	0.7	68,604	1.2			71,676	1.0	71,676	1.0
Gen Prof II									0	0.0
Subtotal: Community Services ISP C08	2,381,615	44.1	2,362,051	43.6			3,205,284	57.5	3,205,284	57.5
Salary Subtotal	2,381,615	44.1	2,362,051	43.6			3,205,284	57.5	3,205,284	57.5
PERA @ 10.15%	233,845		233,468				325,336		325,336	
Other Retirement Plans										
Medicare Tax @ 1.45%	31,872		32,889				46,477		46,477	
Compensation Match										
Base Reduction -.51%									(17,515)	
Other Personal Services										
Part-time/Temporary Salaries	11,930		10,182							
Contractual Services	207,844									
Overtime Pay	8,237		(1,321)							
Retirement/Termination/Payouts	7,676		5,532							
Tuition Reimbursements	1,574		299							
Vacancy Savings							0		0	
Subtotal of Personal Services	2,884,593	44.1	2,643,100	43.6	3,120,680	57.5	3,577,097	57.5	3,559,582	57.5
General Fund	2,884,593	44.1	2,643,100	43.6	3,120,680	57.5	3,577,097	57.5	3,559,582	57.5
POTS - Expenditures										
Shift Differential	192		86							
Health/Life Insurance	134,441		161,855				200,244		0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community ISP 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
HB00-1215										
Short-term Disability @ .21%/.045%	3,505		2,736				3,361		0	
AED/SAED	5,055		16,368				39,189			
Salary Survey							88,752 *			
Anniversary							*			
Pay for Performance							224,924 *			
Unemployment Security Payments										
Difference							(142,741)		(187,726)	
Total Continuation Personal Services	3,027,786	44.1	2,824,146	43.6	3,120,680	57.5	3,677,150	57.5	3,371,856	57.5
General Fund	3,027,786	44.1	2,824,146	43.6	3,120,680	57.5	3,677,150	57.5	3,371,856	57.5
ANNUALIZATION ITEMS - PERSONAL SERVICES										
Community DI Annualization									13,948	
TOTAL ANNUALIZATION ITEMS									13,948	0.0
Grand Total Continuation Personal Services	3,027,786	44.1	2,824,146	43.6	3,120,680	57.5	3,677,150	57.5	3,385,804	57.5
General Fund	3,027,786	44.1	2,824,146	43.6	3,120,680	57.5	3,677,150	57.5	3,385,804	57.5
DECISION ITEM - Personal Services										
DI # 5 Community/Community ISP Caseload									22,674	0.5
TOTAL DECISION ITEMS									22,674	0.5
TOTAL PERSONAL SERVICES	3,027,786	44.1	2,824,146	43.6	3,120,680	57.5			3,408,478	58.0
General Fund	3,027,786	44.1	2,824,146	43.6	3,120,680	57.5			3,408,478	58.0
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							2,869,840	53.3	3,120,680	57.5
Previous Year Special Bills/Supplemental										
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							82,227		88,752	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community ISP 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
Annualized Anniversary (Option 8)-classified										
Pay for Performance									179,939	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							14,305		13,948	0.0
Base Adjustment - .51%							(14,760)		(17,515)	
Adjustments (Decision Items, other)							169,068	4.2	22,674	0.5
Total Personal Services Appropriation/Request							3,120,680	57.5	3,408,478	58.0
General Fund							3,120,680	57.5	3,408,478	58.0
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	2,587,817	49.5	2,869,840	53.3						
Supplemental			(200,000)							
Special Bills - HB 98-1242										
Additional Federal Funds										
Transfers										
Reversions			(12,234)							
Subtotal	2,587,817	49.5	2,657,606	53.3						
General Fund	2,587,817	49.5	2,657,606	53.3						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	295,584		(5,000)				88,752			
Anniversary							0			
Pay for Performance							224,924			
Shift Differential							0			
Medicare change										
Health/Life Insurance	134,440		168,679				200,244			
HB 00-1215							0			
Short Term Disability	3,505		2,861				3,361			
AED	6,440						39,189			
POTS Subtotal	439,969		166,540				556,470			
General Fund	439,969		166,540				556,470			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community ISP 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	3,027,786		2,824,146				3,677,150	57.5	3,408,478	58.0
Total Actual Personal Services	3,027,786		2,824,146				3,677,150	57.5	3,408,478	58.0
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2150 Other Cleaning Services									0	
2160 Custodial Services	16,026		37,728				37,728		37,728	
2170 Waste Disposal Svc			500				500		500	
2210 Other Maintenance/Repair Svc									0	
2220 Building Maintenance/Repair	5,260		475				475		475	
2230 Equip. Maintenance/Repair	15,382		5,114				5,114		5,114	
2231 Computer Equip. Maintenance/Repair	390								0	
2232 Software Maint./Upgrade	1,120		36,000				36,000		36,000	
2240 Motor Vehicle Maint/Repair	44		87				87		87	
2250 Misc. Rental									0	
2251 Rental/Lease Vehicle									0	
2252 Vehicle Mileage Charge	135,550		163,150				185,068		185,068	
2253 Rent for Equipment	24,209								0	
2254 Rent for Vehicle	290		54				54		54	
2255 Rental of Bldgs.	79								0	
2258 Parking Fees	680		1,620				1,620		1,620	
2259 Parking Fee Reimbursement	102		176				176		176	
2512 Travel - IS Per Diem	13,549		20,876				20,876		20,876	
2513 Travel - IS Vehicle Reimbursement	676		1,184				1,184		1,184	
2522 IS/Non-Empl Per Diem									0	
2523 IS/Non-Empl Veh Reimbursement									0	
2530 Travel - OS	516		269				269		269	
2531 Travel - OS Common Carrier	9,108		7,017				7,017		7,017	
2532 Travel - OS Per Diem	2,402		4,332				4,332		4,332	
2540 OS Travel/Non Empl	1,787		1,149				1,149		1,149	
2551 OC Common Carrier			4,608				4,608		4,608	
2560 Out-Of-Country Travel/Non-Empl			1,216				1,216		1,216	
Out-of-State reduction 15%									0	
2610 Advertising	4,939								0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community ISP 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
2630 Telephone and Telegraph	2,795		814				814		814	
2631 Comm Svc from Outside Source	75,216		56,440				56,440		56,440	
2660 Insurance									0	
2680 Printing/Reproduction	1,799		142				142		142	
2690 Legal Services									0	
2710 Medical Contract									0	
2810 Freight	61								0	
2820 Other Purchased Services	85,041								0	
2830 Office Moving	299		800				800		800	
2831 Storage	373								0	
3110 Other Supplies/Materials	6,553		9,302				9,302		9,302	
3112 Automotive Supplies	73		37				37		37	
3113 Educ. & Rec. Supplies & Service			977				977		977	
3114 Custodial and Laundry Supplies	187								0	
3115 DP Supplies	464								0	
3116 Purchased Software	5,060		565				565		565	
3117 Educational Supplies	245								0	
3118 Food and Food Svc. Supplies	27		50				50		50	
3119 Laboratory & Medical Supplies	92								0	
3120 Library Books, Per. and Subs	855		1,322				1,322		1,322	
3121 Office Supplies	43,922		11,656				11,656		11,656	
3122 Microfilm Photo Supplies & Service									0	
3123 Postage	6,220		8,827				8,827		8,827	
3124 Printing/Copy Supplies	10,263		15,630				15,630		15,630	
3126 Repair & Maintenance Supplies	551								0	
3128 Noncapitalized Equipment	9,523		18,159				18,159		18,159	
3129 Pharmaceuticals									0	
3140 Non Capitalized IT - PCs			44,781				44,781		44,781	
3141 Non Capitalized IT - Servers									0	
3143 Non Capitalized IT Purchases - Other			983				983		983	
3940 Electricity	1,768		1,675				1,675		1,675	
3970 Natural Gas	589		576				576		576	
4100 Other Operating Expenses									0	
4110 Losses									0	
4111 Prizes/Awards	277								0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community ISP 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
4117 Reportable Claims Against State									0	
4140 Dues and Memberships	364		26,394				26,394		26,394	
4151 Interest/Late Payments									0	
4170 Miscellaneous Fees/Fines	10		10				10		10	
4180 Official Functions	120		721				721		721	
4190 Patient & Client Care Expenses									0	
4200 Purchased Discounts									0	
4220 Registration Fees	10,817		14,755				14,755		14,755	
4240 Employee Moving Exp.									0	
6140 Leasehold Improve-Dir Purchase									0	
6210 ADP Equipment - Dir Purchase									0	
6212 IT Servers - Dir Purchase									0	
6213 IT Software Direct Purchase									0	
6280 Other Capital Equip.			13,640				13,640		13,640	
Total Operating Expenses	495,672		513,810		535,728		535,728		535,728	
General Fund	495,672		513,810		535,728		535,728		535,728	
Reconciliation										
Long Bill Appropriation	487,850		513,810							
Supplemental	7,822									
Reversions										
Subtotal	495,672		513,810							
Decision Items - Operating										
DI# 3 Community/Community ISP Caseload									2,146	
CONTRACT SERVICES - C58	3,314,181		3,270,440		3,698,184		3,698,184		3,698,184	
Reconciliation										
Long Bill Appropriation	3,314,181		3,507,912							
Supplemental										
Reversions			(237,472)							
Subtotal	3,314,181		3,270,440							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community ISP 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 Items - Contract Services										
DI # 5 Community/Community ISP Caseload									44,973	
START-UP	24,852		40,926		47,920		47,920			
DI # 5 Community/Community ISP Caseload									7,929	
Reconciliation										
Long Bill Appropriation	24,852		40,927							
Supplemental										
Reversions			(1)							
Subtotal	24,852		40,926							
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										
Cash Fund										
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4

SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS

AGENCY: COMM ISP 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	**6,862,491**	**6,649,322**	**7,402,512**	**7,958,982**	**7,697,438**
General Fund	6,862,491	6,649,322	7,402,512	7,958,982	7,697,438
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: **(5) COMMUNITY SERVICES**
(D) Community Supervision Subprogram
(1) Community Supervision

Line Items: Personal Services
Operating Expenses
Community Mental Health Services
Psychotropic Medication
Contract Services for High Risk Offenders
Contract Services for Fugitive Returns
Start-up Costs

Change Request(s): DI #5 Community Corrections Caseload Increase

Federal/State Statutory and Other Authority: 16-2.5-136 CRS – Community Parole Officer; 16-11.5 CRS – Substance Abuse in the Criminal Justice System; 16-11.7 CRS – Standardized Treatment Program for Sex Offenders; 16-11.8 CRS – Management of Domestic Violence Offenders; 16-11.9 CRS – Standardized Screening Process for Mentally Ill Offenders; 16-13-901 CRS – Community Notification Concerning Sexually Violent Predators; 17-1-103 CRS – Duties of Executive Director; 17-1-105 CRS – Powers of Executive Director; 17-2-201 CRS – State Board of Parole; 17-1-206.5 CRS – Preparole Release and Revocation Facility – Community Return-to-Custody Facility; 17-2-100.2 to 106 CRS – Division of Adult Parole; 17-22.5-101 to 17-22.5-207 CRS – Inmate and Parole Time Computation; 17-27.1-101 CRS – Nongovernmental Facilities for Offenders – Registration – Notifications – Penalties; 17-27.7-104 CRS-Regimented inmate discipline and treatment, Harper v. Young S. Cr. 1997 WL 117041 (U.S. Okla.), Morrissey v. Brewer, 408 U.S. 471, 92 S.Ct. 2593, 33 L.Ed.2d 484.; 18-1.3-301 CRS – Community Corrections and Specialized Restitution and Community Service Programs; 18-1.3-401 CRS - Felonies Classified – Presumptive Penalties (mandatory parole); 18-1.3-1001 CRS – Lifetime Supervision of Sex Offenders; 18-3-412.5 CRS - Failure to Register as a Sex Offender.

Program Description: The Community Supervision Subprogram provides a progressive range of community-based residential programs statewide in collaboration with local government and private contracting agencies as an earned option for adult inmates under the jurisdiction of the State Department of Corrections who are transitioning from prison. The Division of Community Corrections has the responsibility of administering community-based residential programs which provide for public safety and prepare the inmate for successful transition to the Inmate Intensive Supervision Programs (ISP), parole, release, or discharge of sentence. The Division has oversight responsibilities for 38 residential community corrections facilities statewide and has direct supervision and jurisdiction over an average daily population amounting to 6.5% of the inmate population.

Successful transition into the community requires the inmate to achieve independent living and self responsibility through paid employment which provides resources to co-pay for housing expenses at the community corrections facility, restitution, child support payments and participation in self improvement opportunities including educational, counseling and treatment programs. The Division is responsible to respond to non-compliant inmate behavior through the application of sanctions or removal of the inmate from the community.

Total FTE: 46.8

Services Provided

The Division of Community Corrections is responsible for administering community-based residential programs which provide for public safety and prepare the inmate for successful transition to the Inmate Intensive Supervision Programs (ISP), parole, release, or discharge of sentence.

The Division has oversight responsibilities for 38 residential community corrections facilities statewide and direct supervision and jurisdiction over inmates housed in the community corrections facilities statewide. The Division responds to non-compliant inmate behavior through the application of sanctions or removal of the inmate from the community.

The Residential Programs include following components:

- Residential Community Corrections Program: A community-based corrections program which has residential housing facilities in which inmates, under the jurisdiction of the Department of Corrections, reside and co-pay for housing and living expenses. The facility may be operated by a unit of local government or a private contractor.

- Community Return to Custody Facility (CRTC): A new class of facilities for revoked non-violent parolees, Class 5 or 6, who have had their parole revoked by the State Board of Parole due to technical violations of parole conditions. These facilities offer the State Board of Parole the option to revoke these parolees without returning them to a higher cost prison bed.

- Community Corrections Board: A local unit of government created by a local government for the purpose of approving community corrections programs and the placement of inmates in the community within the jurisdiction of the governing board. The board has authority to accept, or reject after acceptance, any offender referred to a community corrections program within their jurisdiction.

- Community Corrections Provider: A public or private agency which operates a community corrections program under contract or as a subcontractor with the State of Colorado, with the approval of the local Community Corrections Board, for the placement of offenders in the community. The provider has the authority to accept, or reject, any inmate referred for placement in their program.

- Paging System: A paging device which pages the offender throughout the day or on demand and requires the inmate to respond with a phone call which will verify location.

Functions and Activities Summarized

Priority	Function
1	Public Safety
2	Community Response
3	Facility Oversight
4	Program Administration

Analysis of Functions and Activities

Public Safety: Public Safety is provided by the Division through the effective management of service delivery systems, designed systematic and measurable supervision standards and a network of communication with assisting local agencies, community treatment centers, community boards, all department facilities and divisions, and local law enforcement agencies. The functions involved are offender risk management and supervision and progressive release planning.

As a public safety measure, Community Parole Officer, by statute, are "class 1A peace officers" who direct inmate investigations, affect arrests, file felony charges and as required regress inmates from the community back to DOC prisons. As a result of Community Parole Officer's supervision and management responsibilities, the department is able to maintain eleven (11) percent of the inmate population in community corrections facilities and programs and non-violent revoked parolees in CRTC facilities.

Specific functions for Community Parole Officers are defined in statute, section 17-27-105.5 which requires community corrections staff to "issue warrants, process reports or other official documents regarding offenders, coordinate with community corrections boards and programs, review offender supervision and treatment and authorize offender transfers between residential and non-residential phases of placement programs."

The Division is currently utilizing global satellite monitoring devices and electronic paging devices as additional tools to manage the risk of placing high risk/high intervention inmates in the community.

Community Response: Community Parole Officers work in collaboration with the community to foster community corrections program acceptance and confidence. Officers coordinate with local law enforcement when inmates are placed, assist in criminal investigations, manage escapes, affect arrests and exchange intelligence information. Officers investigate citizen complaints concerning facility operations and present cases to local Community Corrections Boards.

The offender is required to report to the appropriate law enforcement agency for fingerprinting and photographing. When an inmate on escape status is apprehended the officer will notify the District Attorney and arrange for court appearance. The officer also:1) Assists with criminal

investigations; 2) Coordinates with local law enforcement agencies, local jails and sheriffs to exchange intelligence and gang related information; and 3) Coordinates with local law enforcement to affect arrests.

The officer is responsible for responding to and investigating the validity of citizen complaints and alleged community corrections facility operational complaints and staff misconduct. After completion of the investigation the citizen is provided with information that the complaint has been addressed. The officer will refer any findings of alleged criminal violations to the appropriate law enforcement agency.

Valid complaints regarding community corrections facility operations may be referred to the local community corrections board or the Division of Criminal Justice to determine if there is a violation in contract performance provisions. The Director of the Division has the authority to remove inmates and discontinue the placement of inmates into substandard facilities and programs.

Community Parole Officers present cases to local Community Corrections Boards for approval and are prepared to answer questions about the inmate, DOC programs, and proposed intervention services. Their participation provides a valuable source of information and increases the decision maker's ability to make informed placement decisions.

Community Parole Officers work with Colleges and Universities to educate the public and increase program acceptance. Officers serve on various local and state boards and commissions in the Criminal Justice System.

Facility Oversight: Community Parole Officers have oversight and monitoring responsibilities to ensure that DOC inmates in community contract facilities are maintained within applicable statutory and regulatory health, life and safety standards for custodial care for inmates under the jurisdiction of the DOC. Officers are responsible to provide technical assistance to facilities and programs on DOC policies, DCJ standards, legislation that impacts operations, Community Corrections procedures, law enforcement requests and other pertinent information.

Inmates placed in community corrections facilities and programs remain under the jurisdiction of the DOC pursuant to section 18-1.3-301, CRS. Oversight and technical assistance available to contract residential facilities, inmate supervision, and management functions are the responsibility of the Community Parole Officers assigned to facilities. Given that the inmates remain under the jurisdiction of the DOC, the duties performed by Community Parole Officers cannot be delegated to private and independent Community Corrections contractors.

Inmates assigned to a community corrections facility are subject to all the same policies and program standards as inmates in the same classification within the DOC prisons. The Community Parole Officer reviews, directs, and approves inmate management and supervision in the community corrections facility. This requires the Community Parole Officer to be knowledgeable about the complete scope of DOC statutory, including case law, regulatory, and programming requirements for inmates. The agent also serves as the liaison with DOC prison

staff, State Board of Parole members, and community corrections contract staff and program directors.

The Division established a partnership with local governments and the private providers to develop an electronic communication network that improves the quality of information utilized to place offenders in programs. For example, in FY 1998-99, the electronic referral process was implemented and the referral process for ISP and residential inmates was combined. There are no longer two referrals, one for ISP and one for the Community Corrections Residential program, and with the electronic referral process, inmates can be processed quicker from a residential bed to the ISP slot. The expansion of community corrections programs has had a measurable workload impact on the numerous functions within the population management system.

Program Administration: Program administration includes the preparation of statistical and budget reports to measure program performance and effectiveness. For example, each officer is responsible to provide a daily activity log (DAL) which records the functions that the officer has performed during the day. The databases for the Department of Corrections Information System (DCIS) and internal tracking systems provide the input for the performance measures contained in the annual budget submission.

The management team and the support staff for the division have historically been appropriated in the same line item with the FTE positions which support the Community Corrections Residential Facility program. Prior to FY 1997-98, the four (4.0) FTE management positions and five and a half (5.5) support staff had responsibility for overall administration of the Division.

For the purpose of this zero base budget analysis, the personal services expenses for the management team and support staff responsible for overall division administration prior to FY 1997-98 are included within the funding identified for the zero base Community Corrections Residential Facility program total.

The management team has designed and/or managed the following specialized and diversified functions for the entire division:

1. Design and implementation of the Youthful Offender Phases.
2. Management of special audits and investigations.
3. Design and management of the on going expansion of the ISP program.
4. Management and training for firearms, specialized security equipment and procedures.
5. Overall program performance evaluation and accountability.
6. Personnel management which includes hiring, scheduling and performance evaluations.
7. Design and update of policies and procedures and Department Administrative Regulations.
8. Staff training and development.

The Division Director has overall responsibility for management leadership and direction for all policy, fiscal and operations matters. The duties of the division director include:

1. Overall administration of the programs.
2. Resource policy and management.
3. Response to requests from the Legislature and their staff.
4. Coordination with external agencies.
5. Management of training requirements and personnel issues.
6. New program design and implementation.

The Division of Adult Parole and Community Corrections in cooperation with community corrections facilities develop alternative programs to meet the needs of offenders, the Department of Corrections, Colorado State Parole Board, Community Corrections Boards and facilities for a changing inmate population. The division is continuously designing and implementing new programs in coordination with Division of Criminal Justice, Community Corrections Boards, the State Board of Parole and service providers.

To expand existing programs or implement new programs requires the evaluation of physical design, bed space capacity, program space or access to community programs. The cost factors are also evaluated to determine the feasibility and effectiveness of proposed programs

Shared Functions and Activities

Community Inmate Population Management: Inmate population management ensures the efficient and equitable use of community corrections transition beds. The functions involved in this service are: referral of eligible inmates, Community Corrections Boards review and approval or rejection, and offender movement. It is the only mechanism to coordinate between state agencies, local government, and privatization for the utilization of inmate programs that are alternatives to incarceration. Administering inmate population management at the division level provides for maximum responsiveness to community goals for offender programs. The division is also responsible for transferring the youth offenders to the Phase III Community Supervision component of the Youthful Offender System (YOS).

The division manages community corrections beds by monitoring, projecting, and utilizing available transitional beds within the appropriation in the Division of Criminal Justice. The division balances and coordinates bed space with Department of Corrections (DOC) prisons and Community Corrections Boards and Facilities, including the Intensive Supervision Program (ISP), Remediation Programs such as CRTC facilities and actions of the State Board of Parole which revoke parolees to inmate status for placement in community corrections facilities.

Offender eligibility criteria for referral for placement in a community corrections facility is specified in statue, section 17-27-105 (2)(a). The department is required to refer for community placement:

- Non violent offenders - sixteen (16) months prior to the offender's parole eligibility date (PED), for an offender who has displayed acceptable institutional behavior, does not have an active felony warrant or detainer, and who has not refused community placement.

- All other offenders - one hundred eighty (180) days prior to PED, for an offender who has displayed acceptable institutional behavior, does not have an active felony warrant or detainer, and who has not refused community placement.

Community Services provides program administration services which includes fiscal management and program management of personnel and operating resources statewide. The Division is responsible for shared fiscal and contract management with the Division of Criminal Justice (DCJ) in the Department of Public Safety (DPS). DCJ administers the appropriation for the community corrections transition contract residential facilities statewide.

Similar or Cooperating Programs

Community Supervision has interaction throughout the Criminal Justice System with similar and cooperating State, Federal and Local Government programs.

At the state level, several statutes mandate cooperation between similar programs within the State's Criminal Justice System. For example, Section 16-11.5-101 through 106 requires the Judicial Department, DOC, and Departments of Public Safety, Human Services and Public Health to cooperate to standardize testing for substance abuse. Through the interagency committees, several sub-committees have been established to share information including research, training, and treatment.

The Division of Adult Parole and Community Corrections participate in bed space planning with the Department of Public Safety, Division of Criminal Justice (DCJ). Over 1,300 community corrections "transition" residential beds for inmates and paroles were funded through DCJ for FY 2007.

The DCJ is responsible to establish standards, perform audits and provide technical assistance to Community Corrections Programs which includes residential community corrections programs for Community Supervision. The areas included are: public safety, health and safety, internal controls, statutory compliance, fiduciary duties.

The Judicial Department administers the Probation and Diversion programs. Diversion residential bed costs are also appropriated to the DCJ and compete for resources with the inmate and parolee transition bed allocations. Human Services administers the Youth Corrections Programs which have some interaction with DOC, especially the Youth Offender Program.

At the local government level, the DOC Community Corrections programs for inmates work closely with the local Community Corrections Boards set up in each county or judicial district, because each inmate placed in a community corrections program must be pre-approved by the local board prior to placement. Community Parole Officers interact with local law enforcement and jails statewide.

Prioritized Objectives and Performance Measures

OBJECTIVE: Manage community supervision resources for anticipated Community Supervision and Community ISP caseload increases through FY 2008-09 (by July 2009).
OBJECTIVE: Increase community residential placement options in the DOC while maintaining existing supervision standards (by July 2009)

		FY05-06	FY 06-07	FY07-08	FY08-09
MEASURE: Maintain Residential Capacity at funded capacity/ADP during FY 2008. Definition: The number of residential inmate cases supervised by community corrections agents in residential centers statewide. Demonstrates: The measure demonstrates that the baseline funded capacity is maintained throughout the fiscal year.	Target	1,384	1,546	1,656	1,766
	Actual	1,402	1,711		
MEASURE: Percent of inmate population placed in Community Supervision Subprogram. Definition: Percent of inmate population placed in Community Supervision Subprogram. Demonstrates: Community supervision services provided to percentage of inmate population.	Target	6.5	6.5%	6.75%	6.75%
	Actual	6.5%	6.4%		

OPTIONAL ELEMENTS

Trends

Most of the trends in the Department of Corrections inmate population impact programs in community corrections, as do any related statutory changes. In addition, the division's programs are administered with the cooperation of local governments and include many private service providers and facilities. The Division's programs are impacted by changes in local government policies or funding and by the business climate for private providers statewide.

Technological advancements directly impact Community Supervision through such innovations as satellite surveillance monitoring for high risk/high intervention cases, or through electronic paging systems which allows the inmate to be paged at periodic times during the day or on demand to verify location.

The Division of Adult Parole and Community Corrections has transitioned to electronic record keeping. This tool will enhance record keeping techniques, research capabilities, restitution

collection tracking and internal audit capabilities within parole, community corrections and the Department. This type of system has demonstrated effectiveness in other states.

The growing numbers of special population and high risk/high intervention inmates is creating the need for specialized supervision programs. These special populations include the chronically mentally ill, geriatric, sex offenders, those with technical and substance abuse violations, and the growing female offender population. The supervision needs of these offenders are much greater than other populations.

The State of Colorado enacted a statute requiring that 20% of offender earnings must go to court ordered payments, e.g., child support and restitution. The Division of Adult Parole and Community Corrections will be implementing a system to track compliance with the statute and procedures for those offenders who fall behind in collections.

Accomplishments

Several projects were implemented or initiated as a part of the Interagency Committee:

- The legislation on placement of out of state offenders was adopted by the General Assembly.
- Subcommittees have been set up to evaluate cross agency training, treatment, and research.
- Community Residential and Community ISP placement options funded relative to anticipated caseload increases for FY 2007-06 (Strategic Plan 2007-2011)

Budget Impacts - While inmate populations continue to climb, resources in past years for the community supervision subprogram have actually been reduced. Budgetary reductions have resulted in fewer FTE assigned to this program (with commensurate increases in per-officer caseloads), and less resources for both monitoring and treatment services for inmates.

Subprogram Specific Objectives and Strategies

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.

Assumption: Availability of residential beds funded in Division of Criminal Justice (DCJ); availability of treatment, and program funding and resources to provide a continuum of supervision and treatment within the community corrections residential facilities statewide for inmates; availability of Division staff and resources statewide to ensure equitable services and oversight, and available staff expertise and time to develop and prepare release options.

Caseload ratios: 60:1 for regular residential programs and for specialized programs where the facility manages the special population; availability of contract resources and providers to fund the recommended level of supervision and treatment programs; and availability of staff for fugitive caseload.

Objective 1.1: Continue implementation of SB03-252 authorized expansion for Return to Custody facility for Community Corrections and Private-Contract Prison Expansion of 1,000 beds (by July 2008).

Objective 1.2: Increase public safety by improving the effectiveness of the "extended coverage" concept through improved cooperative efforts with the network of community-based public and private service providers by establishing an electronic paging system statewide for inmates who are high risk or high intervention by June 30, 2008.

Objective 1.3: Develop criteria to track, monitor and evaluate comparative program data for effectiveness/outcomes for three specialized residential programs during FY 2007-08.

Objective 1.4: Continue efforts to provide increased transition options for special need offenders into residential Community Corrections Programs by developing specific programs in collaboration with community corrections boards and community corrections centers.

Objective 1.5: Develop a plan to manage the central impact on the expansion of community corrections programs to meet the projected growth in the DOC population by June 30, 2008

Objective 1.6: In conjunction with the Parole Board, develop a program to implement the Parole Board requirements for intermediate sanctions that were enacted as a part of HB 98-1160, Section 37 (new subsection) 17-22.5-403(9)(f) by June 30, 2008.

Objective 1.7: Continue to work jointly with the Division of Criminal Justice (DCJ) to plan for bed and program expansions statewide in the inmate transition program by June 30, 2008

Goal #2 Communications - To maintain legislative, executive branch, media, and public support for the CDOC by providing timely and concise communications.

Assumption: Availability of resources to educate and provide educational opportunities for external stakeholders.

Objective 2.1 Follow the correct administrative procedures for dealing with the media and external stakeholders, and conduct at least one annual meeting with the Department's Public Relations Officer.

Objective 2.2: Develop a partnership with the Legislature that will result in an improved understanding and support by meeting with the Department's Legislative Liaison during January each year and as required during the legislative session.

Goal #3: 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: No change in legislation; Legislative Council Staff (LCS) population projections accurately reflect population changes for inmates eligible for community placement; contract funding available in the DCJ for inmate transition residential placements will increase to supervise the additional inmate beds; available referrals and approval rate from Community Corrections Boards are sufficient to maintain the 6.5% target of DOC jurisdictional population in residential beds; funding will continue for the CRTC facilities; continued cooperation from community boards, programs and the local network.

Objective 3.1 Request and obtain approval for the additional staff, operating and contract services needed to supervise the expansion of transition beds requested in the Division of Criminal Justice (DCJ) for FY 2007-08.

Objective 3.2: Continue a partnership with the Community Reintegration program which will result in an increased number of inmates being released to the community with adequate resources to successfully establish themselves.

Objective 3.3: Request and obtain approval for the additional staff and operating expenses needed to supervise the expansion of CRCF facilities for FY 2007-08.

Objective 3.4: Provide enhanced risk management and a successful community reintegration system by working with the State Board of Parole, the Division of Adult Parole Supervision, Community Corrections Boards, private contractors and local and state agencies to provide offenders with additional work, programs, improved life skills and treatment that results in measured improvement in behavior and productivity in the community and, to provide offenders with programs to enhance management control and self-improvement opportunities to assist them in becoming law-abiding citizens.

Objective 3.5: Increase the number and percentage of inmates' successfully completing programs department-wide by enhanced release planning efforts in Community Corrections.

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.

Assumptions: Availability of resources at the DOC level to provide staff and funding to develop and evaluate programs. Availability of contract resources and providers to fund the recommended level of supervision of treatment programs; availability of treatment within the community corrections residential facilities statewide for inmates with special needs and those who demonstrate non-compliant behavior; availability of Division staff and resources statewide to ensure equitable services and oversight.

Objective 4.1: Develop and implement a DOC-wide plan for Community Re-Entry, in accordance with CRS 17-33-101, which coordinates re-entry programs and services with both internal and external stakeholders for anticipated caseload increases through FY 2007-08 (by July 2008).

Objective 4.2: Work with the Division of Criminal Justice (DCJ) to improve the performance monitoring standards of community corrections contract facilities to ensure that DOC inmates are maintained within applicable statutory and regulatory health, life, safety standards for custodial care of inmates by assisting DCJ with the revision of the Residential Standards and accessing the requirements for ACA accreditation.

Objective 4.3: Acquire and/or maintain ACA accreditation in all DOC facilities and operating units.

Objective 4.4: Implement an internal audit program to conduct compliance and performance audits of each DOC facility, division, and department which are designed to evaluate the effectiveness and efficiency of operations and compliance with policies, rules, regulations and standards of the DOC, the American Correctional Association and the State of Colorado.

Objective 4.5: Support the Department's efforts to develop a performance-based bench-marking system for evaluating the relative costs and benefits associated with a variety of correctional services provided by both governmental and private service providers.

Objective 4.6: Support the Departments efforts to implement a Victim Restitution collection program for all offenders in the DOC.

Goal #6: Information Systems Efficiencies - To maintain 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.

Assumptions: Availability of resources at the Department level to provide staff and funding to develop and evaluate systems.

Objective 6.1: Expand development of Parole and Community Electronic Records system to supervise and manage offender data and enhance public safety (by July 2008).

Objective 6.3: Enhance Blackberry utilization and training by June 30, 2008.

Objective 6.4: Utilize digital camera technology to transfer inmate identification photos between the Division of Community Corrections and the Denver Police Department.

Objective 6.5: Develop a data system to track and report on residential program performance and outcome for inmate progressions from residential programs to ISP, parole release and discharge as a part of the annual performance indicators.

Goal #7: To provide a professional work environment which promotes teamwork, respect and values employees.

Assumptions: Availability of resources at the DOC and Division level to ensure caseload and workload assigned to staff members is not excessive; appropriate training is available to staff and resources to provide promotional opportunities; adequate funding is available for pay for performance to reward all staff who demonstrate excellence.

Objective 7.1: Provide an Annual Training and Awards Conference to present training and recognize division employees who have shown exemplary performance by developing special categories to acknowledge job performance.

Objective 7.2: Ensure all program support staff are cross-trained on program support positions.

Objective 7.3: Develop and implement systems to recognize the outstanding contributions of at least one percent of the Division's employees each month, consistent with DOC Administrative Regulations.

Objective 7.4: During the Annual Training and Awards Conference, annually recognize contract service provider for their exemplary efforts to provide multi-disciplinary programs and program delivery systems.

Stakeholders

Customer	Requirement
Community Corrections Boards	Review and approve all placements in applicable locales and jurisdictions.
Contract Providers	Co-providers with the subprogram managing the risk of placing inmates in the community.
Citizens of Colorado	Residential inmates are supervised to ensure the safety of the public and provide a cost effective alternative to incarceration.
DOC Inmates	Provides an alternative to incarceration while preparing the inmate for transition to parole revocation from parole for low risk parole violators or discharge.

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
5) COMMUNITY SERVICES												
D) COMMUNITY SUPERVISION												
(1) COMMUNITY SUPERVISION	5,160,188	204,006	9,790	0	145,869	(14,820)	(34,628)	5,470,405	46.8	0.0	2.4	49.2
Personal Services	2,670,882	204,006	9,790	0	97,120	(14,820)	0	2,966,978	46.8	0.0	2.4	49.2
Operating	166,954		0	0	7,762	0	0	174,716				
Community Mental Health	565,488		0	0	7,722	0	0	573,210				
Contract Services High Risk	300,832		0	0	4,108	0	0	304,940				
Parole Revocation - Payments to Comm Corr	0				0			0				
Contract Services Fugitive	74,524		0	0	0	0	0	74,524				
Psychotropic Medication	1,346,880		0	0	0	0	0	1,346,880				
Community Corrections Grant	0				0			0				
Start-up	34,628		0	0	29,157	0	(34,628)	29,157				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Supervision 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
Position Detail										
General Professional IV	73,776	1.0	72,198	1.0			54,360	1.0	54,360	1.0
General Professional VII	53,697	0.6	94,536	1.0			98,772	1.0	98,772	1.0
General Professional II/III	89,328	2.0	74,345	1.6			53,184	1.0	53,184	1.0
Management	45,210	0.5					76,512	1.0	76,512	1.0
SES	64,169	0.6	113,304	1.0			119,004	1.0	119,004	1.0
Com Par Mgr	100,460	1.3	168,996	2.1			176,400	2.0	176,400	2.0
Com Par Tm L	342,698	5.8	374,336	6.0			440,940	6.0	440,940	6.0
Com Par Officer	912,822	17.4	1,033,120	20.1			1,313,232	24.8	1,313,232	24.8
SS Pro Trn II							106,128	3.0	106,128	3.0
Data Specialist	27,706	1.0	28,559	1.0			56,892	1.5	56,892	1.5
Program Assistant II	51,900	1.0	53,304	1.0			55,692	1.0	55,692	1.0
Admin Assistant III/II	71,020	2.1	54,568	1.8			112,158	3.5	112,158	3.5
Subtotal: Community Services - 208	1,832,786	33.3	2,067,265	36.6			2,663,274	46.8	2,663,274	46.8
Salary Subtotal	1,832,786	33.3	2,067,265	36.6			2,663,274	46.8	2,663,274	46.8
PERA @ 10.15%	183,797		205,340				270,322		270,322	
Other Retirement Plans										
Medicare Tax @ 1.45%	21,823		25,808				38,617		38,617	
Compensation Match										
Base Reduction -.51%									(14,820)	
Other Personal Services										
Part-time/Temporary Salaries										
Contractual Services	349,781									
Overtime Payment	9,484		2,728							
Retirement/Termination/Payouts	19,594		4,039							
Tuition Reimbursement										
Vacancy Savings									0	
Subtotal of Personal Services	2,417,265	33.3	2,305,180	36.6	2,670,882	46.8	2,972,214	46.8	2,957,394	46.8
General Fund	2,417,265	33.3	2,305,180	36.6	2,670,882	46.8	2,972,214	46.8	2,957,394	46.8
POTS - Expenditures										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Supervision 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
Shift Differential	60		4							
Health/Life Insurance	90,865		139,381				170,892		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	2,688		2,378				3,003		0	
AED/SAED	4,069		14,161				33,541			
Salary Survey							79,680 *			
Anniversary							*			
Pay for Performance							155,408 *			
Unemployment Security Payments										
Difference							(66,244)		(97,325)	
Total Continuation Personal Services	2,514,946	33.3	2,461,105	36.6	2,670,882	46.8	3,113,406	46.8	2,860,068	46.8
General Fund	2,514,946	33.3	2,461,105	36.6	2,670,882	46.8	3,113,406	46.8	2,860,068	46.8
ANNUALIZATION ITEMS - PERSONAL SERVICES										
Community DI Annualization									9,790	
TOTAL ANNUALIZATION ITEMS									9,790	0.0
Grand Total Continuation Personal Services	2,514,946	33.3	2,461,105	36.6	2,670,882	46.8	3,113,406	46.8	2,869,858	46.8
General Fund	2,514,946	33.3	2,461,105	36.6	2,670,882	46.8	3,113,406	46.8	2,869,858	46.8
DECISION ITEM - Personal Services										
DI # 5 Community/Community ISP Caseload									97,120	2.4
TOTAL DECISION ITEMS									97,120	2.4
TOTAL PERSONAL SERVICES	2,514,946	33.3	2,461,105	36.6	2,670,882	46.8			2,966,978	49.2
General Fund	2,514,946	33.3	2,461,105	36.6	2,670,882	46.8			2,966,978	49.2
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							2,364,102	43.9	2,670,882	46.8
Previous Year Special Bills/Supplementals										
PERA BILL - HB 00-1458										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Supervision 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
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							184,769		79,680	
Annualized Anniversary (Option 8)-classified										
Pay for Performance									124,326	
Amortization Equalization Disbursement (AED)									0	
Salary Survey - exempt employees										
Annualization									9,790	0.0
Medicare Incremental Increase							15,347			
Base Adjustment - .51%							(12,744)		(14,820)	
Adjustments (Decision Items, other)							119,408	2.9	97,120	2.4
Total Personal Services Appropriation/Request							2,670,882	46.8	2,966,978	49.2
General Fund							2,670,882	46.8	2,966,978	49.2
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	2,073,080	39.8	2,364,102	43.9						
Supplemental										
Special Bills - HB 98-1242										
Additional Federal Funds										
Transfers										
Reversions			(44,755)							
Subtotal	2,073,080	39.8	2,319,347	43.9						
General Fund	2,073,080	39.8	2,319,347	43.9						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	348,314						79,680			
Anniversary							0			
Pay for Performance							155,408			
Shift Differential							0			
Medicare change										
Health/Life Insurance	90,865		139,381				170,892			
HB 00-1215							0			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Supervision 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
Short Term Disability	2,687		2,377				3,003			
AED							33,541			
POTS Subtotal	441,866		141,758				442,524			
General Fund	441,866		141,758				442,524			
Total Personal Services	2,514,946		2,461,105				3,113,406	46.8	2,966,978	49.2
Total Actual Personal Services	2,514,946		2,461,105				3,113,406	46.8	2,966,978	49.2
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2160 Custodial Services									0	
2220 Bldg Maint/Repair									0	
2230 Equipment Maintenance and Repair	1,602								0	
2231 ADP Equipment Maintenance									0	
2232 Computer Licenses and Warranties	(455)		2,423				2,423		2,423	
2240 Motor Vehicle Maint/Repair			11,799				11,799		11,799	
2250 Miscellaneous Rentals									0	
2252 Vehicle Mileage Charge	38,497		38,237				54,550		54,550	
2253 Rent for Equipment			4,829				4,829		4,829	
2258 Parking Fees			30				30		30	
2259 Parking Fee Reimbursement									0	
2512 Travel - IS Per Diem			665				665		665	
2513 Mileage Reimbursement			119				119		119	
2530 Travel - Out-of-State									0	
2531 Travel - OS Common Carrier			162				162		162	
2532 Travel - OS Per Diem									0	
2630 Telephone and Telegraph	289		203				203		203	
2631 Comm Svc from Outside Source	38,169		42,985				42,985		42,985	
2680 Printing/Reproduction Svc.			304				304		304	
2710 Purchased Medical Services			525				525		525	
2810 Freight									0	
2820 Other Purchased Services	926		145				145		145	
3110 Other Supplies & Materials			66				66		66	
3113 Clothing/Uniform Allow									0	
3115 DP Supplies									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Supervision 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
3116 Purchased Software	12,231		1,091				1,091		1,091	
3120 Library Books, Per. and Subs	170		86				86		86	
3121 Office Supplies	6,886		2,351				2,351		2,351	
3122 Microfilm Photo Supplies & Service									0	
3123 Postage	24,872		36,178				36,178		36,178	
3124 Printing/Copy Supplies			1,386				1,386		1,386	
3126 Repair & Maintenance Supplies									0	
3128 Noncapitalized Equipment	8,119		2,952				2,952		2,952	
3129 Pharmaceuticals									0	
3140 Non Capitalized IT - PCs									0	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other									0	
4111 Awards/Prizes									0	
4140 Dues and Memberships			2,555				2,555		2,555	
4180 Official Functions			964				964		964	
4220 Registration Fees			585				585		585	
4240 Employee Moving Exp.									0	
6210 Other Cap. Equip ADP									0	
6220 Office Furniture/Equip.									0	
6280 Other Cap Equip									0	
Total Operating Expenses	131,306		150,641		166,954		166,954		166,954	
General Fund	131,306		150,641		166,954		166,954		166,954	
Reconciliation										
Long Bill Appropriation	127,599		150,641							
Supplemental	3,707									
Special Bills										
Reversions										
Subtotal	131,306		150,641							
Decision Items - Operating										
DI # 5 Community/Community ISP Caseload									7,762	
Community Mental Health Svcs. - 238	487,674		350,453		565,488		565,488		565,488	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Supervision 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
Reconciliation										
Long Bill Appropriation	487,674		540,837							
Supplemental										
Reversions			(190,384)							
Subtotal	487,674		350,453							
DECISION ITEM - Mental Health Svcs.										
DI # 5 Community/Community ISP Caseload									7,722	
Psychotropic Medication			6,872		1,346,880		1,346,880		1,346,880	
Reconciliation										
Long Bill Appropriation			0							
Supplemental			552,000							
Reversions			(545,128)							
Subtotal			6,872							
Decision Item - Psychotropic Medication										
Contract Svcs. for High Risk Offenders - 258	259,436		274,220		300,832		300,832		300,832	
Reconciliation										
Long Bill Appropriation	259,436		287,718							
Supplemental										
Reversions			(13,498)							
Subtotal	259,436		274,220							
Decision Items - High Risk Offenders										
DI # 5 Community/Community ISP Caseload									4,108	
Special Bill - SB03-252 - Parole Revocation										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Supervision 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
Payments to Community Corrections Program					0		0		0	
Fugitive Return Contracts - 058 Total Funds	32,446		61,058		74,524		74,524		74,524	
Fugitive Return Contracts - 058 GF			28,583		42,049		42,049		42,049	
Fugitive Return Contracts - 058 CFE			32,475		32,475		32,475		32,475	
Decision Items - Fugitive Returns										
Reconciliation										
Long Bill Appropriation	32,475		34,475							
Supplemental			42,049							
Reversions	(28)		(13,466)							
Subtotal	32,446		63,058							
Community Corrections Grant - CFE			29,775						0	
START-UP	41,006		43,756		34,628		34,628			
DI # 5 Community/Community ISP Caseload									29,157	
Reconciliation	41,006									
Long Bill Appropriation			43,756							
Supplemental										
Reversions										
Subtotal	41,006		43,756							
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										
Cash Fund										
Cash Fund Exempt	32,446		32,475		32,475		32,475		32,475	
Federal Fund	0		29,775							

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **COMM SUPV 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	**3,466,814**	**3,377,880**	**5,160,188**	**5,602,712**	**5,470,405**
General Fund	3,434,368	3,315,630	5,127,713	5,570,237	5,437,930
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	32,446	32,475	32,475	32,475	32,475
Federal Funds	0	29,775	0	0	0
Other					
Fund Lists					
Cash Funds Exempt					
General Fund # 100					
Fugitive Return (EDV)	32,446	32,475	32,475	32,475	32,475
Comm Supv Grant (298, EDY)					
Total Cash Funds Exempt	*32,446*	*32,475*	*32,475*	*32,475*	*32,475*
Federal Funds					
General Fund # 100					
Project Colorado Safe Neighborhoods (556)		29,775			
Community Corrections US Dept. of Justice	0	0			
Total Federal Funds	*0*	*29,775*	*0*	*0*	*0*

5D-2
YOS Aftercare

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(5) COMMUNITY SERVICES**
(D) Community Supervision Subprogram
(2) Youthful Offender System Aftercare

Line Items: Personal Services
Operating Expenses
Contract Services

Change Request(s):

Federal and State Statutory Authority: CRS 18-1.3-407- Authorization for youthful offender system-powers and duties of the department of corrections.

Program Description: The Youthful Offender System (YOS) delivers habilitation programs and services to violent youth offenders sentenced to the Department of Corrections (DOC). The YOS is a sentencing option for certain youthful offenders between the ages of 14 and 18 years who have committed certain violent crimes or who have met other criteria and are given a YOS sentence of 2 to7 years and a suspended adult sentence to the DOC. YOS is a four component program with YOS Aftercare, also referred to as Phase III, being the final component of the program that transitions the youth offender from a facility setting to the community. It provides intensive supervision and surveillance of the youth while in the community, and provides community-based support services to assist with a successful community re-entry.

Total FTE: 9.5

Services Provided
The YOS provides a comprehensive programming continuum for youth offenders with individualized options to meet the offender's special needs throughout each of four program components. YOS Aftercare is the fourth and final component of the Youthful Offender System.

YOS Aftercare is the component that transitions the youth offender back to the community from the YOS institution located in Pueblo, CO. It is a highly structured, intensely supervised and monitored program designed to protect the public and facilitate the habilitation of the YOS offender. Phase III emphasizes an interactive partnership of county, state and community agencies, offering an array of support services that provide a comprehensive aftercare program statewide. These services assist the youth offender and his/her family in the areas of residency, employment, education, therapy, and re-entry services. A graduated decrease in supervision intensity accompanies positive program participation, measurable attainment of defined goals and objectives, and increasingly pro-social community involvement.

Functions and Activities Summarized

The YOS Aftercare Subprogram (Phase III) can be described by five major functions as identified in the table that follows. It is important to underscore that the potential strength of the YOS program in redirecting the lives of the youth offenders in its custody lies in the integrity of the YOS programming continuum. A comprehensive multi-phased program, community support programs, and concern for public safety will bring significant lasting change to the violent youth offender population while addressing the concerns of the community.

Priority	Function
1	Public Safety
2	Housing/Community Residential/Food
3	Cognitive - Behavioral Redirection
4	Education/Employment
5	Administration

Analysis of Functions and Activities

Public Safety: The commitment to public safety is evident in the design of the YOS Aftercare Subprogram (Phase III). It is designed to ensure close youth offender monitoring and supervision by incorporating intensive Community Parole Officer contacts and counseling sessions that enhances public safety. Phase III has three (3) levels of community supervision. The three levels allow the Community Parole Officer to adjust the intensity of supervision and contacts in response to the youth offender's program participation and degree of risk demonstrated by the youth. In order to ensure compliance to State Statutes, program rules, and to enhance public safety, Community Parole Officers notify local law enforcement no later than thirty days prior to community placement. Moreover, all youth offenders check in with local law enforcement to provide photographs, place of residence, and fingerprints upon community placement.

Contracted day reporting services establish daily scheduled itinerary call-ins, random urinalysis, treatment, and employment verification. Community Parole Officers have been trained to implement the Colorado Young Offender - Level Service Inventory (CYO-LSI) to determine areas of needs and risk associated with each youth offender.

To enhance public safety, YOS Aftercare implements an array of electronic surveillance devices. Electronic monitoring consists of a field monitoring device, transmitter, and ankle bracelet which verifies curfew compliance, and notifies when curfews are violated or in the event of an escape. Out of home verification is possible with a portable monitoring device.

In special cases Phase III has access to Global Positioning Satellite (GPS). The youth offender's movement can be monitored anywhere on the globe in real time or in recorded time by wearing and carrying an electronic signaling device.

Community Parole Officers meet routinely with community based providers, family/ sponsors and therapists to monitor the youth offender's progress in the program and discuss changes to their supervision plan. An array of sanctions, including remediation to the YOS facility, remediation to Phase IIIA alternative remediation, and arrest, are actions the YOS Aftercare

phase may implement as an immediate response to non-compliant behavior. These actions hold the youth offender to a high level of accountability, and teach the youth offender that there will be immediate and appropriate consequences for their actions, all of which enhance public safety.

Housing/Community Residential/Food: An important feature incorporated into the YOS Aftercare Subprogram is a comprehensive menu of contracted community-based support services. The support services increase supervision, assist the youth offender in adjusting to community life and prepare them to live independently beyond their YOS commitment. YOS Aftercare has three residency options for youth offenders returning to the community. The options are: family preservation, the community transition, and independent living which are delivered through contracted community-based service providers.

Family preservation provides services to assist the youth offender and his/her family or sponsor adjust to the transition back into the home. Family preservation is based on the findings of the Community Parole Officer who determines appropriateness of the home, degree of support, and environmental conditions. Family preservation services utilize a parent-centered, child focused model to ensure the family/sponsor takes an active role in establishing household expectations, rules, and chores, encourages participation in family social/recreational activities, and instills sanctions for household violations. Case management, cognitive education, employment and educational services, social/ recreational activities, and community service are provided with this option.

The community transition program provides short term placement in a contracted supervised half-way house. This program is divided into three subprograms: Phase IIIA, emancipation, and alternative remediation. The Phase IIIA subprogram provides a structured step down programming to assist the offender being released from the facility. The program is designed to provide programming to the majority of the offenders being release into the community, before they are placed into the community. The transitional services provided include an employment component such as an intern program, or vocational instruction to better prepare offenders to secure a career. The emancipation subprogram prepares the youth offender, who cannot or should not return home, for independent living. Emancipation is designed as a gradual, phased step-down process which begins with adult supervised community living and progresses to subsidized independent living with close and frequent surveillance and monitoring. Returning Phase III youth offenders to dysfunctional families, gang territory, or an unstable environment will expose offenders to negative influences which place the offender at greater risk of re-offending. Case management, cognitive education, employment and educational services, social/ recreational activities, and community service are provided with this option. The alternative remediation subprogram is designed to address the needs of the offender being remediated. Programming within this program can consist of an intensive substance abuse component, cognitive education services, and/or employment/vocational services. This program bases the programming on the individual offenders remediation needs.

Independent living programs are subsidized initially by the Division of Adult Parole, Community Corrections, and YOS as youth offenders typically have little or no income, little savings, lack employment or credit history, and have no family financial assistance. This program assists the youth offender in securing an apartment, furniture, food and other essentials necessary to live on

their own. Supervision and monitoring of the youth offender is appropriately intensified to ensure program compliance. Case management, cognitive education, employment and educational services, social/recreational activities, and community service is provided with this option.

Cognitive - Behavioral Redirection: The Youthful Offender System is based on the delivery of meaningful programs to address the needs of each youth offender reintegrating back to the community. The YOS Aftercare phase incorporates contracted community-based programs to provide a broad and diverse menu of support, intervention, and treatment systems to facilitate the restructuring of the youth offender. A full menu of meaningful programs offers better risk control and behavioral reform. The YOS program is statutorily mandated to provide "enriched programming".

All Phase III youth offenders participate in a cognitive education program designed for offenders returning to the community. This standardized cognitive education program begins in the YOS institution and continues in Phase III throughout the state, avoiding variations and duplication of services. Modules include problem solving skills, thinking traps, dealing with feelings, aggression replacement, anger control, dealing with difficult situations, self assertion, financial management, employment skills, parenting skills, basic social skills, and basic learning skills. These modules prepare the youth offender for their community transition and support them while in the community under supervision.

Community service is required of all youth offenders during the YOS Aftercare phase. Community service allows the youth offender to give something back to society and exposes him/her to higher social and moral values.

Each Phase III youth offender is evaluated for the most appropriate mental health groups which are administered through a network of DOC Approved Treatment Providers. These providers conduct groups in anger management, domestic violence, substance abuse, sex offender treatment, and participate in individual counseling for this age group and level of adolescent development. Monthly reports help keep Community Parole Officers up to date on the youth offender's progress in the program.

Education/Employment: Adult Basic Education (GED preparatory) is required for every youth offender who has not attained his/her GED or high school diploma. Post high school education is available depending on the youth offender's abilities and motivation. Contracted community-based service providers assist the youth offender with academic and vocational enrollment, acquisition of financial aid and attainment of student support services. YOS offenders are given additional employment skills provided through the use of KeyTrain®, an interactive training system to enhance workplace skills by utilizing measurements determined by a WorkKeys® assessment. WorkKeys® is designed to measure the skill levels of the individual as it relates to specific occupations, and then the individual can utilize KeyTrain® to enhance those targeted workplace skills..

Employment, if only part-time, in Phase III is required of all youth offenders during the YOS Aftercare phase. Contracted community-based service providers help the youth offender find

and maintain meaningful employment. Employment teaches the youth offender work ethics, develops self-confidence and provides the youth offender with monies for self-sufficiency and restitution payment.

Administration: The administrative function of the YOS Aftercare program is spent in program design, identification and procurement of new services, evaluation, measuring and monitoring of program and service effectiveness, and staff training, development and supervision.

The YOS Aftercare phase has contracted community based services and YOS Aftercare Community Parole Officer supervision in the Denver Metro Area, Fort Collins, Colorado Springs, and Pueblo. The YOS is a "middle tier" program for violent youth offenders who are adjudicated as adults. This approach is unique to the traditional juvenile and adult community corrections programs and services. In accordance with adult and juvenile state statute, this uniqueness creates the need for separate (adult and juvenile) program planning and development to address the needs of the YOS population. In addition, since YOS Phase II Pre-Release was relocated to the YOS institution in Pueblo, CO during fiscal year 2000/2001, it has been essential to implement programs and services which help stabilize the youth offender in the step-down transition process from an institutional setting back to the community.

Shared Functions and Activities

The YOS Aftercare phase has shared functions and activities with many DOC divisions and units. The YOS Aftercare phase receives back up support services from the Division of Adult Parole, Community Corrections, and YOS. The Division of Adult Parole, Community Corrections and YOS operates the after business hours Command Post and shares this emergency law enforcement network with YOS Phase III. This linkage incorporates YOS Phase III with the existing infra structure of community-based programs and the law enforcement network provided by the Division of Adult Parole, Community Corrections, and YOS.

The YOS Aftercare phase has additional shared functions with the institutional components of YOS, (IDO, Phase I & II). IDO provides many of the more serious remediation services (detention and redirection) for community supervision. Phases I & II provides transitional information and recommendations for community supervision.

Police and sheriff departments provide law enforcement information and support statewide. Private contractors statewide provide housing, education, employment, tracking, transport, and day reporting support services in the community statewide. DOC Approved Treatment Providers conduct mental health assessments, individual and group counseling, substance abuse counseling, and psychiatric services.

Prioritized Objectives and Performance Measures

OBJECTIVE: To maintain a network of community re-entry services and supervision standards that are based on measured improvement in behavior and accountability that support the YOS offender's transition to the community.

Performance Measures		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: YOS offender employment rate. Definition: This measure indicates the percent of YOS offenders who maintained employment over a six month period divided by the total number discharged. Demonstrates: The ability of YOS offenders to be self sufficient in the community and building self-esteem.	Target	90%	90%	90%	90%
	Actual	57%	38%		
MEASURE: Community service hours completed. Definition: This measure indicates the average number of community service hours completed by offenders in the community. Demonstrates: The ability to give back to the community following the principles of restorative justice.	Target	100	100	100	100
	Actual	85.38	94.73		
MEASURE: Restitution payments. Definition: Percent of restitution payments collected divided by total due while under community supervision. Demonstrates: The YOS offender being held responsible to the victim and community for their crimes.	Target	25%	25%	25%	25%
	Actual	4%*	14%		

* Several offenders with extremely high restitutions (i.e. $200K, $40K, $30K) along with higher than normal revocation rates caused a drastic decrease in actuals.

OPTIONAL ELEMENTS

Prior Year and Other Performance Measures

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Phase III average daily population. Definition: The average daily population of YOS residents in Phase III as determined by DOC Planning and Analysis. Demonstrates: The number of YOS Phase III offenders requiring supervision and program services.	Target	42	42	42	45
	Actual	32	33		
MEASURE: Phase III Completion. Definition: The number of YOS offenders who successfully discharged their YOS and DOC commitment. Demonstrates: The number of YOS, Phase III residents that took full advantage of the program and fulfilled their Phase II commitment.	Target	45	>39	>39	>39
	Actual	39	42		
MEASURE: Phase III Revocations. Definition: The number of YOS offenders who re-offended or, through a court referral were returned to their DOC adult commitment. Demonstrates: The number of YOS, Phase III offenders who were revoked.	Target	5	>5	<5	<5
	Actual	13	10		
MEASURE: Family preservation commitments. Definition: The number of Phase III offenders allowed to return to their families or sponsors based on previous three year history. Demonstrates: The need for the amount of family preservation services throughout the state.	Target	25	21	21	21
	Actual	27	15		

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Community Transition/Emancipation/ Independent Living commitments. Definition: The number of Phase III offenders who are referred to an emancipation program or allowed to live independently based on previous three year history. Demonstrates: The need for the amount of emancipation and independent living services throughout the state.	Target	25	23	23	23
	Actual	26	37		
MEASURE: YOS Phase III caseload ratio. Definition: The number of offenders supervised by one YOS Aftercare Corrections agent. Demonstrates: The number of Community Corrections agents required to effectively supervise offenders in the community.	Target	10	10	10	10
	Actual	10.6	10.4		

Trends

The National Institute of Corrections states that current research on offender rehabilitation and behavioral change is now sufficient to enable corrections to make meaningful inferences regarding what works in our field to reduce recidivism and improve public safety. This research indicates that certain programs and intervention strategies (Evidence-Based Practices), when applied to a variety of offender populations, reliably produce sustained reductions in recidivism. The YOS Aftercare phase will work closely with the National Institute of Corrections to implement Evidence-Based Practices in the Pre-Release and Aftercare phases.

The National Institute of Corrections cites several extensive studies that have documented an unmistakable link between an offender's capability to find and keep a job and the reduction in recidivism. The YOS Aftercare phase continues to work to improve collaborations between community based services and the Colorado Department of Labor and Employment. Securing employment for this population continues to present challenges. Current trends show offenders with burglary convictions are having a more difficult time finding employment. The YOS Aftercare program has coordinated with the Colorado Department of Labor and Employment to implement the KeyTrain employment skills program in facility and in the community to certify youth offenders in 12 key employment competencies. This learning system for basic workplace skills aligns the YOS with the same employment system used by the Colorado Workforce Center System allowing the YOS offender the opportunity to be certified in those areas identified as critical by employers increasing employment opportunities.

Studies in Canada and the United States have found that Multi-Systemic Therapy has demonstrated positive program outcomes for serious juvenile offenders. The University of Colorado Blueprints for Violence Prevention describes Multi-Systemic Therapy as "an intensive family and community-based treatment which addresses the multiple determinates of serious antisocial behavior in juvenile offenders." The YOS Phase III program will continue to implement principles of this program utilizing a parent-centered, child focused approach in its family preservation services.

The Balanced and Restorative Justice (BARJ) Project began as a national initiative of the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention. This model responds to many issues raised by the victim's movement including victims having little input into their own case and rarely hearing of remorse from offenders. The balanced approach of the BARJ model is based on the understanding of crime as an act against victim and the community. The YOS Phase III program is working with The Colorado Forum on Community & Restorative Justice to develop institutional and community based programs that will ensure youth offenders make amends to their victims and communities, increase offender competencies, and protect the public through a process which individual victims, the community, and youth offenders are all active participants. YOS Aftercare is recruiting community members and faith based organizations for the YOS Community Circles of Support and Accountability volunteers.

The U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention published an article on "Youth with Mental Health Disorders" in its April 2000 journal. This study noted that if we are to prevent and reduce the rate of juvenile delinquency we need to address not only the particular offense committed by youth but also address the underlying problems youth face including mental health problems. The study further states that "mental health needs of juveniles in custody is another area of concern to juvenile justice practitioners that needs to be addressed". The Division of Adult Parole, Community Corrections, and YOS will continue mental health assessment training and adolescent development training for all YOS Community Parole Officers and staff during fiscal year 07/08. This training will allow officers to make appropriate treatment referrals, understand specific disorders, understand the appropriate use of medication and gain insight on how to supervise and monitor youth with specific mental and behavioral disorders. The YOS Aftercare component is working closely with the division Manager of Community Mental Health Services to secure appropriate mental health and substance abuse referrals.

The U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention published an article on Intensive Aftercare Programs for youth in its July 1999 Juvenile Justice Bulletin. The model is described as providing community-based aftercare services which includes drug/alcohol testing, curfew checks, electronic monitoring, tracking, meaningful employment, education, community involvement, and a well trained and involved staff. The Community Aftercare phase of YOS meets the intensive aftercare model described in this bulletin. In order to further develop the most appropriate supervision and treatment plan for the YOS Phase III offender, the YOS Community Parole Officers have been trained in the Colorado Young Offender - Level of Service Inventory (CYO-LSI). This instrument measures the propensity to violate rules, and can help predict delinquency, recidivism, predatory behavior and offender needs.

The U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention's 2004 National Youth Gang Survey found that during the 2002-2004 survey period gang problems were slightly higher in smaller and larger cities, slightly lower in rural counties, and virtually unchanged in suburban counties.

The Division of Adult Parole, Community Corrections and YOS will continue to study merging national trends and strive to remain in the forefront of juvenile aftercare programs.

Workload Assumptions

- No change in legislation to broaden or change the YOS offender population profile. Adequate funding is available to implement programs and contract for use of community-based resources. DOC is committed to providing staff with essential and continuous training. Population projections provided by the Office of Planning and Analysis are accurate.

- Resources required will not exceed current projected inflation or funding. Technologies will be used where they result in improving efficiency, effectiveness, and public safety.

- DOC will be funded for the required caseload ratio of one (1) Community Parole Officer to 10 youthful offenders, and one (1) YOS Aftercare supervisor to seven (7) Community Parole Officers.

- Local governments will not implement legislation that prevents the existence of community-based programs in areas where YOS has established community-based service programs.

- The YOS facility in Pueblo will transition the youth offender to Phase III in a timely manner so the offender may have adequate time to stabilize in the community under supervision and receive the appropriate amount of community support.

Existing Conditions

The facility move (PMC/LVCF) has had an impact on the services provided to residents in Phases I and II. The reduced number of beds and programming in IDO has had, and will continue to have an impact on redirection issues and services in the community. These services will have to continue to be developed and provided during the Phase III component of the program.

The Pre-Release component of YOS, Phase II, is located in the YOS facility in Pueblo, CO. The location of YOS, Phase II presents many challenges since it doesn't allow residents the opportunity to stabilize in the community through community-based activities and mental health treatment. The location diminishes family/sponsor involvement and also prohibits Phase III providers from enrolling residents in specific programming prior to community release. These services are now addressed after release from the Pueblo Phase II facility and during the initial placement in the Phase III community-based support programs.

Budget cuts have eliminated emancipation services in Denver, Colorado Springs and Grand Junction, Colorado. Currently, the only emancipation program available to YOS Phase III offenders is located in Fort Collins, CO.

Accomplishments

- The YOS program administrator continues to educate the YOS facility staff on aftercare component of the program, by instructing during the extended orientation for YOS staff.

- The Division of Adult Parole, Community Corrections and YOS Crime Analyst continues to maintain a database and mapping system that includes tracking YOS offenders in the community. This data is collected on offenders with firearms convictions and STG associations, and is shared with local, state and federal law enforcement.

- The YOS, in conjunction with the Colorado Forum on Restorative Justice, CDOC Volunteer Services and YOS community providers, have developed a program plan to implement YOS Community Circles of Support and Accountability in Pueblo, Colorado Springs, Denver and Fort Collins. A YOS Circles State Coordinator as well as local coordinators has been identified, trained by CDOC as volunteers and are recruiting community circle volunteers.

- The Youthful Offender System created a new program Phase IIIA. The Phase IIIA program provides a step-down approach to assist offenders being released from the facility that may need addition community programming and support.

- The YOS program administrator has established a relationship with agencies in Denver and Colorado Springs to provide tattoo removal at a reduced rate. Tattoo removal assists YOS offenders by removing gang related tattoos from visible areas on their bodies, which can hinder employment and re-entry efforts.

- Gang classes have been re-established for the YOS offenders. These gang classes are designed to assist offenders struggling with gang related issues to provide a positive peer support system that is pro-social to deter the offender from further gang activity and affiliation.

Subprogram Specific Goals and Objectives

Goal #1: 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.

Assumptions: No change in legislation to broaden or change YOS offender population profile; adequate funding is available to implement programs and contract community-based resources; technologies will be used where these result in improving efficiency, effectiveness, and public

safety; and population projections provided by the office of Planning and Analysis are accurate.

Objective 1.1: To coordinate and expand a security threat group tracking system with local and federal law enforcement statewide through the gang grant in Phase III by 12/31/07.

Objective 1.2: Develop a plan to enhance the YOS Phase III Aftercare component in conjunction with the facility based YOS Phase II Pre-Release component to improve community preparation and continuum of services by June 2008.

Goal #2: DOC Objective 3: 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.

Assumptions: Staff and resources are available to implement audits of support services.

Objective 2.1: Develop a one year plan that will fulfill the YOS performance objectives and recommendations provided by consultant, while addressing budget constraints by 11/30/08.

Goal #3: DOC Objective 4: 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..

Assumptions: Adequate funding is available to implement programs and contract community based resources.

Objective 3.1: To contract with an expert consultant to evaluate the effectiveness of the YOS Program to provide recommendation for improvements to the program by 11/30/08.

Objective 3.2: Develop action plans to address Performance Measures and improve outcomes by 6/30/08.

Goal #4: To maintain legislative, executive branch, media, and public support for the CDOC by providing timely and concise communications.

Assumptions: Programs can be developed and implemented within the appropriated funds.

Objective 4.1: Ensure the YOS section of the Division of Adult Parole, Community Corrections and YOS web page is updated on a quarterly basis to increase positive public awareness through 6/30/08.

Objective 4.2: Provide timely responses to the DOC Public Information Officer to increase public awareness of YOS Phase III program through 6/30/08.

Objective 4.3: Develop and circulate brochures and public service announcements on the YOS aftercare program along with the Community Circles of Support and Accountability to the community by 6/30/08.

Similar or Cooperating Programs: The Department of Human Services, Division of Youth Corrections (DYC) contracts with community-based service providers for similar aftercare services that are provided to YOS Phase III. The DYC is responsible for the management and oversight of State-operated and privately contracted residential facilities, and for community alternative programs that serve and treat youth aged 10-21 years who have demonstrated delinquent behavior. Programs and services administered by or under contract with the DYC serve over 10,000 youth throughout Colorado in intensive secure units, medium care units, secured detention, staff secured facilities and non-secure community residential programs. An example of similar DYC community based programs and cost of services are:

Fort Collins DYC Emancipation House $141.50 per day

Denver Metro Area DYC Community Based Services $1,315.00 a month
Denver Metro Area DYC Family Preservation (Multi-Systemic Therapy)$1,600.00 a month

Stakeholders

Customer	Requirement
Public	Expect public safety, positive crime free reintegration of youth into the community.
Government	Expect program development to meet legislative and executive intent and statutory requirements.
Recipient	Expect safety, security, dignity, and quality programs to support their reintegration.
Associate	Expect effective programming, training, consistent and clear program guidelines.

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
5) COMMUNITY SERVICES												
D) COMMUNITY SUPERVISION												
(2) YOS AFTERCARE	1,777,580	36,957	0	0	0	(3,143)	0	1,811,394	9.5	0.0	0.0	9.5
Personal Services	574,117	36,957	0	0	0	(3,143)	0	607,931	9.5	0.0	0.0	9.5
Operating	141,067		0	0	0	0	0	141,067				
Contract Services	1,062,396		0	0	0	0	0	1,062,396				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community 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
Position Detail										
Com Par Officer	338,565	6.0	322,134	5.6			424,116	7.0	424,116	7.0
General Professional V/VII	66,804	0.8	94,536	1.1			98,772	1.0	98,772	1.0
Admin Assistant III	42,012	1.0	35,780	0.8			61,302	1.5	61,302	1.5
Subtotal: Community Services YOS	447,381	7.8	452,450	7.5			584,190	9.5	584,190	9.5
Salary Subtotal	447,381	7.8	452,450	7.5			584,190	9.5	584,190	9.5
PERA @ 10.15%	43,669		44,454				59,295		59,295	
Other Retirement Plans										
Medicare Tax @ 1.45%	6,258		4,865				8,471		8,471	
Compensation Match										
Base Reduction -.51%									(3,143)	
Other Personal Services										
Contractual Services	21,446		20,634							
Overtime Pay	6,840		1,699							
Retirement/Termination/Payouts										
Conversion of Sick Leave										
Tuition Reimbursement	5,390		4,302							
Vacancy Savings							0		0	
Subtotal of Personal Services	530,983	7.8	528,404	7.5	574,117	9.5	651,956	9.5	648,813	9.5
General Fund	530,983	7.8	528,404	7.5	574,117	9.5	651,956	9.5	648,813	9.5
POTS - Expenditures										
Shift Differential	6									
Health/Life Insurance	32,068		31,823				31,248		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	659		520				611		0	
AED/SAED	955		3,096				7,210			
Phase II									0	
Salary Survey							16,032 *			
Anniversary							*			
Pay for Performance							26,156 *			
Medicare Change							*			
Unemployment Security Payments										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community 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
Difference							(35,651)		(40,882)	
Total Continuation Personal Services	564,671	7.8	563,843	7.5	574,117	9.5	655,374	9.5	607,931	9.5
General Fund	564,671	7.8	563,843	7.5	574,117	9.5	655,374	9.5	607,931	9.5
DECISION ITEM - Personal Services										
TOTAL PERSONAL SERVICES	564,671	7.8	563,843	7.5	574,117	9.5			607,931	9.5
General Fund	564,671	7.8	563,843	7.5	574,117	9.5			607,931	9.5
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							562,505	9.5	574,117	9.5
Previous Year Special Bills/Supplementals										
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							14,497		16,032	
Annualized Anniversary (Option 8)-classified										
Pay for Performance									20,925	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Base Adjustment - .51%							(2,885)		(3,143)	
Adjustments (Decision Items, other)									0	
Total Personal Services Appropriation/Request							574,117	9.5	607,931	9.5
General Fund							574,117	9.5	607,931	9.5
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	541,766	9.5	562,505	9.5						
Supplemental										
Special Bills - HB 98-1242										
Additional Federal Funds										
Transfers										
Reversions			(30,996)							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community 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
Subtotal	541,766	9.5	531,509	9.5						
General Fund	541,766	9.5	531,509	9.5						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	601						16,032			
Anniversary							0			
Pay for Performance							26,156			
Shift Differential							0			
Medicare change										
Health/Life Insurance	21,646		31,822				31,248			
HB 00-1215							0			
Short Term Disability	658		512				611			
AED							7,210			
POTS Subtotal	22,905		32,334				81,257			
General Fund	22,905		32,334				81,257			
Total Personal Services	564,671		563,843				655,374	9.5	607,931	9.5
Total Actual Personal Services	564,671		563,843				655,374	9.5	607,931	9.5
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
1531 SPS Higher Ed Tuition Reimb									0	
2110 Water/Sewer	22		71				71		71	
2160 Custodial Services									0	
2220 Building Maintenance/Repair									0	
2230 Equip. Maintenance/Repair	6,227								0	
2232 Software Maint./Upgrade	20		7,020				7,020		7,020	
2251 Rental/Lease Vehicle									0	
2252 Vehicle Mileage Charge	22,316		24,658				24,658		24,658	
2253 Rent for Equipment	1,069		3,842				3,842		3,842	
2254 Rental of Motor Vehicle	284		189				189		189	
2255 Rental of Bldgs.									0	
2258 Parking Fees	100								0	
2259 Parking Fee Reimbursement	110		149				149		149	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community 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
2512 Travel - IS Per Diem	1,056		1,639				1,639		1,639	
2513 Travel - IS Vehicle Reimbursement			402				402		402	
2520 Travel - IS Non-Empl									0	
2530 Travel - Out-of-State	2,007								0	
2531 Travel - OS Common Carrier			2,995				2,995		2,995	
2532 Travel - OS Per Diem	4,653		3,531				3,531		3,531	
2542 Travel - Non-Empl Per Diem									0	
Out-of-State reduction 15%									0	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside Source	12,306		7,204				7,204		7,204	
2660 Insurance									0	
2680 Printing/Reproduction	37		321				321		321	
2710 Purchased Medical Svcs.			6,227				6,227		6,227	
2810 Freight									0	
2820 Other Purchased Services	20,116								0	
2830 Office Moving									0	
3110 Other Supplies/Materials			426				426		426	
3112 Automotive Supplies									0	
3113 Educ. & Rec. Supplies & Service									0	
3114 Custodial and Laundry Supplies									0	
3115 DP Supplies									0	
3116 Purchased Software	22,782		4,500				4,500		4,500	
3117 Educational Supplies									0	
3118 Food/Food Svc. Supplies									0	
3120 Library Books, Per. and Subs									0	
3121 Office Supplies			27,591				27,591		27,591	
3122 Microfilm Photo Supplies & Service									0	
3123 Postage									0	
3124 Printing/Copy Supplies	100		5,278				5,278		5,278	
3126 Repair & Maintenance Supplies									0	
3128 Noncapitalized Equipment	11,406		5,887				5,887		5,887	
3131 Non Capitalized Building Material									0	
3140 Non Capitalized IT Purchases - PCs	28,117		13,022				13,022		13,022	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	1,919		6,437				6,437		6,437	
3940 Electricity									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community 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
3970 Natural Gas									0	
4100 Other Operating Expenses									0	
4110 Losses									0	
4111 Prizes/Awards									0	
4140 Dues and Memberships									0	
4151 Interest/Late Payments									0	
4170 Miscellaneous Fees/Fines									0	
4180 Official Functions	193		6,249				6,249		6,249	
4190 Patient & Client Care Expenses			4,367				4,367		4,367	
4195 Care and Subsist-Rent to Owners									0	
4197 Care and Subsist-Utility Pmts	690		649				649		649	
4200 Purchase Discounts Lost									0	
4220 Registration Fees	5,536		8,414				8,414		8,414	
4240 Employee Moving Expense									0	
6213 IT Software Direct Purchase									0	
6280 Other Capital Equipment									0	
Total Operating Expenses	141,067		141,067		141,067		141,067		141,067	
General Fund	141,067		141,067		141,067		141,067		141,067	
Reconciliation										
Long Bill Appropriation	139,564		141,067							
Supplemental	1,503									
Special Bills - HB 98-1340										
Reversions										
Subtotal	141,067		141,067							
Decision Items - Operating										
Contract Services - Y58	1,062,396		811,176		1,062,396		1,062,396		1,062,396	
Reconciliation										
Long Bill Appropriation	1,062,396		1,062,396							
Supplemental										
Reversions			(251,220)							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community 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
Subtotal	1,062,396		811,176							
Decision Items - Contract Services										
Start-up										
Reconciliation										
Long Bill Appropriation										
Supplemental										
Reversions										
Subtotal										
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										
Cash Fund										
Cash Fund Exempt										
Federal Funds										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **YOS AFTERCARE**

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	**1,768,134**	**1,516,086**	**1,777,580**	**1,858,837**	**1,811,394**
General Fund	1,768,134	1,516,086	1,777,580	1,858,837	1,811,394
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					

5E Community Re-entry

Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(5) COMMUNITY SERVICES**
(E) Community Re-Entry Subprogram

Line Items:
Personal Services
Operating Expenses
Offender Emergency Assistance
Contract Services
Offender Re-employment Center
Community Reintegration Grants
Start-up Costs

Change Request(s): DI #2 Parole - Parole ISP - Re-Entry Caseload Increase

Federal/State Statutory and Other Authority: CRS 17-33-101 - To provide highly structured case management and support services to offenders being supervised in the community.

Program Description: The Community Re-Entry subprogram assists offenders preparing for a successful transition from prison back to the community. Community Re-Entry works with case management, correctional education and community parole officers to support the development and implementation of offender transition plans. These plans include support services which will provide the resources necessary to successfully transition the offender back to the community, function successfully on their own, modify resources and plans to adjust to changing environmental conditions and enhance public safety.

Total FTE: 13

Services Provided
The focus of the Community Re-Entry subprogram is on providing services to those offenders most in need of transition assistance and most at risk of returning to prison. The Community Re-Entry subprogram provides an individual needs assessment and case management services that address housing, employment, clothing, tools, transportation, and healthcare as well as brokering community resources in an effort to develop positive support systems for offenders. Additional support services provided include the repayment of restitution, restructuring child support arrearages, mental health and/or substance abuse treatment and any other special circumstances that may impact an offender's transition from prison to the community. Community Re-Entry Specialists work closely with Community Parole Officers developing and implementing community release plans.

The John Inmann Work and Family Center (JIWFC) is a component of the Community Re-Entry subprogram. The Center's focus is to provide comprehensive re-entry services such as employment services, cognitive education, transition planning, and pro-social skills for offenders, as well as victim assistance services for victimized community members. The Center

is also recognized as a community focal point for collaborative efforts with federal, state and local agencies, community based agencies and faith-based organizations to initiate programs and services to enhance the offender's transition plan while supporting their supervision plan.

The Community Re-Entry subprogram provides comprehensive support services based on an intensive "case management model" in which multiple services are delivered and/or programs are utilized to assist in the offender's transition plan. Delivery of these services and programs are incentive based and part of the offender's community supervision plan.

Functions and Activities Summarized

Priority	Function
1	Public Safety
2	Assessment and case management
3	Brokerage of community resources
4	Support services delivery (housing, employment, transportation)
5	Administration

Analysis of Functions and Activities

Public Safety: The commitment to public safety is evident in the program design of locating Community Re-Entry Specialists in the community parole offices. This design is intended to enhance the monitoring of supervision plans with re-entry services by incorporating a collaborative effort between the Community Parole Officer and Community Re-Entry Specialist to enhance public safety. Communication between the Community Parole Officer and Community Re-Entry Specialist is one key in implementing both transitional and modified community plans for each offender. The target offender population for Community Re-Entry is those offenders who have the greatest barriers in the community, have refused facility support programs and services, lack support services in the community, and are assessed to have the highest propensity to re-offend.

Assessment and Case Management. A key component of Community Re-Entry subprogram is the comprehensive assessment of an offender's re-entry needs and assisting in the planning, development and implementation of services in areas such as employment, housing, family, and other major life areas. Individualized assistance is critical to the post release success of offenders. Community Re-Entry works closely with facility Case Managers, correctional education staff, and Community Parole Officers. Delivery of services and programs are incentive based and part of the offender's community supervision plan.

Brokerage of Community Resources: By accessing resources provided by other organizations/ agencies, Community Re-Entry is able to maximize available DOC resources as well as expose community groups and the public in general to the issues and barriers faced by released offenders. Collaborative efforts between Community Re-Entry and local, state, and federal agencies encourage community involvement, support, and a voice in offender accountability.

Support Services Delivery: Employment services are a key component of Community Re-Entry with the focus on developing the self sufficiency of individual offenders. Subsistence services

provide assistance in accessing basic life requirements such as housing, transportation, tools and clothing. Subsistence services are provided by funding from DOC support services and by linking offenders to a variety of other programs/agencies.

Administration: The administrative function of Community Re-Entry is spent in program design, identification and procurement of new services, evaluation, measuring, and monitoring of program and service effectiveness, budget management, and staff training, development, and supervision. It has been essential to implement programs and services which help stabilize offenders in transition from an institutional setting back to the community. Administrative functions also involve grant management, including program design, implementation, monitoring, and reporting.

Shared Functions and Activities

Community Re-Entry receives back up support services from the Division of Adult Parole, Community Corrections and YOS. Community Parole Officers work closely with Community Re-Entry specialist to assess needs and identify community re-entry plans. This linkage incorporates an existing infrastructure of community-based programs and the law enforcement network provided by the Division of Adult Parole, Community Corrections and YOS.

Community Re-Entry has additional shared functions with the Correctional Education, Faith and Citizen Programs and Case Management component of DOC. DOC Correctional Education, Case Management, Faith and Citizen Programs and Community Re-Entry work closely to share information on offenders preparing for the transition to community, avoid duplication of services and identify appropriate services to match offender needs.

DOC Approved Treatment Providers conduct mental health assessments; provide individual and group counseling, substance abuse counseling, and psychiatric services as needed.

Prioritized Objectives and Performance Measures

Objective: To maintain a network of community re-entry support services and case management that provides an opportunity for parolees to re-enter the community as contributing members of society.

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: The number of parolees receiving critical Community Re-Entry services. Definition: Total number of parolees receiving case management, delivery of multiple services and/or expenditure of funds. Demonstrates: Comparison of parolees receiving extensive, in-depth re-entry services as opposed to those receiving short term, single services or those who were determined unsuitable for services.	Target	800	800	800	800
	Actual	869	1725		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Number of parolees receiving basic re-entry services in the community. Definition: Total of all enrollments, single service delivery and those determined unsuitable for service. Demonstrates: Comparison of parolees receiving short term, single services as opposed to those receiving extensive, in-depth services.	Target	600	600	600	600
	Actual	532	716		
MEASURE: Average Daily Parole Caseload. Definition: Parole releases to include Discretionary Parole, Mandatory Parole. Demonstrates: Comparison of total number released with the number of offenders provided reintegration services.	Target	6,551	7,527	8,501	9,455
	Actual	5,707	6,797		

OPTIONAL ELEMENTS

Trends

The National Institute of Corrections states that current research on offender rehabilitation and behavioral change is now sufficient to enable corrections to make meaningful inferences regarding what works in our field to reduce recidivism and improve public safety. This research indicates that certain programs and intervention strategies (Evidence-Based Practices), when applied to a variety of offender populations, reliably produce sustained reductions in recidivism. The Community Re-Entry subprogram will work closely with the National Institute of Corrections to implement Evidence-Based Practices.

The National Institute of Corrections cites several extensive studies that have documented an unmistakable link between an offender's capability to find and keep a job and the reduction in recidivism. The Community Re-Entry subprogram continues to work to improve collaborations between community based services and the Colorado Department of Labor and Employment. Securing employment for this population continues to present challenges. Typically the offender population served by Community Re-Entry has not participated in facility programs to prepare for community re-entry or have transferable employment skills required in the current marketplace.

The Community Re-Entry Unit is working with a population demonstrating a higher need for specialized services and case management. The total of offenders on ISP-P and parole average around 8,500 statewide. The number of offenders on parole receiving community re-entry services FY 06/07 was 1303 (53.4%) (FY 05/06 was 779 at 56%), the number on ISP-P was 1138 (46.6%) (FY 05/06 was 616 at 44%). Of the total number of offenders served 515 were sex

offenders (21.1%) and 656 (26.9%) were P3+ (FY 05/06 was 290 at 21% for sex offenders and 467 at 34% for P3+). The average caseload ratio for a Community Re-Entry Specialist is 1:242 (FY 05/06 was 1:108).

Workload Assumptions

- No change in legislation to redefine Community Re-Entry functions. Adequate funding is available to implement programs and services. DOC is committed to providing staff with essential and continuous training. Population projections provided by the Office of Planning and Analysis are accurate.

- Resources required will not exceed current projected inflation or funding. Technologies will be used where they result in improving efficiency, effectiveness, and public safety.

- DOC will be funded for the required number of Community Re-Entry specialists.

- Local governments will not implement legislation that prevents the existence of programs or services in areas established by the Community Re-Entry subprogram.

Existing conditions

- Community Re-Entry continues to feel the impact of budget reductions from FY 2003 through FY 2005. Community Re-Entry, which includes the John Inmann Work and Family Center, underwent a major FTE reduction. Services lost or reduced as a result were: pre-release, case management, life skills classes, transition planning, and community re-entry support. As a result of a major re-organization efforts, efficiencies in the following services were gained: community re-entry specialists in community parole offices, direct access to offenders in community parole offices, and direct support and communication with community parole officers

- The John Inmann Work and Family Center (Offender Re-Employment Center) lost resources and services in the following areas: number of on-site community re-entry specialists – two staff now work only three days per week at the Center. The Welfare to Work component: child support adjustments, driver's license renewals. The Center lost in-reach capabilities and operating funds. The Motherhood component lost family reunification, operating funds. The Division of Criminal Justice-Byrne lost: employment services, job development, operating funds.

- Community Re-Entry funding and resources have failed to keep abreast of the ever increasing parole and special needs population.

Accomplishments

- The Incarcerated Veteran's Training Program has extended its training to all CDOC facilities and the Cheyenne Mountain Re-Entry Center. Colorado Incarcerated Veteran's Guides have been distributed to case managers in all CDOC facilities. This guide identifies Veterans Administration programs and contact persons to apply for benefits. Posters have been displayed at all Community Parole Offices with contact information on veteran's benefits.

- Community Re-Entry has expanded service agreements with local shelters to ensure offenders receive the appropriate services during their length of stay and shelters are paid in a timely manner. Three Transition Houses have been established in the Denver Metro area as a step down process from shelter to independent living.

- Community Re-Entry Specialists have expanded shelter and housing opportunities in Denver, Colorado Springs, Grand Junction and Pueblo areas.

- Community Re-Entry assistance to female offenders leaving DWCF and transitioning throughout the state is expanding with more interaction between the facility and the Community Re-Entry Specialist.

- Community Re-Entry Specialists successfully completed the National Institute of Corrections' Offender Workforce Development Specialists training in Albuquerque, NM last summer.

Subprogram Specific Goals and Objectives

Goal #1: 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.

Community Re-Entry: To operate effective, efficient, and progressive offender programs for treatment, education, and employment with full accountability based on measured improvement in offender behavior, performance and community reintegration.

Assumptions: Adequate funding is available to implement programs and contract community based resources.

Objective 1.1: Develop and implement a statewide plan for Community Re-Entry, in accordance with CRS 17-33-101, which coordinates re-entry programs and services with both faith and community based agencies by 6/30/08.

Objective 1.2: Partner with the National Institute of Corrections to implement Offender Workforce Development Specialist training statewide by 6/30/08.

Objective 1.3: Expand the service delivery of the John Inmann Work & Family Center to include locating additional partner programs/staff on site and securing the additional support/funding required for the long-term sustainability of the Center by 06/30/08.

Goal #2: To maintain legislative, executive branch, media, and public support for the CDOC by providing timely and concise communications.

Community Re-Entry: To maintain legislative, executive branch, media, and public support for Community Re-Entry by providing timely and concise communications.

Assumptions: Programs can be developed and implemented within the appropriated funds.

Objective 2.1: Implement a John Inmann Work and Family Center Advisory Board made up of community members to guide Community Re-Entry Efforts by 6/30/08.

Objective 2.2: Work proactively with the DOC Public Information Officer to increase public awareness of the Community Re-Entry subprogram through 6/30/08.

Objective 2.3: Develop and circulate brochures and portfolios on the functions of Community Re-Entry for internal and external customers by 06/30/08.

Similar or Cooperating Programs: The Community Re-Entry subprogram works in conjunction and cooperation with a variety of Federal, State, Local and Private program agencies and organizations statewide to provide re-entry services to released offenders. Significant cooperating programs include: the state system of "One Stop" Employment & Training Centers, Colorado Department of Labor and Employment; Welfare to Work Program, Department of Human Services; Office of Child Support Enforcement, Colorado Community College & Occupational Education System, Colorado Department of Education; Adult Education and the Division of Vocational Rehabilitation.

Stakeholders

Customer	Requirement
Public	Expect public safety, positive crime free re-entry of offenders into the community.
Government	Expect program development to meet legislative and executive intent and statutory requirements.
Recipient	Expect safety, security, dignity, and quality programs to support their re-entry.
Associate	Expect effective programming, training, consistent and clear program guidelines.

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
5) COMMUNITY SERVICES												
E) COMMUNITY RE-ENTRY	1,820,728	17,172	0	5,069	590,622	(3,560)	(5,248)	2,428,803	13.0	0.0	9.2	22.2
Personal Services	674,544	17,172	0	5,069	479,624	(3,560)	0	1,176,869	13.0	0.0	9.2	22.2
Operating	15,000				27,430			42,430				
Offender Emergency Assistance	86,844				0			86,844				
Contract Services	190,000				13,588			203,588				
Offender Re-employment Center	110,000				0			110,000	0.0			0.0
Grants	739,092				0		0	739,092				
Start-up	5,248				69,980		(5,248)	69,980				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Re-Entry 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
Position Detail										
General Professional V	14,232	0.2	35,483	0.6			63,552	1.0	63,552	1.0
General Professional IV	39,445	0.7	53,455	1.0			78,420	1.0	78,420	1.0
General Professional III	287,879	6.5	294,890	6.5			431,808	9.0	431,808	9.0
General Professional II							38,664	1.0	38,664	1.0
Program Asst I			5,520	0.2			34,608	1.0	34,608	1.0
Com Par Officer									0	0.0
Subtotal:	341,556	7.4	389,348	8.3			647,052	13.0	647,052	13.0
Salary Subtotal	341,556	7.4	526,632	8.3			647,052	13.0	647,052	13.0
PERA @ 10.15%	34,545		53,240				65,676		65,676	
Other Retirement Plans										
Medicare Tax @ 1.45%	4,698		6,999				9,382		9,382	
Compensation Match										
Base Reduction -.51%									(3,560)	
Other Personal Services										
Part-time/Temporary										
Contractual Services	24,741		3,379							
Overtime Pay										
Retirements/Payouts	11,974		1,023							
Vacancy Savings									0	
Subtotal of Personal Services	417,514	7.4	591,273	8.3	674,544	13.0	722,110	13.0	718,550	13.0
General Fund	417,514	7.4	591,273	8.3	674,544	13.0	722,110	13.0	718,550	13.0
Cash Fund Exempt					0	0.0	0	0.0		
POTS - Expenditures										
Shift Differential										
Health/Life Insurance	22,328		29,818				32,544		0	
Short-term Disability @ .21%/.045%	491		595				633		0	
AED/SAED	681		3,873				8,471			
Salary Survey							17,172 *			
Anniversary							*			
Pay for Performance							6,336 *			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Re-Entry 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
Medicare Change										
Unemployment Security Payments										
Difference							(24,058)		(25,325)	
Total Continuation Personal Services	441,013	7.4	625,559	8.3	674,544	13.0	739,700	13.0	693,225	13.0
General Fund	441,013	7.4	625,559	8.3	674,544	13.0	739,700	13.0	693,225	13.0
Cash Fund Exempt	0		0		0		0		0	
ANNUALIZATION ITEMS - PERSONAL SERVICES										
Parole/Parole ISP DI Annualization									4,020	
TOTAL ANNUALIZATION ITEMS									4,020	0.0
Grand Total Continuation Personal Services	441,013	7.4	625,559	8.3	674,544	13.0	739,700	13.0	697,245	13.0
General Fund	441,013	7.4	625,559	8.3	674,544	13.0	739,700	13.0	697,245	13.0
Cash Fund Exempt									0	
DECISION ITEM - Personal Services										
DI # 2 Parole/Parole ISP/Re-Entry Caseload									479,624	9.2
TOTAL DECISION ITEMS									479,624	9.2
TOTAL PERSONAL SERVICES									1,176,869	22.2
General Fund									1,176,869	22.2
Cash Fund Exempt									0	
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							603,735	12.0	674,544	13.0
Previous Year Special Bills/Supplemental										
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Expansion FMCC & CSP										
Base Reduction 1%										
Salary Survey - classified employees							17,274		17,172	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Re-Entry 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
Annualized Anniversary (Option 8)-classified										
Pay for Performance									5,069	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization							12,422		4,020	0.0
Base Adjustment - .51%							(3,105)		(3,560)	
Adjustments (Decision Items, other)							44,218	1.0	479,624	9.2
Total Personal Services Appropriation/Request							674,544	13.0	1,176,869	22.2
General Fund							674,544	13.0	1,176,869	22.2
Cash Fund Exempt									0	
Personal Services Reconciliation										
Long Bill Appropriation	440,523	8.0	603,735	12.0						
Supplemental										
Special Bills - HB 98-1242										
Roll-forwards										
Additional Federal Funds										
Transfers										
Reversions			(969)							
Subtotal	440,523	8.0	602,766	12.0						
General Fund	440,523	8.0	602,766	12.0						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary							17,172			
Anniversary							0			
Pay for Performance							6,336			
Phase II Reclassification										
Senior Executive Service (SES)										
Shift Differential							0			
Medicare change										
Health/Life Insurance			22,378				32,544			
HB 00-1215							0			
Short Term Disability	490		415				633			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Re-Entry 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
AED							8,471			
POTS Subtotal	490		22,793				65,156			
General Fund	490		22,793				65,156			
Total Personal Services	441,013		625,559				739,700	13.0	1,176,869	22.2
Total Actual Personal Services	441,013		625,559				739,700	13.0	1,176,869	22.2
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2110 Water and Sewerage Services									0	
2160 Custodial Services			1,560				1,560		1,560	
2190 Snow Plow Services									0	
2210 Other Maintenance/Repair			217				217		217	
2230 Equip. Maintenance/Repair									0	
2232 Software Maint./Upgrade									0	
2250 Vehicle Lease Payments									0	
2252 Vehicle Mileage Charge			560				560		560	
2253 Rent for Equipment	3,989								0	
2255 Rents, Bldg, Space or Land									0	
2259 Parking Fee Reimbursement			139				139		139	
2512 Travel - IS Per Diem	520		926				926		926	
2513 Travel - IS Vehicle Reimbursement	274		949				949		949	
2520 Travel - IS Non-Empl									0	
2531 Travel - OS Common Carrier			731				731		731	
2532 Travel - OS Per Diem			1,242				1,242		1,242	
2610 Advertising									0	
2611 Public Relations									0	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside Source	2,145		149				149		149	
2680 Printing and Reproduction	273		185				185		185	
2810 Freight									0	
2820 Other Purchased Services	3,580								0	
2830 Office Moving - Pur Svc.									0	
3110 Other Supplies & Materials	66		2,121				2,121		2,121	
3112 Automotive Supplies									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Re-Entry 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
3113 Clothing/Uniform Allowance									0	
3114 Custodial/Laundry Supplies									0	
3115 Data Processing Supplies									0	
3116 Purchase/Lease Software									0	
3117 Educational Supplies									0	
3118 Food/Food Svc. Supplies									0	
3120 Library Books/Period./Subs.									0	
3121 Office Supplies	1,478		2,180				2,680		2,680	
3122 Microfilm Photo Supplies/Svc									0	
3123 Postage	86		16				16		16	
3124 Printing	90		1,239				1,239		1,239	
3125 Recreational Supplies									0	
3126 Repair/Maint. Supplies									0	
3128 Noncapitalized Equipment									0	
3140 Non Capitalized IT Purchases - PCs									0	
3143 Non Capitalized IT Purchases - Other									0	
4140 Dues and Memberships			278				278		278	
4170 Miscellaneous Fees & Fines									0	
4180 Official Functions									0	
4193 Care and Subsist-Client Benefits									0	
4195 Care and Subsist-Rent to Own									0	
4197 Care and Subsist-Utilities									0	
4220 Registration Fees			2,007				2,007		2,007	
Total Operating Expenses	12,500		14,500		15,000		15,000		15,000	
General Funds	12,500		14,500		15,000		15,000		15,000	
Reconciliation										
Long Bill Appropriation	12,500		14,500							
Supplemental										
Reversions										
Subtotal	12,500		14,500							
DECISION ITEM - OPERATING										
DI # 2 Parole/Parole ISP/Re-Entry Caseload									27,430	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Re-Entry 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
Offender Emergency Assistance (C76)	86,844		86,843		86,844		86,844		86,844	
Reconciliation										
Long Bill Appropriation	86,844		86,844							
Supplemental										
Reversions			(1)							
Subtotal	86,844		86,843							
DECISION ITEM - Offender Emergency										
CONTRACT SERVICES (C56)	50,000		190,000		190,000		190,000		190,000	
Reconciliation										
Long Bill Appropriation	50,000		190,000							
Supplemental										
Reversions										
Subtotal	50,000		190,000							
DECISION ITEM - Contract Services										
DI # 2 Parole/Parole ISP/Re-Entry Caseload									13,588	
OFF. REEMPLOYMENT CENTER -FF/ CFE	100,000		100,000		110,000		110,000	0.0	110,000	0.0
Off Reemployment Center - GF					100,000		100,000		100,000	
Off Reemployment Center - CF										
Off Reemployment Center - CFE					10,000		10,000		10,000	
Off Reemployment Center - FF					0		0		0	
DRESS OUT (C46) moved to Supt							0		0	
DI - Dress Outs										
Reconciliation										
Long Bill Appropriation										

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Community Re-Entry 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
Supplemental										
Reversions										
Subtotal	0		0							
OFF REEMP CTR GRANTS - 511/12/43/72/77	884,602		65,345							
COMM REINT GRANTS - C96/501/510/523/541	250,952		145,494		739,092		739,092		739,092	
COMM REINT GRANTS - CFE					118,919		118,919		118,919	
COMM REINT GRANTS - FF					620,173		620,173		620,173	
START-UP			20,114		5,248		5,248			
DI# 2 Parole/Parole ISP/Re-Entry Caseload									69,980	
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										
Cash Funds	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		620,173		620,173	

SCHEDULE 4

SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: CORRECTIONS

AGENCY: COMMUNITY RE-ENTRY SUBPROG

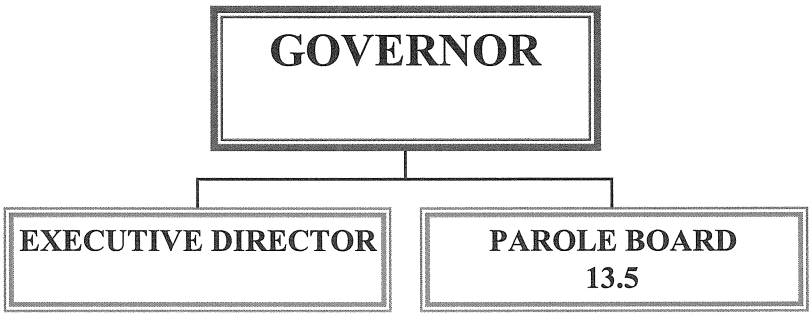
Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**1,825,911**	**1,247,855**	**1,820,728**	**1,885,884**	**2,428,803**
General Fund	690,357	1,037,016	1,071,636	1,136,792	1,679,711
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	128,919	128,919	128,919
Federal Funds	1,135,554	210,839	620,173	620,173	620,173
Other					
Fund Lists					
Cash Funds					
General Fund # 100					
Offender Re-Employment Center	0	0			
Total Cash Funds	*0*	*0*			
Cash Funds Exempt					
General Fund # 100					
Gifts, Grants and Donations	0	0	10,000	128,919	128,919
Life Skills Grant via CDOE (523, DLO)			118,919		
Total Cash Funds Exempt	*0*	*0*	*128,919*	*128,919*	*128,919*
Federal Funds					
General Fund # 100					
Comm Reintegrations Grants (DLO)	250,952	145,494			
Off Re-Employment Center (DBU)	884,602	65,345	620,173	620,173	620,173
Total Federal Funds	*1,135,554*	*210,839*	*620,173*	*620,173*	*620,173*

PAROLE BOARD

COLORADO DEPARTMENT OF CORRECTIONS

(6) PAROLE BOARD

FY 07-08



Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(6) PAROLE BOARD**

Line Items: Personal Services
Operating Expenses
Contract Services

Change Request(s):

Federal/State Statutory and Other Authority: CRS 17-2-201 State Board of Parole.

Program Description: It is the mission of the Parole Board to promote public safety, implement rules and regulations that govern the granting and revocation of parole, set terms of parole and release dates to ensure offenders receive fair and consistent treatment, as well as assist offenders toward community reintegration in accordance with State Statute CRS 17-2-201.

Total FTE: 13.5

Services Provided
The Parole Board, in accordance with CRS Section 17-2-201, considers all applications for parole. The Board conducts parole hearings on all inmates eligible for parole, granting or denying parole. The Board further sets conditions and duration of parole, conducts revocation/evidentiary hearings on parole complaints, suspension and rescission hearings.

Parole Board staff provide support to the Board under the direction of the Office Manager. Board members and staff are required to respond to verbal and written inquiries and refer requests for statistical information to the Department of Corrections.

Functions and Activities Summarized

Priority	Function
1	Parole Granting/Revocation
2	Administration (clerical support)
3	Administrative Hearing Officers
4	Release Hearing Officers

Analysis of Functions and Activities
Parole Granting/Revocation: The Parole Board considers all applications for parole. In the performance of its duties, the Parole Board must either conduct, complete, or consider the following elements:

- Application Hearing - Hearings are required by statute when an offender has served the appropriate length of time as stipulated by statute.

- Deferred Case - An application hearing resulting in a deferral of the granting of parole.

- Full Board Review - Cases reviewed by all Parole Board members. A requirement on cases involving violent crimes, history of violence or propensity for violence.

- Notice of Colorado Parole Board Action - The form used by the Parole Board to release or defer inmates. This legal document states the special conditions of parole or the reasons for deferral.

- Parole - The conditional supervision of an offender in the community under the jurisdiction of the Parole Board.

- Parole Eligibility Date - The date an inmate is eligible for parole in accordance with state law.

- Parole Plan - A prospective plan for a parolee's residence, employment, and rehabilitation while on parole.

- Rescission Hearing - Due process hearing resulting from the suspension of parole previously granted. This may be due to an infraction of the rules of the Department of Corrections, new criminal charges, parole plan disapproval, or some other factor. The decision to be made is whether to rescind or reinstate the offender's parole.

- Revocation/Evidentiary Hearing - Hearing conducted as the result of a complaint involving violation(s) of a condition of parole.

- Tabled Cases - Inmates that the Parole Board has approved for release to parole who are awaiting investigation of their parole plan, and/or completion of a program.

The Board may parole any person who is sentenced or committed to a correctional facility when:

- That person has served his or her minimum sentence, less time allowed for good behavior,

- There is a strong and reasonable probability that the person will not thereafter violate the law, and

- The release of the person from institutional custody is compatible with the safety and welfare of society.

The Board has exclusive power to conduct all proceedings involving applications for parole, rescission and revocation/evidentiary hearings. The Parole Board chairperson,

however, may contract with licensed attorneys to serve as administrative hearing officers to conduct parole revocation hearings or to appoint an administrative law judge to conduct parole revocation hearings pursuant to rules adopted by the Board. The Chairperson may also contract with qualified individuals to serve as release hearing officers to conduct parole application hearings for inmates convicted of nonviolent felonies that are class 4 felonies, class 5 felonies, or class 6 felonies, and to set parole conditions for inmates eligible for release to mandatory parole pursuant to rules adopted by the parole board.

Parole Board members meet inmates/parolees at Department of Corrections, CMHI-P, private contract, and community corrections' facilities as well as county jails to consider release applications, rescission hearings or hear revocation proceedings on a monthly basis. The Parole Board utilizes video conferencing equipment to conduct hearings when available and is seeking to expand the use of video conferencing as a means of meeting the increasing workload requirements due to increasing inmate populations.

The Parole Board members, Release Hearing Officers, Administrative Hearing Officers or an Administrative Law Judge meet with inmates and parolees at various Department of Corrections facilities, CMHI-P and county jails on a monthly basis. In accordance with CRS 17-2-201, the Parole Board is to provide hearings for all eligible inmates at the facility in which they are confined. Victims are to be provided adequate notification and opportunity for input. The Board provides information to the Governor, General Assembly, Department of Corrections and the general public regarding any inquiries. Board decisions are rendered on a timely basis, utilizing all information available including risk assessment evaluation.

"Parole application hearings" are held at each correctional facility, and CMHI-P on every parole-eligible inmate as required by state statute. These hearings are recorded on tape and open to the public. The Parole Board may make a decision to approve or defer parole. A deferral is the Board's decision at the inmate's application hearing to deny the offender parole at that time. The inmate is scheduled for another hearing within a year or up to as much as five (5) years if the offense warrants. A new hearing date is indicated on the Notice of Colorado Parole Board Action form. Parole Application Hearings are conducted by the seven (7) Parole Board Members or four (4) Release Hearing Officers.

A Full Board review is required on cases involving violent crimes or cases where an offender has a history of violence or propensity for violence. The Board members or Release Hearing Officers who conduct the offender interviews present their findings to the entire Parole Board. Reviews are generally held once a week. Board members meet, hear the cases and vote to release or defer an inmate to parole. A decision to release or defer will be based on no less than four (4) votes in favor of parole for parole to be granted.

As part of the parole consideration process, the offender must submit a prospective plan for residence, employment and rehabilitation while on parole. The offender submits this plan to his Facility Case Manager who transmits the plan to the Division of Community

Parole for investigation. The offender's case is considered "tabled" while awaiting approval of the parole plan. Cases are processed and prepared daily as additional information is received from Parole Officers so that a release date can be set.

If parole is granted, the offender is scheduled for release to the supervision of the Division of Community Parole. The pending release on parole may be lost if the offender is subsequently charged with an infraction of the rules of the Department of Corrections, subject to new court orders barring release, charged with new criminal charges, has his/her parole plan disapproved, or for some other reason. A due process "rescission" hearing is held to consider this loss of the offender's pending parole release. These hearings are recorded on tape and open to the public. The decision as to whether to rescind or reinstate the offender's parole will be made by the Board.

Once paroled, an offender is subject to the conditions of parole as ordered in the Parole Order/ Agreement. If such conditions are violated, a hearing is held to review the alleged violation. The Parole Board hears the complaint of a parole violation allegedly committed by a parolee at a revocation (evidentiary) hearing. The Board provides access on a full-time basis to all Parole Officers to file complaints, schedule hearings, request warrants or subpoenas and receive any necessary information prior to the hearing. A Parole Board member, or contract Administrative Hearing Officer, or the Administrative Law Judge conducts the hearing at the parolee's place of confinement. These hearings are recorded on tape and open to the public. The Parole Board has five working days (more if the parolee waives this rule) to decide whether to revoke or continue the parole.

Administration: Administrative activities include the assignment of workloads to Board members and clerical staff, the evaluation of clerical staff, and oversight of all Board functions. Records and tracks documents relating to Parole Board actions or revocation hearings; logs audio cassette tapes of application and/or revocation hearings, and generates statistical reports on Parole Board decisions. Prepares and coordinates scheduled application and revocation hearings, and answers questions from victims, inmates, the press, the Governor, the Legislature, the general public, and DOC authorized personnel.

The Parole Board Chairperson oversees all Board functions, ensuring that procedures for conducting hearings comply with state fiscal rules, procurement regulations, and statutory provisions. On a weekly basis, the Chairperson determines and assigns cases to Parole Board members and Release Hearing Officers ensuring timely considerations and resolution of application and revocation hearings. The Chairperson may contract with licensed attorneys to serve as administrative hearing officers to conduct parole revocation hearings, or can appoint an administrative law judge to conduct parole revocation hearings and may contract with qualified individuals to serve as release hearing officers to conduct parole application hearings for inmates convicted of nonviolent felonies that are class 4 felonies, class 5 felonies, or class 6 felonies and to set parole conditions for inmates eligible for release to mandatory parole.

Administration also includes the assignment of work to clerical staff to provide timely and accurate processing of documentation relating to the work of the Parole Board. This includes recording and tracking of documents relating to Parole Board Actions or revocation hearings, preparing for and coordinating such hearings and generating statistical reports on all Parole Board decisions resulting from application or revocation hearings.

Clerical staff respond to verbal and written inquires regarding an offender's parole status, general questions regarding the parole process, and questions about times and places of hearings. These questions may come from victims, inmates, the general public, DOC case managers or other staff, attorneys or the courts.

Evaluation of clerical staff is part of the administrative function. Board members themselves are evaluated only by the Governor and the Senate.

Shared Functions and Activities

Time Computation: Prints and distributes the monthly eligible list, preprints Notice of Board Action forms, prepares and distributes Parole Order/Agreements and notifies the Board of any discrepancies or other problems with individual cases needing decisions by the Board.

DOC Case Management: Prepares and presents documentation to the Board for an offender's parole consideration hearing.

Division of Community Parole: Oversees activities of parolees to ensure compliance with the Parole Order/Agreement, issues complaints alleging violations of parole, and presents evidence in support of said complaint in any subsequent revocation/evidentiary proceeding.

DOC Facilities: Provide appropriate meeting space and equipment needed to conduct application and rescission hearings.

Local Law Enforcement Agencies: Assist in monitoring offenders on parole and provide appropriate space for conducting revocation hearings.

Colorado Mental Health Institute at Pueblo: Provides office space, building maintenance, housekeeping services, and utilities on a contractual basis for the Parole Board office located on the CMHI-P campus. Provides appropriate space for conducting parole release hearings for inmates moved to CMHI-P by DOC, and for revocation hearings as scheduled.

Prioritized Objectives and Performance Measures

OBJECTIVE: By June 30, 2008 continue current levels of service by considering all applications for parole, conducting parole hearings on inmates eligible for parole, granting or denying parole to eligible offenders, setting conditions and duration of parole, and conducting hearings on parole revocation complaints.					
		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Parole Application Hearings Conducted. Definition: Hearings required by Statute when an offender has served the appropriate length of time as stipulated by Statute. Demonstrates: The increasing number of hearings the Board is required to conduct per Statute.	Target	16,500	18,500	19,000	19,500
	Actual	18,094	20,247*		
MEASURE: Number of Full Board Hearings Conducted. Definition: Cases requiring a review by no less than four (4) members of the Board to consider all cases of a violent crime, history of violence or propensity for violence. Demonstrates: The increasing number of hearings the Board is required to conduct per Statute.	Target	300	450	500	550
	Actual	444	663*		
MEASURE: Number of Rescission Hearing Conducted. Definition: Hearings resulting from the suspension of parole previously granted due to varying factors to include DOC rule infractions, new criminal charges, etc. Demonstrates: Number of additional hearings required as the result of the suspension of previously approved parole.	Target	300	350	400	450
	Actual	280	342*		

Note: * Preliminary numbers – likely to change.
Application Hearing actuals include deferred (10,039), waived (1,266), and granted (8,942). 4,099 Granted include released on mandatory release date (MRD).

OPTIONAL ELEMENTS

Prior Year and Other Performance Measures

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Parole Applications Granted. Definition: Hearings conducted by the Board approving parole of incarcerated felons. Demonstrates: The number of hearings conducted releasing an offender either by setting a date to parole or releasing on a Mandatory Release Date.	Target	1,500	3,500	4,000	4,500
	Actual	3,121	4,843*		
MEASURE: Number of Parole Applications Deferred. Definition: Hearings conducted by the Board where inmates were denied parole and scheduled for subsequent hearing. Demonstrates: The Board's commitment to public safety by using its discretion in releasing inmates per Statute.	Target	8,500	9,000	9,500	10,000
	Actual	8,823	10,039*		
MEASURE: Number of Parole Applications Waived. Definition: Offender's request that parole not be considered due to personal reasons including programming needs, parole plan difficulties, etc. Demonstrates: The number of offenders exercising their right not to be heard by the Board when parole eligible while requesting to be heard at a later date.	Target	1,300	1,350	1,400	1,450
	Actual	1,311	1,266*		
MEASURE: Number of Parole Revocation Hearings Conducted. Definition: Hearings conducted as the result of a complaint by the Division of Community Parole involving violation(s) by a parolee of a condition of parole. Demonstrates: The number of additional hearings required as a result of parole complaints.	Target	9,500	11,000	11,500	12,000
	Actual	10,620	11,699*		

Note: *Preliminary numbers – likely to change.

		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of Parolees Revoked to DOC Prisons. Definition: Parolees returned to DOC prison facilities for violation of condition(s) of parole. Demonstrates: The Board's commitment to public safety by returning parole violators to incarcerated status.	Target	2,800	2,950	3,000	3,050
	Actual	2,948	3,006*		
MEASURE: Number of Parolees Revoked to Jail. Definition: Parolees regressed from parole status to jail facilities for up to 90 days based on violation of condition(s) of parole. Demonstrates: The Board's commitment to public safety by returning parole violators to incarcerated status.	Target	10	10	10	10
	Actual	4	1*		
MEASURE: Number of Parolees Revoked to Community Return to Custody Facility. (SB03-252 - CRS 17-2-103(11)) Definition: Parolees regressed from parole status to community return to custody facilities for up to 180 days based on violation of condition(s) of parole. Demonstrates: The Board's commitment to public safety by returning parole violators to incarcerated status.	Target	500	700	750	800
	Actual	659	802*		
MEASURE: Number of Parolees Revoked to Community Corrections. Definition: Parolees regressed from parole status to community corrections for up to 180 days based on violation of condition(s) of parole. Demonstrates: The Board's commitment to public safety by returning parole violators to incarcerated status.	Target	10	10	10	10
	Actual	4	3*		
MEASURE: Number of Parole Revocation Cases continued on Parole Definition: Parolees approved to continue on parole after hearings conducted from complaints filed by the Division of Community Parole alleging violation of condition(s) of paroles. Demonstrates: Number of paroles continued in relation to total evidentiary hearings conducted.	Target	1,050	1,100	1,150	1,200
	Actual	933	985*		

Note: * Preliminary numbers – likely to change.
Effective July 1, 2002, laws changed relative to inmate's right to waive CRS 17-2-204.

Trends

While many categories of crimes as reported recently by the Colorado Department of Public Safety are declining to some extent, the inmate population continues to grow. Sentencing trends point to longer prison terms in response to public opinion and victim advocacy groups. Longer sentences can increase the number of application hearings for one inmate.

With mandatory parole added to virtually every sentence effective July 1, 1993, and thereafter, parole applications of all who are subject thereto must be heard by the Board prior to discharge in order that conditions of parole be set. Previously, if the board decided not to parole and the inmate simply discharged his or her sentence, there were no added exit parole hearings. Today, mandatory parole periods have likewise added to the Board's Revocation Hearings workload. As more inmates are placed on parole, and as long as the recidivism ratios remain approximately the same, revocation hearings will continue to grow proportionately. The impact of SB 03-252 has also increased revocation, rescission and application hearings. This has also resulted in an increase to per diem expenses for Administrative Hearing Officers.

The Department of Corrections is working to establish the necessary programs and hardware in each of its facilities throughout the State to accommodate video conferencing. This is one area which could create some efficiencies and ultimately reduce costs per hearing (release and/or revocation) as the potential for the Parole Board to use such new technology becomes more realistic.

Workload Assumptions

The State will continue to have inmates in prison whose sentences come due for review.

There will be an increasing number of parole board application hearings due to increase in prison populations and policy review decisions by the Board.

The Board will continue to have increasing numbers of revocation hearings due to increasing number of parolees and due to policy decisions by the Board, based on legislative mandates of SB 03-252.

Existing Conditions

The 2000-01 Legislature gave the Board statutory authority to contract with Release Hearing Officers (RHO's) to conduct parole release hearings on 4, 5, & 6 Class felons. This program was initiated as a pilot program with DOC funding and a report prepared for the JBC by November 2002. This program was not initiated in FY2001-02 because of liability issues for the contract RHO's. The 2001-02 legislature provided the same immunity and "right to defense" for RHO's as Parole Board members. The RHO program commenced July 1, 2002.

The Board and the Department of Corrections continue to work on the installation of video conferencing capabilities in private facilities pursuant to SB 04-1395, with Kit Carson Correctional Facility as the first facility addressed.

Subprogram-Specific Goals and Objectives

Goal #1: To meet criteria and/or mandates governing the parole of offenders from state correctional facilities, both public and private, as well as rescission and revocation proceedings as required by state statutes and federal and state court decisions.

Assumptions: The Parole Board will have adequate personnel and fiscal resources to meet its needs.

Objective 1.1: By June 30, 2008, keep abreast of legislation, case law, and court directives affecting parole board functions on a quarterly basis by the Chairman's review of current case law, court directives and legislation and the quarterly distribution of court decisions and directives to the Board which affect Parole Board functions.

Objective 1.2: By June 30, 2008, review population projections of the Department of Corrections and actual release, rescission and revocation hearings of the last three (3) years in order to predict future Parole Board requirements.

Objective 1.3: By June 30, 2008, meet no less than annually with the Department of Corrections Personnel, Budgeting, Case Management, Office of Offender Services, and Division of Community Parole.

Objective 1.4: By June 30, 2008, review and amend as necessary Parole Board Rules and Regulations and Procedures Manual.

Goal #2: To ensure hearings are held as required by law, decisions are rendered on a timely basis, and other quasi-judicial functions are performed.

Assumptions: The Parole Board will have adequate personnel and other fiscal resources to meet its needs. Parole Board policies, procedures, rules and regulations will be followed in cooperation with all agencies involved.

Objective 2.1: By June 30, 2008, render decisions for approximately 2,453 application, rescission, revocation/evidentiary and full board hearings per month.

Objective 2.2: Throughout FY 08-09, prepare all notices of Colorado Parole Board Actions, Parole Board Mittimus/Finding and Order,

Rescission Hearing decisions and Full Board votes, and disseminate to appropriate entities on a daily basis.

Objective 2.3: By October 30, 2008, account for the work done by the Board and prepare a report to the Governor.

Similar or Cooperating Programs: None

Stakeholders

Customer	Requirement
Citizens of Colorado	Identify inmates for release to reintegrate into society.
Governor/Legislature/Courts	Apply appropriate conditions of parole to each inmate approved for release.
DOC	Hear inmates as required by law and communicate outcome in a timely manner.
Victims	Hear victims and notify of subsequent outcomes in a timely manner.
Inmates	Ensure right to be heard and understand the decisions made by the Board.

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
6) PAROLE BOARD	1,407,267	17,400	0	0	0	(5,968)	0	1,418,699	13.5	0.0	0.0	13.5
Personal Services	1,150,377	17,400	0	0	0	(5,968)	0	1,161,809	13.5	0.0	0.0	13.5
Operating	104,890		0	0	0	0	0	104,890				
Contract Services	152,000		0	0	0	0	0	152,000				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole Board 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
Position Detail										
Parole Board Chairman	91,428	1.0	88,260	0.9			91,428	1.0	91,428	1.0
Parole Board Vice Chairman	88,213	1.0	90,708	1.0			90,708	1.0	90,708	1.0
Parole Board Member	427,175	5.0	437,636	5.0			431,568	5.0	431,568	5.0
Office Manager	52,056	1.0	53,196	1.0			55,200	1.0	55,200	1.0
Admin Assistant III	137,928	3.9	145,586	4.0			190,104	4.5	190,104	4.5
Admin Assistant II	12,552	0.5	44,048	1.3			38,172	1.0	38,172	1.0
Subtotal:	809,352	12.4	859,433	13.2						
Salary Subtotal	809,352	12.4	859,433	13.2			897,180	13.5	897,180	13.5
PERA @ 10.15%	90,258		104,208				91,064		91,064	
Other Retirement Plans										
Medicare Tax @ 1.45%	10,519		10,711				13,009		13,009	
Compensation Match										
Base Reduction -.51%									(5,968)	
Other Personal Services										
Part-time/Temporary Salaries	12,522		2,460							
Contractual Services	162,119		147,415				150,000		150,000	
Litigation Services	77,950		133,334				100,000		100,000	
Overtime Pay										
Retirement/Termination/Payout			52,901							
Tuition Reimbursement										
Vacancy Savings							0		0	
Subtotal of Personal Services	1,162,720	12.4	1,310,463	13.2	1,150,377	13.5	1,251,253	13.5	1,245,285	13.5
General Fund	1,162,720	12.4	1,310,463	13.2	1,150,377	13.5	1,251,253	13.5	1,245,285	13.5
POTS - Expenditures										
Shift Differential										
Health/Life Insurance	23,073		40,225				61,584		0	
HB 00-1215										
Short-term Disability @ .21%/.045%	1,210		989				1,186		0	
AED/SAED	1,699		6,331				14,447			
Salary Survey							7,464	*		
Anniversary								*		

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole Board 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
Pay for Performance							12,420			
Unemployment Security Payments										
Difference							(80,992)		(83,476)	
Total Continuation Personal Services	1,188,702	12.4	1,358,008	13.2	1,150,377	13.5	1,247,478	13.5	1,161,809	13.5
General Fund	1,188,702	12.4	1,358,008	13.2	1,150,377	13.5	1,247,478	13.5	1,161,809	13.5
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							969,511	13.5	1,150,377	13.5
Previous Year Special Bills/Supplemental										
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Expansion FMCC & CSP										
Salary Survey - classified employees							186,647			
Base Reduction 1%										
Annualized Anniversary (Option 8)-classified										
Pay for Performance									9,936	
Amortization Equalization Disbursement (AED)									0	
Salary Survey - exempt employees									7,464	
Anniversary (Option 8) - exempt										
Medicare Incremental Increase									0	
Base Adjustment - .51%							(5,781)		(5,968)	
Adjustments (Decision Items, other)										
Total Personal Services Appropriation/Request							1,150,377	13.5	1,161,809	13.5
General Fund							1,150,377	13.5	1,161,809	13.5
Cash Fund										
Personal Services Reconciliation										
Long Bill Appropriation	944,844	13.5	969,511	13.5						
Supplemental										
Special Bills										
Additional Federal Funds										
Transfers										
Reversions			(12)							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole Board 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
Subtotal	944,844	13.5	969,499	13.5						
General Fund	944,844	13.5	969,499	13.5						
Cash Fund										
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	217,292		341,133				7,464			
Anniversary							0			
Pay for Performance							12,420			
Shift Differential							0			
Medicare change										
Health/Life Insurance	23,073		40,225				61,584			
HB 00-1215							0			
Short Term Disability	1,210		989				1,186			
AED	2,284		6,162				14,447			
POTS Subtotal	243,859		388,509				97,101			
General Fund	243,859		388,509				97,101			
Total Personal Services	1,188,703		1,358,008				1,247,478	13.5	1,161,809	13.5
Total Actual Personal Services	1,188,702		1,358,008				1,247,478	13.5	1,161,809	13.5
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
2220 Bldg Maintenance/Repair	85								0	
2230 Equipment Maintenance and Repair									0	
2231 ADP Equipment Maintenance									0	
2232 Software Maint./Upgrade	220		200				200		200	
2251 Rental/Lease Motor Pool Vehicle									0	
2252 Vehicle Mileage Charge	27,454		27,435				27,435		27,435	
2253 Rent for Equipment	2,527		3,698				3,698		3,698	
2255 Rental for Bldgs.									0	
2258 Parking Fees									0	
2259 Parking Fee Reimbursement			24				24		24	
2510 Travel In State									0	
2512 Travel - IS Per Diem	29,309		29,043				29,043		29,043	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole Board 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
2513 Travel - IS Vehicle Reimbursement	264								0	
2515 State Owned Vehicle Charge	89								0	
2522 Travel - IS Non-Empl Per Diem									0	
2523 Travel - IS Non-Empl Veh. Reimburse									0	
2530 Travel - Out of State									0	
2531 Travel - OS Common Carrier	669		585				585		585	
2532 Travel - OS Per Diem	1,153		1,657				1,657		1,657	
2610 Advertising			30				30		30	
2630 Telephone and Telegraph									0	
2631 Comm Svc from Outside Source	11,659		11,532				11,532		11,532	
2640 Purchased Services/ADP			3,405				3,405		3,405	
2680 Printing and Reproduction	2,618								0	
2681 Photocopy Reimbursement									0	
2820 Other Purchased Svc.	12,174								0	
2710 Purchased Medical Services									0	
2810 Freight									0	
3110 Other Supplies/Materials	24		34				34		34	
3112 Automotive Supplies									0	
3114 Custodial & Laundry Supplies									0	
3115 Data Processing Supplies									0	
3116 Purchased Software			338				338		338	
3117 Educ. & Rec. Supplies & Service									0	
3119 Lab. Supplies									0	
3120 Books/Periodicals/Subs	1,224		748				748		748	
3121 Office Supplies	2,229		6,737				6,737		6,737	
3123 Postage	9,483		13,178				13,178		13,178	
3124 Printing/Copy Supplies	2,928		1,641				1,641		1,641	
3126 Repair & Maint/ Supplies	185		227				227		227	
3128 Noncapitalized Equipment			2,789				2,789		2,789	
3140 Non Capitalized IT Purchases - PCs			783				783		783	
3143 Non Capitalized IT Purchases - Other									0	
4111 Prizes/Awards			110				110		110	
4120 Bad Debt Expense									0	
4140 Dues & Memberships			300				300		300	
4220 Registration Fees	595		395				395		395	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Parole Board 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
4240 Moving Expenses									0	
6210 Other Equipment									0	
Total Operating Expenses	104,889		104,890		104,890		104,890		104,890	
General Fund	104,889		104,890		104,890		104,890		104,890	
Reconciliation										
Long Bill Appropriation	102,811		104,890							
Special Bill										
Supplemental	2,079									
Reversions										
Subtotal	104,889		104,890							
DECISION ITEM - OPERATING										
Contract Services - GF	76,998		77,000		152,000		152,000		152,000	
Reconciliation										
Long Bill Appropriation	77,000		77,000							
Reversions	(2)									
Subtotal	76,998		77,000							
DECISION ITEM - Contract Services										
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										
Cash Fund										
Cash Fund Exempt										
Federal Fund										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **PAROLE BOARD**

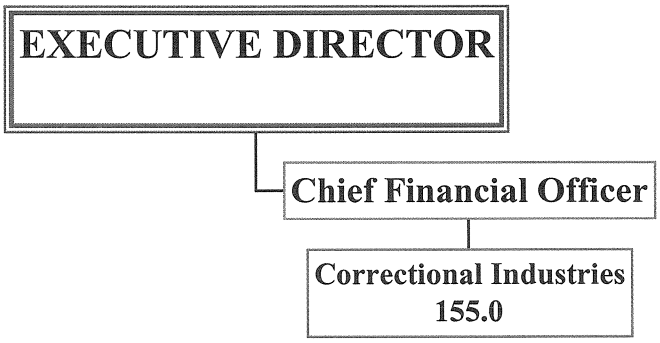
Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**1,370,590**	**1,539,898**	**1,407,267**	**1,504,368**	**1,418,699**
General Fund	1,370,590	1,539,898	1,407,267	1,504,368	1,418,699
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	0	0	0	0	0
Federal Funds	0	0	0	0	0
Other					

CORRECTIONAL INDUSTRIES

COLORADO DEPARTMENT OF CORRECTIONS

(7) CORRECTIONAL INDUSTRIES

FY 07-08



Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(7) CORRECTIONAL INDUSTRIES**

Line Items:
Personal Services
Operating Expenses
Raw Materials
Inmate Pay
Capital Outlay
Indirect Cost Assessment

Change Request(s):

Federal/State Statutory and Other Authority: CRS 24-17; 18 USC 1761 Sec. 827 (a).

Program Description: The mission of the Division of Colorado Correctional Industries (CCi) is to be profit-oriented, to generate revenue for its operations and capital investment, to partly reimburse the general fund for the expense of correctional services, and to assume responsibility for training offenders in general work habits, work skills, and specific training skills that may increase their employment prospects when released in an environment which closely resembles the business operations of a private entity.

Total FTE: 155.0

Services Provided
Colorado Correctional Industries provides self-supporting work training programs for inmates through the sale of products and services provided to governmental entities, nonprofit organizations, and citizens within Colorado. By motivating inmates to keep regular hours, use effective communication in a work environment, and to abide by work rules for conduct, the Division builds an inmate's confidence and work habits in preparation for their future. By employing only those inmates with good institutional conduct records in jobs that are higher paying, CCi provides an incentive that has a positive effect on inmate behavior.

Functions and Activities Summarized

Priority	Function
1	Manufacturing Industries
2	Agri-Business
3	Service Industries
4	Customer Support
5	Sales & Marketing
6	Administrative Support
7	Management
8	Resource Management

Analysis of Functions and Activities

Manufacturing Industries: This function assembles raw materials to be produced into items that are then sold to governmental agencies and private sector trading partners. CCi employs a significant number of inmates in the manufacturing operations that produce goods which are comparable in price and quality to goods produced in the private sector. Thirteen manufacturing centers are located statewide in nine (9) correctional facilities, and one private correctional facility, with customer bases in four general market areas: State Government, Higher Education, Local Government (City and County), Nonprofit, and the Private Sector.

Office furniture, seating, bags, filters, printing, metal fabrication, modular panel systems, and garment manufacturing operations serve the general government agency markets. Growth in these areas is directly influenced by the governmental agency's budgeting for these purchases. Though the state general fund has reduced the availability of discretionary spending for this customer base, CCi aggressively pursues more product sales with city and county governmental agencies to expand this market and help offset any lost revenue from state agencies. New product lines are being pursued to increase inmate employment opportunities and revenue levels. Anticipated prison construction, and capital construction in general, will further drive the level of sales and marketing intensity. License plate and validation tab production are directly related to the state governmental market. Production levels are influenced by population changes and the state of the economy in Colorado.

CCi produces saddles for private sector markets through Prison Industries Enhancement (PIE) venture agreement with the Colorado Saddlery Company. CCi along with Correctional Industry Programs across the country view these markets as a major growth opportunity for employing inmates in the future. Federal Prison Industry Enhancement (PIE) guidelines allow prison manufactured goods into interstate commerce as long as prevailing wages are paid to the inmates. The PIE program inmates have significant pay deductions from their earnings for the cost of incarceration, restitution payments to crime victims, payroll withholding taxes and a forced savings plan for use after release from incarceration. These types of programs viably benefit victims, dependants and the taxpayer in a variety of ways while effectively training inmates in employable skills.

Agri-Business: This function involves training, growing, processing, storage, sales, and distribution of agricultural commodities, including dairy operations and greenhouse production. Through the operation of Agri-Business, CCi is the major inmate employer at the Cañon Minimum Centers located on the East Cañon Complex. Agri-Business has five separate production centers, all of which are located in Cañon City. The markets for all of the products produced in the production centers are market-driven with regard to cost of inputs and selling price.

CCi operates an 80,000 square foot greenhouse which grows a variety of products for several wholesale florists within the state and can be characterized as a maturing industry with steady predictable markets exhibiting very little seasonality. The greenhouse provides for the employment of inmates to benefit the Department of Correction's (DOC) Therapeutic Community program.

The Goat Dairy is rapidly becoming a very successful new program with the herd increasing to 1,700 and currently milking 600 goats, with the goal of milking 850. This can only be accomplished by the increased demand of goat milk by our customers and their need to make more cheese for their market. In March 2007, there were over 550 baby goats born with the average Nanny having twins. One Nanny had five kids. CCi is now producing 600 pounds of our cheese weekly. With the current demand for cheese, CCi is looking at doubling production while filling the milk needs of the customers. This is a seven day operation with 3 FTE and 45 inmate workers.

The Wild Horse Inmate Program (WHIP) provides horse training and boarding facilities for the Bureau of Land Management. As excess horses are rounded up from public lands, they can be housed, trained and adopted out to the public from this facility designed specifically for that purpose. This is a unique program within the United States and CCi was a pioneer in using inmate labor to train these wild horses. The WHIP program has undergone a large expansion that now can provide for up to 1,200 horses.

One of the most popular new programs is the Prison Trained Canine Companion Program, which was developed in Fiscal Year 2003, and has expanded to serve nine prison facilities and provides training and employment to 126 inmates. The participants benefit directly by learning the skills necessary to teach dogs to be socially viable members of their adoptive families. Indirect benefits include an enhanced atmosphere within the facilities as the dogs are integrated into an inmate's daily routine and have interaction with others as a matter of course.

Service Industries: This function encompasses endeavors such as heavy equipment projects, highway cleanup, furniture refurbishing, service station, firefighting, recycling, and CAD/GIS. It is believed this will be a significant growth area in the future, as our society moves more and more towards the information age, and become increasingly reliant upon higher levels of service.

At the Arkansas Valley Correctional Facility (AVCF), operations include a telephone answering and public information service along with CAD/GIS (a computer-assisted design and geographic information systems operation). Both of these operations have the potential for significant growth in the future, as efficiencies are being sought within governments.

The furniture refurbishing program has provided significant support to date for the state's major universities by refurbishing dormitory furniture. CCi is seeking opportunities with other schools in order to obtain more of this type of work. Relocation of this program from AVCF and the upholstery portion of the Fremont Furniture Factory to the Sterling Correctional Facility (SCF) have provided for immediate inmate employment at Sterling and allows for expansion of both enterprises in the new factory.

At the Cañon Minimum Center (CMC), the service station and fleet management program support all of the department vehicles. CCi believes this operation can be expanded over time to support even more of the State's vehicle fleet. The Heavy Equipment Program provides meaningful inmate training that should result in post release employment as well as a valuable, low cost service for the DOC's physical plant staff and an increasing number of new public sector customers.

At LaVista Correctional Facility (LVCF), female inmate crews perform a variety of light construction, painting, maintenance, and other related services to both public and governmental agencies in the area. This is a service area where substantial growth has been achieved.

In the Denver metropolitan area, male inmate crews from the Colorado Correctional Center in Golden, perform functions similar to those at LVCF, utilizing the cooperative agreement with the Department of Transportation (CDOT) for roadside clean-up, grass cutting and weed trimming, support and barrier fencing repair and maintenance. Female crews from the Denver Women's Correctional Facility are employed at CCi's state Surplus Property agency and the Forms and Publications distribution center. This center maintains an inventory of frequently used forms and publications for distribution statewide to governmental agencies or the general public.

Customer Support: This function provides the Division with transportation, delivery, installation and servicing of the manufactured products provided to approximately 40,000 customers including 25 major accounts.

Colorado Correctional Industries is responsible for transporting, warehousing, delivering, installing, and servicing its manufactured products throughout the State of Colorado. This statewide support represents over 600 departments and agencies, and has serviced approximately 40,000 end users. Customers are offered a service agreement at the time of purchase, enabling CCi to meet customer service expectations.

Under mandatory state award for office furniture, CCi must warehouse selected product categories in its Denver warehouse so that deliveries to the customer may be accomplished within 5 days of receipt of order, and 3 weeks from receipt of order if item is not in warehouse stock. To be the provider of choice, it is essential that CCi maintain competitive customer support functions.

Performance standards are measured by tracking customer service requests, and quality standards are continuously monitored by maintaining a data file of product failures with corrective measures implemented, addressing the failures. Delivery standards are also monitored and improved as customer expectations change.

Sales & Marketing: This function strives to provide the Division with a growing customer base for the purchase of CCi goods and services through direct sales contacts, internet access, displays at conferences and conventions, and basic market research. Through its original enabling legislation, CCi can sell to any tax-supported unit of government. Subsequent legislation expanded the marketing possibilities to include nonprofit organizations and the private sector and encouraged the development of joint venture agreements with the private sector and cooperative agreements with state agencies. Successful implementation of new ventures will be instrumental to the future of Colorado Correctional Industries.

The marketing department is responsible for marketing products and services, creating custom and standard product brochures, updating product catalogs annually and managing the customer list of all state agencies, cities and counties throughout Colorado. The marketing department

also conducts market analysis for price comparisons of existing product categories and is responsible for developing new business ventures, new products and services as customer requirements change. Projected sales goals, marketing plans, trade shows, advertising, and pricing are also managed through this department. Coordination of the strategic plan and the program management of all federally certified programs are also the responsibility of this department. The six (6) current market segments can be described as:

1) Colorado State agencies with 150 departments and divisions;
2) Municipalities with 302 cities and 63 counties;
3) Education with 40 state campuses and 20 other educational agencies or associations;
4) Nonprofit organizations;
5) Private sector firms and citizens;
6) Other governmental agencies within the remaining 49 states which are able to purchase CCi products.

The sales department is comprised of a sales supervisor and four sales representatives that manage existing customers and call on potential customers throughout the State of Colorado. A sales support position has recently been added. The duties and responsibilities of this new position will play a vital role in supporting the sales representatives as well as improve overall customer relations. A system planner also works within this group and is responsible for project management, order tracking, identification of customer needs, and on-line CAD interface with the modular panel manufacturing center.

There are approximately 5,000 products and components in 8 product categories that are represented by the sales department. The total attributable awards, bids, and customer contact sales are estimated to be approximately $16 million annually. Statewide customer contacts, internet access, e-mail, telephone and Blackberry messaging generate these sales, and help manage the contract bid awards. Increased efforts in marketing of furniture, case goods and upholstered goods will be necessary to maintain the inmate employment at both the Sterling Seating and Fremont Furniture factories.

Administrative Support: This function supports all of CCi through recording, reporting, communicating, filing, evaluating and dispersing information and records. The following records are created and maintained by this function: Operational Memorandums relating to CCi correspondence, employee performance records, vacation schedules, employee time cards, training records, monthly activity reports, travel requests, inmate workload reports, and inmate personnel information to include inmate pay. This function also acts as liaison between CCi Director's Office, Colorado Correctional Industries staff and Department of Corrections Personnel to include governmental agencies, CCi customers, inmates and private individuals. Additional functions may include: composing and disseminating minutes from key meetings, monitoring DCIS, mail distribution, and routing all incoming telephone calls.

Colorado Correctional Industries occupies over 500,000 square feet of building space at sixteen (16) different locations throughout Colorado. The Colorado Correctional Industries Physical Plant Coordinator is responsible for:

- Inspects all CCi occupied space and determines needs;
- Coordinates with Facility Physical Plant staff to ensure normal maintenance needs are met;
- Determines controlled maintenance needs, prepares requests, and oversees projects that are funded;
- Inventories buildings and contents and reports same to the Division of Risk Management;
- Reports any potential claims to Risk Management;
- Prepares Project Directives according to DOC format for any physical alteration proposed for CCi occupied space;
- Schedules inspections by local fire officials to ensure local code compliance;
- Inspects all shops, factories, and other buildings to ensure safety of workers and visitors;
- Tailors safety programs for each individual workshop;
- Prioritizes maintenance projects throughout the system and oversees expenditures of CCi operating dollars on maintenance projects;
- Provides technical assistance to assess new space available and determines the best use of current space;
- Conducts internal and National ACA Accreditation audits of all CCi units and provides reporting and direction of same.

The CCi Fiscal operation provides customer order entry, tracking and invoicing, materials purchasing, inventory controls, financial report preparation and expense budgeting functions. The fiscal office staff also maintains a computerized statewide order tracking and customer inquiry system and the web ordering system allows customers to directly input their purchase orders, and accepts state procurement cards, thus further simplifying the purchase of CCi products.

Management: This function provides the Division with planning, oversight, central control and encouragement for shop managers and support staff through a decision-making process which relates to the allocation and use of plant, equipment, materials, people, and funds.

The Division's management role is accomplished by a professional group of positions, which represent 5% of the total FTE's. The group facilitates the formulation of long range strategic planning in order to ensure that evolving strategies continue to fulfill the mission and goals of the division. Short-term planning efforts are primarily focused on existing business expansion projects and new business development. Day to day responsibilities includes monitoring programs for fiscal responsibility, staff and inmate human resource management and making sound business related decisions in a timely and prudent manner. Existing resources are prioritized and allocated over a diverse range of operations and programs.

These inter-industry coordination efforts must be compatible with other DOC programs and facility missions throughout the state. The management group formulates Operational Memorandums that provide procedures for operating a business within the confines of the various correctional facilities within the Department. Management is the direct mechanism for external reporting and communication about Division related issues to the Department, the legislature and the public. Existing and proposed programs are regularly reviewed and approved through the CCi Advisory Board, which helps to ensure that the interests of the taxpayers are served. Significant inmate employment in cash funded rather than general funded programs has

been proven to be a cost-effective alternative for rehabilitative efforts. State governmental customer budget restrictions have often resulted in decreased sales, which present a challenge for the management group to make business adjustments in order to maintain the earning margins necessary to maintain self-sufficiency.

Resource Management: This function provides coordination and oversight of the preservation, protection, utilization and beautification of the Department's land, mineral and water resources through labor intensive work areas which include farming, recycling and waste stream management.

The programs provide an excellent work opportunity for inmates and help to instill a sound work ethic. All of the CCi enterprises are located near facilities and provide a security buffer in coordination with their facility. The CCi farm provides produce to the Department's kitchens as well as providing a revenue generating production center.

The waste stream management enterprise includes composting, recycling, and scrap iron projects. The composting takes all of the scrap kitchen and animal waste to produce rich compost that can be used as a fertilizer or soil additive for lawns, produce, and greenhouse soils. All of these programs provide a visible way of working inmates in a productive activity without undue security risk.

Prioritized Objectives and Performance Measures

OBJECTIVE: By July 1, 2009, pursue business opportunities that provide employment of up to 120 additional offenders by the Correctional Industries Division.

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of inmate assignments available. Definition: Number of jobs available for inmate employment by Colorado Correctional Industries. Demonstrates: Meeting the goal of providing meaningful employment for the inmate population, reducing the reliance on General Fund appropriations to reduce inmate idleness	Target	1,700	1,800	1,850	1,900
	Actual	1,859	1,789		
MEASURE: Average number of inmates assigned to CCi (from Facility reports). Definition: Yearly average daily attendance in CI programs. Demonstrates: Utilization of available inmate assignments adjusted for seasonal and volume variables.	Target	1,020	1,650	1,700	1,750
	Actual	1,566	1,549		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Percentage of Available inmates employed (based on facilities with one or more CCi programs). Definition: Compares percentage of CCi average daily attendance with facility ADA. Demonstrates: Growth of Colorado Correctional Industries program as it relates to the total number of inmates in State operated facilities.	Target	12%	12%	12%	12%
	Actual	13.0%	13.0%		

OBJECTIVE: By June 30, 2008, attain the profitability of Colorado Correctional Industries of 3% of gross sales.					
Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Division net profit margin. Definition: Compares net profit as a percent of gross sales. Demonstrates: Profitability.	Target	2%	2%	3%	3%
	Actual	1.0%	1.0%		
MEASURE: Gross sales of CCi products in Millions. Definition: Total sales of CCi products and services to the public and private sector. Demonstrates: Growth of businesses and market.	Target	$32.0M	$32.0M	$43.7M	$37.0M
	Actual	$31.3M	$39.0M		

OPTIONAL ELEMENTS

Prior Year and Other Performance Measures

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Number of license plates produced. Definition: Actual number of license plates produced and sold to the Motor Vehicle Division. Demonstrates: Impact of the license plate reissue.	Target	1.4M	2.0M	2.0M	2.0M
	Actual	2.4M	2.1M		

Performance Measure		FY05-06	FY06-07	FY07-08	FY08-09
MEASURE: Gross Sales of Metal Products. Definition: Total Annual sales from the CCi Metal Products Factory. Demonstrates: Impact of investments of equipment and FTE on this program and the overall market growth of this program.	Target	$1.9M	$2.1M	$8.2M	$2.7M
	Actual	$2.0M	$5.7M		
MEASURE: Number of Wild Horses trained/ADA Wild Horses. Definition: The average daily number of Wild Horses managed and the total number of wild horses trained for adopters. Demonstrates: Growth of the Wild Horse Program.	Target	750/280	750/280	850/180	900/200
	Actual	715/295	835/155		

Trends

- The Division of Colorado Correctional Industries continues to develop additional inmate employment opportunities through cash funded expansions of existing businesses and the development of new business enterprises. Unlike private sector companies that grow a business as their market develops, Colorado Correctional Industries must grow businesses as the inmate population increases. Without sound judgment, this can lead to poor business decisions that are made strictly in response to inmate population pressures. The challenge for Colorado Correctional Industries will be to develop new business enterprises that create an employment demand that meets the Department's inmate population growth. The Division must increase profitability through operating efficiencies and the expansion of its customer base in order to fund future market and business development.

- Service businesses such as the General Services operations at Golden and Pueblo, along with the expanding Heavy Equipment operations in Cañon City, provide a valuable labor resource to the DOC as well as a growing number of additional agencies such as the Department of Transportation and the Department of Natural Resources.

- Agribusiness operations continue to employ large numbers of inmates and have been highly effective in reducing the impact of market fluctuations by becoming more efficient in their daily operations.

- The Department's increasing inmate population projections will continue to drive demand for inmate work assignments. Colorado Correctional Industries continues to provide the most cost effective assignments within the DOC, but in order to meet that demand, CCi will need to develop sufficient capital reserves in order to initiate new inmate employment operations. Operational efficiency will be the focus of all of the CCi shops during the coming years.

With limited market expansion capability and a growing demand for cash funded assignments, CCi must maximize its profitability in order to build required future capital reserves.

Assumptions

- Federal and state laws affecting CCi business will not change substantially.
- Increased manufacturing space to keep pace with growing inmate populations will occur.
- CCi will keep pace with technological advancements required to meet customer expectations.
- CCi will attempt to fund program expansions through the utilization of existing resources.
- Eighty-three percent of the DOC facility based inmate population will be available for CCi work.

Accomplishments

Agribusiness

- CCi has continued to hold a milking herd of 800 cows, with a daily average production of approximately 86 lbs. per cow per day.
- Produced a silage crop of 11,000 tons. Also started raising produce for DOC kitchens.
- Sold more than $30,000 in repaired pallets.
- Installed bubble-bead filters filtration, doubled production capability to 75,000 lbs. per year, increased removal and de-nitrification of circulating system at Fishery. The Fishery continues to produce and grow more Tilapia.
- Expanded the Dog Training Program to include the High Plains private facility, fifteen (15) inmate handlers in the program. Established programs at SCF, Buena Vista Minimum Center, and Fort Lyon Correctional Facility. Over 700 dogs have been processed through the program (board in and rescued) from July 2005 through June 2006. The Dog Training Program is training or boarding in 150 dogs everyday and to date have saved over 3,000 dogs from the Humane Societies. Hired a FTE Administrative Assistant and 2 additional contract staff for the program.
- Expanded the fish processing operation at the East Cañon Complex for increased demands to wholesale markets in Colorado.
- Expanding the goat dairy/processing program to house 1,000 animals, finished construction on milking parlor and support facilities to expand capacity to over 1,700 goats. Training three llamas to serve as protector animals for the herd.
- Main electrical feed to LaVista replaced (under ground), continuing perimeter fence installation at LaVista, working to fabricate and install Pevac bi-fold gates.
- Increasing pheasant population in order to meet demand from private buyers and staff. Produced over six thousand pheasants for increased market.
- Employed a professional leather tooler to teach inmates leather tooling and layout in the CCi Saddle shop located at the BVCF facility.
- Wild Horse Program continues to maintain a herd of 880 horses for the Bureau of Land Management. Largest number at one time was 1,350 head.
- Wild Horse Program continues to instruct 30+ students in their vocational education program.

- Buena Vista ranch producing grass/alfalfa hay mix to supplement needs of horse and dairy programs. Hired a six month temporary employee to take care of the States water shares.

Manufacturing

- Installed new recording machine for AVCF call center.
- Completed construction of fiberglass manufacturing plant. Produced and shipped 26 fish tanks and 2 fingerling systems.
- Produced over 16,000 pair of BDU pants. Garment facility increased sales by 34%. Wrote and completed RFP for new inmate shoe.
- Printed advertisement on the back of all state employee pay stubs for two months. Printing sales up.
- Added seven new chair lines. Continuing to establish new business packaging chair components for other state's industries.
- Produced 330 steel cells for the Department's CSP II project.
- Expanded the product line of Joint Venture partner School Specialties.
- Replaced Azon printer for flat plates manufactured by License Plate factory. Installed and programmed video jet printer to produce temporary tags.

Service/Canteen

- Added private prisons to Canteen customer base increasing sales base by 4,000 offenders. Submitted Capital Construction request to expand Central Canteen building.
- Increased Fleet Services sales by over $200,000. Coordinated replacement of nearly 150 vehicles in 2006. Started vocational certification program for inmate mechanics.
- Three fire crews responded to 20 different fires with 81 days of assignment since January 1, 2006.
- Continuing projects for Pike/San Isabel National Forests using Buena Vista and Cañon City fire crew inmates.

Sales/Marketing

- Updated a new power point presentation capturing more of CCi's varying business operations. Well received and informative when presented to CCi's customers. Good educational tool for use within the political and private sector communities.
- Marketing CCi programs on 40,000 state employee pay statements.
- New display at DOC Headquarters showing of CCi's various programs.
- New design and easy read annual report - Photos and information.
- Conducted Strategic Planning session for CCi.
- Completed CCi Marketing plan for 2007; office relocated to 4999 Oakland Street in Denver.
- Conducted monthly training for State Purchasing. Provided educational training on CCi and all of its operations, products and procedures via a laptop presentation. Monthly attendance is about 25 purchasing agents with various services and experience with the state. This equates to over 300 people annually.
- Obtained independent ergonomic chair ratings from state risk management as well as their Pinnacol Assurance advisor. Many chairs in CCi's product line were reviewed. Upon completion, a rating system was developed using stars to rate the varying degree of

ergonomics present in each chair. This rating system will help customers understand that CCi carries a large assortment of ergonomic chairs.

- Highway weed control for CDOT resulted in a $450,000 contract for the new fiscal year, creating an additional 20 inmate jobs. Barrier fencing maintenance and repair created additional $250,000 annual revenue and employs 15 inmates.
- Eisenhower Tunnel contract at Colorado Correctional Center (CCC) for $125,000 during fiscal year 2007 employed ten inmates.
- Researched and implemented fingerprinting service for the general public. Year to date, 4,356 fingerprint cards have been completed for total revenue of $42,000.
- Large expansion at the University of Colorado Denver Health Sciences Center - Anschutz Medical Complex has pushed CCi's manufacturing facilities and services to capacity. CCi has expanded partnerships with the private manufacturing sector to help balance production, delivery and installation ensuring the medical complex completes all projects within established COP deadlines.

Subprogram Specific Goals and Objectives

Goal #1: To train and employ up to 12% of the available inmate population in marketable work skills in existing facilities.

Assumptions: Federal and state laws affecting Colorado Correctional Industries' business will not change substantially. Increased program space to keep pace with growing inmate populations will occur.

CCi will keep pace with technological advancements required to meet customer expectations. Eighty-three percent of the DOC facility based inmate population will be available for CCi work. CCi will attempt to fund program expansions through utilization of existing resources.

Objective 1.1: By June 30, 2008, maintain an inmate employment rate equal to or greater than 12% of the available inmate population.

Goal #2: Continue to operate in a self sufficient, cash funded manner.

Objective 2.1: Over the next three years, maintain and grow CCi's net positive earnings position.

Goal #3: Become the product and service provider of choice for customers.

Objective 3.1: By June 30 of each fiscal year, review and implement product specific action plans based on information received from the customer satisfaction measuring system during the previous fiscal year.

Goal #4: To recognize the efforts of CCi employees and prepare staff for promotional opportunities.

Objective 4.1: Staff will be offered the training that is necessary to enable them to be prepared for promotional opportunities.

Objective 4.2: To continue an award system by holding an annual recognition event to celebrate the efforts of CCi employees.

Similar or Cooperating Programs: The only similar government program in Colorado is the Federal system, UNICOR, which provides inmate produced goods and services to the Federal government.

Stakeholders

Customer	Requirement
State Agencies/Other Customers	Meet or exceed customer expectations regarding product quality and service.
DOC Facilities	Meet facility requirements for inmate employment and security.
Taxpayers	Wholesale pricing for governmental customers with no tax support for the program.
Inmates	Provide marketable work skills and work habits upon release.

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
7) CORRECTIONAL INDUSTRIES	40,027,684	287,414	0	0	7,172	0	0	40,322,270	155.0	0.0	0.0	155.0
Personal Services	9,364,192	287,414	0	0	0	0	0	9,651,606	155.0	0.0	0.0	155.0
Operating	5,409,030		0	0	0	0	0	5,409,030				
Raw Materials	21,928,799		0	0	0	0	0	21,928,799				
Inmate Pay	1,553,702		0	0	0	0	0	1,553,702				
Capital Outlay	1,406,200		0	0	0	0	0	1,406,200				
Lease Purchase	0		0	0	0	0	0	0				
Indirect Cost Assessment	365,761		0	0	7,172	0	0	372,933				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Correctional Industries 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
Position Detail										
Management	43,095	0.4					76,512	1.0	76,512	1.0
SES	64,169	0.6	113,304	1.0			118,304	1.0	118,304	1.0
CI Supervisor III	885,701	12.7	800,672	12.0			960,636	13.0	960,636	13.0
CI Supervisor II	766,587	13.5	744,371	14.1			893,880	15.0	893,880	15.0
CI Supervisor I	3,327,192	78.0	3,267,955	78.5			4,521,692	85.0	4,521,692	85.0
Gen Prof VII	256,788	3.0	263,724	3.0			373,408	4.0	373,408	4.0
Gen Prof IV	141,774	2.0	120,690	1.8			140,520	2.0	140,520	2.0
Gen Prof III	111,996	2.0	148,520	2.8			174,708	3.0	174,708	3.0
Gen Prof II			43,248	0.9			103,524	2.0	103,524	2.0
CI Sales Representative	233,340	4.0	158,548	3.0			231,276	4.0	231,276	4.0
Equipment Operator IV	167,122	4.1	189,118	4.9			251,724	6.0	251,724	6.0
Mat Han II	24,392	0.8	11,762	0.4			30,576	1.0	30,576	1.0
Off III	77,112	1.0							0	0.0
CS Supv III	68,580	1.0	55,260	0.8			76,188	1.0	76,188	1.0
CS Supv II			59,988	1.0			62,616	1.0	62,616	1.0
CS Supv I	87,570	1.8	60,638	1.5			127,524	3.0	127,524	3.0
Admin Assistant II/III	111,520	3.0	130,245	3.7			225,020	6.0	225,020	6.0
SS Pro Tr II	42,240	1.0							0	0.0
Tech IV	48,900	1.0	50,220	1.0			52,464	1.0	52,464	1.0
Accounting Tech. III	102,072	2.1	121,958	2.9			176,184	4.0	176,184	4.0
IT Prof II							57,032	1.0	57,032	1.0
IT Prof I							72,956	1.0	72,956	1.0
IT Tech II	50,988	1.0	52,368	1.0					0	0.0
Subtotal: Correctional Industries	6,611,138	133.0	6,392,589	134.3			8,726,744	155.0	8,726,744	155.0
Salary Subtotal	6,611,138	133.0	6,392,589	134.3			8,726,744	155.0	8,726,744	155.0
PERA @ 10.15%	672,483		659,200				885,765		885,765	
Other Retirement Plans										
Medicare Tax @ 1.45%	86,660		88,843				126,538		126,538	
Compensation Match										
Base Reduction -.2%										
Other Personal Services										
Part-time/Temporary Salaries										
Contractual Services	125,047		148,786							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Correctional Industries 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
Overtime Pay	250,920		169,878							
Retirements/Termination/Payouts	49,921		50,731							
Conversion of Sick Leave	(32,492)									
Tuition Reimbursement	137									
Employment Security Payments										
Other Employee Wages	67,725		1,847							
Interest Late Pymts										
Intra Dept. Transfer (7130)										
Vacancy Savings							0		0	
Subtotal of Personal Services	7,831,540	133.0	7,511,874	134.3	9,364,192	155.0	9,739,046	155.0	9,739,046	155.0
Cash Fund Exempt	7,831,540	133.0	7,511,874	134.3	9,364,192	155.0	9,739,046	155.0	9,739,046	155.0
POTS - Expenditures										
Shift Differential	8,504		12,555				7,743			
Health/Life Insurance	421,011		517,839				607,804			
HB 00-1215										
Short-term Disability @ .21%/.045%	9,699		7,393				9,544			
AED/SAED	16,606		49,552				113,219			
Salary Survey							210,336	*		
Anniversary								*		
Pay for Performance							96,348	*		
Medicare Change										
Unemployment Security Payments										
Difference							(68,170)		(87,440)	
Total Continuation Personal Services	8,287,360	133.0	8,099,214	134.3	9,364,192	155.0	10,409,186	155.0	9,651,606	155.0
Cash Fund Exempt	8,287,360	133.0	8,099,214	134.3	9,364,192	155.0	10,409,186	155.0	9,651,606	155.0
DECISION ITEM - PERSONAL SERVICES										
TOTAL DECISION ITEMS									0	0.0
TOTAL PERSONAL SERVICES							0	0.0	9,651,606	155.0

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Correctional Industries 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
CASH FUNDS EXEMPT							0	0.0	9,651,606	155.0
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							9,159,779	151.0	9,364,192	155.0
Previous Year Special Bills/Supplementals										
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Base Reduction 1%										
Salary Survey - classified employees							77,360		210,336	
Annualized Anniversary (Option 8)-classified										
Pay for Performance									77,078	
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Annualization										
Base Adjustment - .5%							(46,186)		0	
Adjustments (Decision Items, other)							173,239	4.0	0	0.0
Total Personal Services Appropriation/Request							9,364,192	155.0	9,651,606	155.0
General Fund										
Cash Fund Exempt							9,364,192	155.0	9,651,606	155.0
Personal Services Reconciliation										
Long Bill Appropriation	8,993,098	171.0	9,159,779	151.0						
Special Bills - HB 98-1242										
Supplemental										
Additional Federal Funds										
Reversions	(705,737)		(1,060,565)							
Subtotal	8,287,360	171.0	8,099,214	151.0						
General Fund										
Cash Fund Exempt	8,287,360	171.0	8,099,214	151.0						
Allocated Pots (should match summary table)										
Salary Survey/Anniversary							210,336			
Anniversary							0			
Pay for Performance							96,348			
Shift Differential	0		566				7,743			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Correctional Industries 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
Medicare change										
Health/Life Insurance	0		(566)				607,804			
HB 00-1215							0			
Short Term Disability	0		0				9,544			
AED							113,219			
POTS Subtotal	0		0				1,044,994			
Cash Fund Exempt	0		0				1,044,994			
Total Personal Services	8,287,360		8,099,214				10,409,186	155.0	9,651,606	155.0
Total Actual Personal Services	8,287,360		8,099,214				10,409,186	155.0	9,651,606	155.0
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
1110 Regular Wages										
1532 Unemployment Compensation									0	
1531 Higher Ed Tuition Reimburse	218								0	
1533 Worker's Compensation									0	
1910 Professional Contracted Fees	18,940								0	
1920 Contract	25,740		29,199				29,199		29,199	
1930 Purchase Services - Tech.									0	
2110 Water & Sewer			6,952				6,952		6,952	
2150 Other Cleaning Services	2,892		110				110		110	
2160 Custodial Services	348								0	
2170 Waste Pick-up/Custodial Svc	110,045		95,525				95,525		95,525	
2180 Grounds Maintenance			787				787		787	
2210 Other Maintenance/Repair	26,352		21,233				21,233		21,233	
2220 Bldg Maintenance/Repair	30,447		57,738				57,738		57,738	
2230 Equip. Maintenance/Repair	26,361		70,083				70,083		70,083	
2231 ADP Equip. Maint/Repair			1,141				1,141		1,141	
2232 Software Maint./Upgrade	2,379		2,401				2,401		2,401	
2240 Motor Vehicle Maint/Repair	22,954		24,620				24,620		24,620	
2250 Miscellaneous Rentals	44,946		47,593				47,593		47,593	
2251 Rental/Lease/Motor Pool	13,295		6,098				6,098		6,098	
2252 Vehicle Mileage Charge	244,622		524,348				524,348		524,348	
2253 Rents on Equipment	158,873		249,399				249,399		249,399	
2254 Rental of Motor Vehicles	352								0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Correctional Industries 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
2255 Rent for Bldg			2,277				2,277		2,277	
2256 Rental of Land									0	
2258 Parking Fees	602								0	
2259 Parking Fee Reimbursement	414		1,201				1,201		1,201	
2510 Travel - In State	54		16				16		16	
2512 Travel - IS Per Diem	26,173		21,740				21,740		21,740	
2513 Travel - IS Vehicle Reimbursement	1,946		628				628		628	
2522 Travel - IS Non-Empl Per Diem	960								0	
2523 Travel - IS Non-Empl Vehicle Reimbursement			92				92		92	
2530 Travel - Out of State	9,051								0	
2531 Travel - OS Common Carrier	20,334		10,384				10,384		10,384	
2532 Travel - OS Per Diem	18,376		18,160				18,160		18,160	
2540 Travel - OS - Non Emp Per Diem									0	
2541 Travel - OS Common Carrier	619								0	
2542 Travel - OS Non Empl Per Diem									0	
2550 Travel - OC	913								0	
2551 Travel- OC Common Carrier									0	
Out-of-State reduction 15%									0	
2552 Travel OC Per Diem	2,154								0	
2610 Advertising/Publicity	29,409		32,383				32,383		32,383	
2611 Public Relations	3,391								0	
2612 Other Marketing Expense	2,713		4,065				4,065		4,065	
2630 Telephone and Telegraph	6,580		41,606				41,606		41,606	
2631 Comm Svc from Outside Source	113,245		135,640				135,640		135,640	
2640 Purchased Services/ADP									0	
2641 Other ADP Billings	3,522								0	
2660 Insurance	8,593		8,317				8,317		8,317	
2680 Printing and Reproduction	17,487		6,695				6,695		6,695	
2690 Legal Services									0	
2710 Transportation, Board & Care	1,152		55				55		55	
2720 Inmate Pay			166				166		166	
2810 Freight	265,630		340,874				340,874		340,874	
2820 Other Purchased Services	382,154		457,137				457,137		457,137	
2830 Office Moving - Pur Serv.									0	
2831 Storage - Pur Serv.									0	
3110 Intra Industry Sales	343,549		444,371				544,371		544,371	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Correctional Industries 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
3111 Agriculture/Animal Supplies	141,471		154,275				254,275		254,275	
3112 Automotive Supplies	159,712		157,110				207,110		207,110	
3113 Clothing/Uniform Allowance	63,245		47,157				47,157		47,157	
3114 Custodial/Laundry Supplies	44,651		37,805				37,805		37,805	
3115 Data Processing Supplies	26,608		7,217				7,217		7,217	
3116 Purchase/Lease Software	11,124		28,136				28,136		28,136	
3117 Educ./Rec. Supplies/Service	5,555		10,930				10,930		10,930	
3118 Food & Food Service Supp.	872		78				78		78	
3119 Laboratory/Medical Supplies									0	
3120 Library Books/Period./Subs.	6,446		4,908				4,908		4,908	
3121 Office Supplies	106,529		116,732				116,732		116,732	
3122 Microfilm Photo Supp./Service	769		1,240				1,240		1,240	
3123 Postage	141,641		138,212				138,212		138,212	
3124 Printing	20,428		17,655				17,655		17,655	
3125 Recreational Supplies			16				16		16	
3126 Repair/Maint. Supplies	891,097		1,039,622				1,239,622		1,239,622	
3127 Road Maintenance Materials	34,263		170,942				170,942		170,942	
3128 Noncapitalized Equipment	127,796		74,047				147,968		147,968	
3129 Pharmaceuticals	759								0	
3132 Non Capitalized Office Furn/Ofc Sys									0	
3140 Non Capitalized IT Purchases - PCs	31,367		97,029				97,029		97,029	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	5,070		29,108				29,108		29,108	
3216 Leased Software			80				80		80	
3920 Bottled Gas									0	
3910 Other Energy Charges									0	
3950 Gasoline			(4,758)				0		0	
4100 Other Operating Expenses	7,913		42,257				42,257		42,257	
4105 Bank Card Fees	54,042		61,883				61,883		61,883	
4110 Awards, Judgments, Losses	122		38				38		38	
4111 Prizes and Awards	321		46				46		46	
4113 Actual Damages									0	
4117 Reportable Claims Against State	3,618								0	
4120 Bad Debt Expense	135		73				73		73	
4130 Depreciation									0	
4140 Dues and Memberships	3,082		3,052				3,052		3,052	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Correctional Industries 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
4150 Interest									0	
4151 Interest/late Payments									0	
4170 Miscellaneous Fees & Fines	4,239		1,023				1,023		1,023	
4180 Official Functions	6,219		4,883				4,883		4,883	
4190 Patient and Client Care	150								0	
4200 Purchase Discounts Lost	(1,767)		(47)				(47)		(47)	
4210 Purchase of Highway Row									0	
4220 Registration Fees	11,052		14,127				14,127		14,127	
4240 Employee Moving Expense									0	
4301 Inventory Adjustment									0	
4302 Inventory Adjustment									0	
4910 Cost of Goods Sold	44,469		(37,560)				(37,560)		(37,560)	
6214 IT Other - Direct Purchase									0	
6500 Sale of Fixed Assets									0	
EBSE OT EX DOC/CORR IND TO DORA									0	
EACD	24,500								0	
Total Operating Expenses (021)	3,965,284		4,880,351		5,409,030		5,409,030		5,409,030	
Cash Fund Exempt	3,898,484		4,880,351		5,409,030		5,409,030		5,409,030	
Federal Funds	66,800									
Reconciliation										
Long Bill Appropriation	5,349,030		5,349,030							
Special Bill										
Reversions	(1,383,745)		(468,679)							
Subtotal	3,965,284		4,880,351							
DECISION ITEM - OPERATING										
							0			
									0	
TOTAL OPERATING - DI							0		0	
Raw Materials (041)	14,516,596		21,065,298		21,928,799		21,928,799		21,928,799	
Cash Fund Exempt	14,516,596		21,065,298		21,928,799		21,928,799		21,928,799	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Correctional Industries 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
Reconciliation										
Long Bill Appropriation	16,928,799		16,928,799							
Special Bill			4,400,000							
Reversions	(2,412,203)		(263,501)							
Subtotal	14,516,596		21,065,298							
DECISION ITEM - RAW MATERIALS										
TOTAL RAW MATERIALS - DI							0		0	
Inmate Pay (051)	1,367,916		1,312,257		1,553,702		1,553,702		1,553,702	
Cash Fund Exempt	1,367,916		1,312,257		1,553,702		1,553,702		1,553,702	
Reconciliation										
Long Bill Appropriation	1,488,702		1,488,702							
Special Bill										
Reversions	(120,786)		(176,445)							
Subtotal	1,367,916		1,312,257							
DECISION ITEM - INMATE PAY										
							0			
TOTAL INMATE PAY DI							0		0	
Capital Outlay - Total - 030	839,488		908,969		1,406,200		1,406,200		1,406,200	
Cash Fund Exempt	839,488		908,969		1,406,200		1,406,200		1,406,200	
Reconciliation										
Long Bill Appropriation	1,256,200		1,256,200							
Special Bill										
Reversions	(416,711)		(347,231)							
Subtotal	839,488		908,969							
Land Improvement Fund - 031	6,430									

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Correctional Industries 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
Reconciliation										
Long Bill Appropriation	150,000		150,000							
Special Bill										
Reversions	(143,570)		(150,000)							
Subtotal	6,430		0							
Lease Purchase - 032 - CFE					0		0		0	
CI Min-R Construction			120,719							
DECISION ITEMS - START-UP										
									0	
Indirect Cost Assessment	346,706		365,270		365,761		365,761		372,933	
Cash Fund Exempt	346,706		365,270		365,761		365,761		365,761	
Common Policy Adjustment -CFE									7,172	
Reconciliation										
Long Bill Appropriation	346,706		365,270							
Special Bill										
Reversions										
Subtotal	346,706		365,270							
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										
General Fund Exempt										
Cash Funds										
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							
HUTF 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: CORRECTIONAL IND SUBPROGRAM

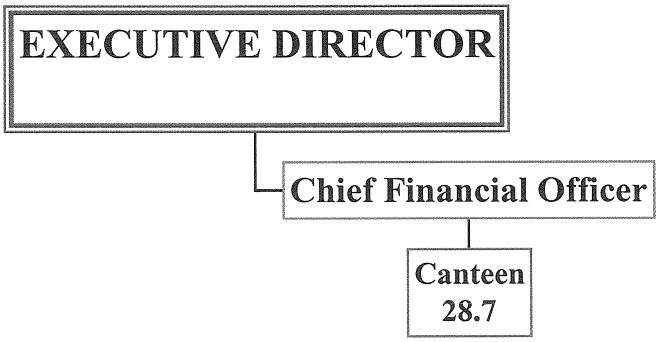
Revenue Source	Actual FY 05-06	Actual FY 06-07	Approp FY 07-08	Estimate FY 07-08	Request FY 08-09
Schedule 3 Total	**29,329,780**	**36,752,077**	**40,027,684**	**41,072,678**	**40,322,270**
General Fund	0	0	0	0	0
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	29,262,980	36,752,077	40,027,684	41,072,678	40,322,270
Federal Funds	66,800	0	0	0	0
Fund Lists					
Cash Funds Exempt					
Correctional Industries #507					
CI Revenues	29,262,980	36,752,077	40,027,684	41,072,678	40,322,270
Total Cash Funds Exempt	*29,262,980*	*36,752,077*	*40,027,684*	*41,072,678*	*40,322,270*
Federal Funds					
Correctional Industries #507					
Federal Grant	0	0	0	0	0
Total Cash Funds Exempt	*0*	*0*	*0*	*0*	*0*

CANTEEN

COLORADO DEPARTMENT OF CORRECTIONS

(8) CANTEEN OPERATION

FY 07-08



Program Crosswalk
FY 2008-09

Summary Section

Program Title: **(8) CANTEEN OPERATION**

Line Items: Personal Services
Operating Expenses
Inmate Pay
Indirect Cost Assessment

Change Request(s): DI #6 External Capacity Impacts

Federal/State Statutory and Other Authority: CRS 17-24-126 - Canteen, vending machine, and library account created-receipts-disbursements and AR 200-11, Canteen.

Program Description: To provide high quality, fairly priced merchandise and services to the inmate population in an efficient and profitable manner; aid in the maintenance of a secure environment; and to reduce reliance on taxpayer-provided funds for inmate recreational, educational and social benefit expenditures.

***Total FTE*:** 28.7

Services Provided
The Canteen provides administration of sales, distribution, purchasing, warehousing, and physical processing of inmate orders for hygiene, personal, and recreational items. The Canteen also provides an inmate work program which employs seventy (70) inmates in meaningful jobs at the Arrowhead Correctional Center and Denver Women's Correctional Facility.

The Colorado Inmate Phone System (CIPS) operation provides administration of contracted phone service; coordination of maintenance and repair of phone system; information and training to inmates, staff, and inmate families; as well as phone account maintenance at all supported facilities.

Canteen generated funds and telephone commissions are placed into the Canteen, Vending Machine, and Library Account and are then used to supplement appropriations for inmate education and recreation. Additionally, the Canteen provides a business based vocational education program for interested inmate employees. This is an accredited college level program consisting of five classes totaling 18 credit hours. Each class is a semester in duration and is conducted through classroom instruction. The program is accredited through the Colorado Community College System with credits transferable throughout the system.

Functions and Activities Summarized

Priority	Function
1	Central Merchandise Processing and Distribution
2	Northern Merchandise Processing and Distribution
3	CIPS
4	Canteen Administration

Analysis of Functions and Activities

The Canteen program exists for the benefit of incarcerated individuals statewide.
It controls the flow of authorized merchandise to inmates who have adequate funds in their accounts and are housed at the supported facilities. Costs of providing goods and services to the inmates are recovered through user charges. Profits from Canteen operations fund inmate benefits through the Canteen and Library Fund.

Each inmate has a weekly opportunity to order from the Canteen, with restrictions applied based upon their custody level. A catalog of permanent and faith group items is available to inmates on a once-per-month order basis. Delivery of catalog orders is similar to regular canteen orders.

Sales are similar in nature to a catalog mail order system. Purchase receipts, deductions from inmate accounts, and inventory maintenance are managed electronically. Inmates' individual orders are filled by a selection process, from flow racks into baskets on a conveyor. The orders are inspected for accuracy and contraband, packaged into clear tamper proof plastic bags, and placed into secure storage. Orders are delivered to the facilities throughout the state by either Canteen delivery personnel or by contracted transportation. Staff at the facilities distribute the orders to the individual inmates. Issues surrounding orders are communicated to the Canteen through each facility's Canteen Coordinator for resolution.

Product lines purchased for resale are reviewed and approved by the Canteen, Vending Machine, and Library Account Committees considering inmate needs, security requirements and profitability of the Canteen. Purchasing for resale is accomplished within the Central Canteen. Merchandise is then received at the designated Canteen location, stocked and maintained for order processing.

Central Merchandise Processing and Distribution: This function sells approved items, processes deductions from inmate accounts and delivers each order to the respective facilities for internal distribution to individual inmates. Facilities served with weekly Canteen orders are Arkansas Valley Correctional Facility, Bent County Correctional Facility, Buena Vista Correctional Center, Centennial Correctional Facility, Cheyenne Mountain Re-Entry Center, Colorado State Penitentiary, Colorado Territorial Correctional Facility, Colorado Women's Correctional Facility, Crowley County Correctional Facility, Delta Correctional Center, Denver Women's Correctional Facility, Fort Lyon Correctional Facility, Huerfano County Correctional Center, La Vista Correctional Facility, Rifle Correctional Center, San Carlos Correctional Facility, Trinidad Correctional Facility, and Youth Offender System. In addition to regular weekly Canteen orders, all catalog orders for property, cosmetic, and faith group items for all of the facilities in the state are processed at the Central Canteen.

The Central Canteen provides jobs for forty-five (45) inmates incarcerated at Arrowhead Correctional Center teaches work skills in warehousing, production and distribution while processing approximately 44,300 orders per month.

Northern Merchandise Processing and Distribution: This function sells approved items, processes deductions from inmate accounts and delivers each order to the respective facilities for internal distribution to individual inmates. Facilities served with weekly Canteen orders are Canon Minimum Center, Denver Reception and Diagnostic Center, Colorado Correctional Center, Fremont Correctional Facility, Limon Correctional Facility, Sterling Correctional Facility and Private Prisons High Plains Correctional Facility and Kit Carson Correctional Facility.

The Northern Canteen provides jobs for twenty-five (25) inmates incarcerated at Denver Women's Correctional Facility and teaches work skills in warehousing, production and distribution while processing approximately 23,700 orders per month.

CIPS: The Colorado Inmate Phone System (CIPS) is utilized in specific DOC supported facilities by approximately 99% of the total inmate population with access to CIPS. Inmates are sold telephone time through the Canteens, in one dollar increments. Sales of telephone time are electronically transmitted to the CIPS office on a daily basis. Inmates housed in community placement do not currently have access to the CIPS telecommunication system. CIPS is a networked system which links all facilities into one central location for administration of inmate phones. The system is near real-time and allows inmates to make both debit (inmate paid) and collect (called party paid) calls. Inmates are allowed reasonable access to the phones to maintain essential community, family and legal contact.

There was no increase of the debit or collect rates in the new CIPS contract which became effective November 1, 2006. The current system provides enhanced and upgraded features with state-of-the-art technology, such as remote access for diagnostic purposes, allowing faster response to maintain system functionality and integrity. Inmates wishing to make collect calls may choose to do so at the time of the call, by activating a prompt issued by the CIPS system. The party receiving the call must dial a code to accept the call and the charges for the call. As a security measure, all calls, debit and collect, are branded as coming from a correctional facility.

Inmates wishing to make debit calls can purchase phone time from the Canteen, which is then downloaded to the CIPS administration office for upload to the CIPS system. The inmate then makes the choice to call debit by activating the prompt issued by the CIPS system. The party receiving the call must dial a code to indicate they wish to speak with the caller. Upon completion of the call the debit amount is deducted from the inmate's CIPS account. Inmates can check their phone balance at any time by querying the CIPS system. Once each month, those inmates making debit calls are provided a statement showing all deposits and calls charged against their account.

Administration of inmate phones including input of speed-dial numbers, changes to calling lists, maintenance of all call records, deposits and credits, and complaints/concerns are handled by the

CIPS staff. All customer service inquiries, billing verification, and maintenance/repair issues are managed by CIPS staff. CIPS staff perform routine system, database, and hardware diagnostics and maintenance to ensure system functionality and to reduce user issues. Based on past history, an average of 170,000 phone calls are processed each month, allowing inmates verbal communications with their families, friends, legal counsel and support groups. Each inmate is allowed access to telephones based upon their respective security levels.

Canteen Administration: The Canteen Administration function provides administrative management for the Canteen subprogram. Administration establishes goals and objectives for the program, develops schedules, and sets priorities for their completion. The administration develops and defends staffing patterns, program policy, procedures, rules, and budget requests. Administration coordinates and manages legal concerns with the Office of the Attorney General regarding inmate grievances and other written inquiries. The administration oversees the profitability of operations and recommends program modification to the Canteen, Vending Machine, and Library Account Committee. Administration creates and oversees vending service contracts for inmate visiting areas at supported facilities. The administration supervises and directs the activities of subordinate staff within the program. It performs centralized purchasing of items for resale for both the Northern and Central Canteens.

Shared Functions and Activities

Housing and Security: In an effort to reduce the introduction of contraband, the Canteen Committee, together with the facility wardens, the mail rooms and custody/control staff review and approve all products sold by the Canteen to determine the impact on facility security.

Wardens: The facility coordinators assist both the Wardens and Canteen staff in identifying and recommending resolutions to problems which arise from the sales, packing and distribution of inmate orders.

Communications: Cable and wiring infrastructure are maintained and controlled by DOC personnel inside the facilities. The vendors who provide the CIPS systems and phone sets coordinate with DOC for use of necessary cable and wiring. CIPS intra-facility data moved to DOC network.

Business Operations: The DOC Business Office in Canon City provides the accounting functions that support the financial activity related to Canteen operations.

Medical Services: The Canteen operation sells various over-the-counter medical supplies (non-prescription drugs, braces, and medical preparations) as suggested, coordinated and approved by the Medical Department and the Canteen Committee.

Correctional Industries: Correctional Industries provides ongoing support to assure that products sold by the Canteen are delivered to facilities in outlying areas on a timely basis.

Prioritized Objectives and Performance Measures

OBJECTIVE: By June 30, 2008, generate sufficient revenue to acquire appropriate resources and staff to maintain administrative processing service levels associated with operation of the Canteen Program (Canteen Services and the Colorado Inmate Phone System).

Performance Measure		FY05-06	FY06-07	FY07-08	FY 08-09
MEASURE: Gross Canteen Revenue Definition: Revenue from Commissions and sales of merchandise Demonstrates: Total dollars generated by canteen operations	Target	$8,607,600	$11,550,220	$12,493,050	$13,723,841
	Actual	$9,238,653	$11,411,196		
MEASURE: CIPS Revenues in Dollars Definition: Commission on inmate phone calls paid to CIPS Demonstrates: Revenue generated by CIPS based on total gross billables	Target	$2,168,000	$2,328,366	$2,765,469	$2,932,975
	Actual	$2,236,024	$2,396,089		
MEASURE: Gross Program Profit Dollars Definition: Revenues less cost of merchandise and operating expenses Demonstrates: Revenues available for inmate programs	Target	$3,984,548	$4,787,139	$5,703,062	$5,118,621
	Actual	$4,165,520	$4,479,499		

OPTIONAL ELEMENTS

Canteen Administration is charged with providing kosher designations on Sales Menus, whenever applicable, as a result of recent litigation. As goods are purchased for resale, the Canteen practices sensitivity to the needs and requests of the diverse cultural and religious communities within the Department in an effort to provide the best possible service and a wide range of quality products to their customers.

With the advent of new telephony technologies, CIPS must ensure the inmate phone system always adheres to the highest levels of security for the public and the facilities while taking advantage of new methods of communication. This system provides inmates with options for maintaining and establishing outside contacts that have a positive influence on inmates and their eventual reintegration into society.

Prior Year Performance Measures

Central Canteen

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Sales. Definition: Revenue from sales of merchandise.	Target	$5,690,766	$6,804,132	$7,414,150	$8,645,000
Demonstrates: Gross revenues from operations.	Actual	$6,189,339	$6,865,020		
MEASURE: Cost. Definition: Cost of merchandise, transportation, supplies and other operations related expenses.	Target	$4,521,889	$5,446,060	$5,921,875	$7,632,170
Demonstrates: Operational costs for providing canteen services to the inmate population.	Actual	$4,880,056	$5,563,385		
MEASURE: Orders. Definition: Total number of Canteen orders, credits and interagency sales.	Target	354,927	390,000	394,221	520,000
Demonstrates: Total number of transactions processed.	Actual	395,463	449,808		

Northern Canteen

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Sales. Definition: Revenue from sales of merchandise.	Target	$2,916,834	$4,536,088	$4,868,900	$4,458,406
Demonstrates: Gross revenues from operations.	Actual	$2,781,461	$4,263,487		
MEASURE: Cost. Definition: Cost of merchandise, transportation, supplies and other operations related expenses.	Target	$2,335,963	$3,579,184	$3,198,631	$3,841,025
Demonstrates: Operational costs for providing canteen services to the inmate population.	Actual	$2,370,176	$3,208,027		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Orders. Definition: Total number of Canteen orders, credits and interagency sales. Demonstrates: Total number of transactions processed.	Target	169,140	260,000	268,800	277,615
	Actual	196,695	261,316		

CIPS

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Inmate Phone Accounts. Definition: Number of phone accounts. Demonstrates: Number of active inmate phone account necessary for access to the inmate phone system.	Target	14,735	17,348	20,604	21,852
	Actual	15,689	19,699		
MEASURE: Calls Processed. Definition: Monthly average number of inmate phone calls processed. Demonstrates: Number of phone calls placed by inmates through the inmate phone system averaged per month.	Target	110,000	146,008	173,486	183,994
	Actual	110,000	170,216		
MEASURE: Number of Credits Issued. Definition: Monthly average number of refunds posted to inmate phone accounts. Demonstrates: Averaged monthly, reimbursements made for service failures, interruptions, and legitimate customer service issues.	Target	7	18	15	15
	Actual	6	15		
MEASURE: Percentage of processed calls credited. Definition: Average percentage of calls per month requiring credit. Demonstrates: Averaged monthly, percentage of processed calls which required reimbursement for service failures, interruptions, and legitimate customer service issue.	Target	.0006%	.102%	.0007%	.0007%
	Actual	.0046%	.088%		

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Inquiry Responses. Definition: Number of CIPS responses to informal inquiries from inmates, staff, and citizens written and verbal. Demonstrates: On-going informal resolution to customer service issues and concerns at the lowest level possible to prevent escalation to formal grievance procedures.	Target	28,291	25,101	27,815	29,500
	Actual	21,170	25,506		
MEASURE: Step 1 Grievances Answered. Definition: Yearly total number of Offender Step 1 Grievances responded to. Demonstrates: Responses to service issues that were not resolved informally.	Target	21	53	27	28
	Actual	20	61		
MEASURE: Percentage of Inquiry Responses resulting in Step 1 Grievances. Definition: Yearly percentage of Inquiry Responses not resolved at the lowest level resulting in Step 1 Grievances. Demonstrates: CIPS commitment to resolving inmate phone account issues at the lowest level possible.	Target	.00074%	.21%	.10%	.10%
	Actual	.095%	.23%		
MEASURE: Number of Inmate Phones Administered. Definition: Number of inmate phone sets installed in all facilities. Demonstrates: The number of actual sets maintained for service and repair; provide inmate to phone ratio for adequate contact with family and support groups.	Target	1015	1271	1271	1271
	Actual	1015	1287		

Canteen Administration

Performance Measure		FY 05-06	FY 06-07	FY 07-08	FY 08-09
MEASURE: Vending Commissions Definition: Revenue from visiting room Vending Machine commissions. Demonstrates: Gross revenues from Vending commissions.	Target	$97,000	$97,000	$97,000	$97,000
	Actual	$82,015	$86,461		
MEASURE: Token Commissions Definition: Revenue from the sale of tokens to inmates. Demonstrates: Gross revenues from token sales.	Target	$95,000	$105,000	$105,000	$117,000
	Actual	$99,966	$103,445		

Workload Assumptions

- Inmate population projections are accurate.
- Collect call volume will not significantly increase due to phone numbers blocked by phone carriers due to nonpayment or unbillable status.
- CIPS commission and call rates for inmate phone calls will remain the same.
- All grievances are filed in accordance with regulations.
- Canteen Services will continue to receive support from staff and inmates in maintaining the ongoing operation of Canteen.
- Canteen Services/CIPS will have the cash spending authority for the funds generated by profits and commissions. Policies affecting the canteen products and services coupled with the seven (7) year plan for continued growth will have an impact on the operation.

Accomplishments

- Proposed expansion addition at Central Canteen will address storage and production issues.
- CIPS installed at Bent County, Crowley County, Huerfano County and Kit Carson, CIPS is now installed and in use at all private contract facilities in Colorado that house DOC inmates.
- CIPS has remained in compliance with the Americans with Disabilities Act (ADA). New phones installed comply with ADA height and volume control requirements. Telephone Devices for the Deaf (TDD's) are available for inmate use at each facility and additional units are available upon facility request. Procedures added to AR850-12 to allow debit as well as collect calling when utilizing the TDD to allow equitable calling costs.
- 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
- CIPS data traffic between facilities moved to DOC network to improve efficiency and effectiveness.

Subprogram Specific Goals and Objectives

Goal #1: 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 requirement.

Objective 1.1: By June 30, 2009, support the continued implementation of the CIPS controlled inmate calling system for any State or contract facility expansion.

Goal #2: To provide quality products and services to inmates in a timely manner.

Objective 2.1: By June 30, 2009, manage the canteen subprogram based on the business guidelines within established enterprise guidelines.

Objective 2.2: By June 30, 2009, generate sufficient revenue to assist and support inmate benefit programs while maintaining current levels of service and support.

Objective 2.3: By June 30, 2009, develop a healthier product mix for purchase by inmate population.

Goal #3: To maintain legislative, executive branch, media and public support for the DOC by providing timely and concise communications.

Objective 3.1: By June 30, 2009, maintain responsiveness to requests for information concerning the CIPS programs from Legislators, the Governor's office, the media and the public.

Similar or Cooperating Programs: State facilities within the United States have similar programs. These program managers communicate with each other to coordinate products, pricing and security matters and meet at the National Correctional Industries Association to share ideas.

The U.S. Department of Justice's Federal Bureau of Prisons has the same software provider as CIPS.

Stakeholders

Customer	Requirement
DOC Staff /Stakeholders	Create a less hazardous environment while minimizing workload.
Inmates/Stakeholders	Provide voice communications with families and other support agents. Sell, service and distribute canteen orders.
Canteen, Vending Machine, and Library Fund	Generate revenue used to supplement education and recreation programs. Make available audits of the Fund for public inspection.
Public	Protect from further criminal activity over the phone and/or harassment.
Inmate Families	Provide vehicle for continued support through voice contact at a manageable cost.
Vendors	Provide products thereby increasing economic viability for private sector.
State Govt. Agencies	Share information for investigative purposes.
Taxpayer	Reduce tax burden through self-supporting profit oriented program.
Legislature	Reduce reliance on general fund allocations to fund inmate benefit programs.

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
8) CANTEEN OPERATION	13,982,866	79,297	0	0	725,634	0	0	14,787,797	28.7	0.0	1.0	29.7
Personal Services	1,618,683	79,297	0	0	48,479	0	0	1,746,459	28.7	0.0	1.0	29.7
Operating	12,262,080		0	0	671,456	0	0	12,933,536				
Inmate Pay	34,986		0	0	5,400	0	0	40,386				
Indirect Cost Assessment	67,117		0	0	299	0	0	67,416				
Start-up	0		0	0	0	0	0	0				

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Canteen 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
Position Detail										
Gen Prof VII	48,450	0.5	89,516	1.0			103,980	1.0	103,980	1.0
Gen Prof V/VI	83,082	1.0	84,536	1.0			98,772	1.0	98,772	1.0
Gen Prof III	59,484	1.0	46,092	1.0			63,828	1.0	63,828	1.0
Elec Spec III	60,180	1.0	51,380	1.0			64,248	1.0	64,248	1.0
Correctional Support III	71,076	1.0	62,924	1.0			143,088	2.0	143,088	2.0
Correctional Support II	39,862	1.0	46,281	1.3			65,808	1.0	65,808	1.0
Correctional Support I	251,800	6.2	403,029	10.0			544,720	10.0	544,720	10.0
CI Supv I/II	43,864	1.0	41,780	1.0					0	0.0
Equipment Operator III/IV	33,117	1.0	35,958	0.9			47,720	1.0	47,720	1.0
Material Handler III	35,203	1.0							0	0.0
Material Handler II	15,302	0.5							0	0.0
Tech V	56,544	1.0	48,068	1.0			60,672	1.0	60,672	1.0
Admin Asst. II	122,918	4.4	158,450	5.2			223,764	6.7	223,764	6.7
Admin Asst. III	112,575	3.0	103,564	3.0			114,104	3.0	114,104	3.0
Salary Subtotal	1,033,457	23.6	1,171,578	27.4			1,530,704	28.7	1,530,704	28.7
Salary Subtotal	1,033,457	23.6	1,171,578	27.4			1,530,704	28.7	1,530,704	28.7
PERA @ 10.15%			118,349				155,366		155,366	
PERA @ 10.04%	113,102									
Other Retirement Plans										
Medicare Tax @ 1.45%	13,994		14,613				22,195		22,195	
Compensation Match										
Base Reduction -.2%										
Other Personal Services										
Part-time/Temporary Salaries	24,415		14,454							
Contractual Services										
Overtime Pay	978									
Other Employee Wages	8,368									
Retirement/Termination/Payouts										
Tuition Reimbursement										
Unemployment Comp.										
Vacancy Savings							0		0	
Subtotal of Personal Services	1,194,313	23.6	1,318,993	27.4	1,618,683	28.7	1,708,266	28.7	1,708,266	28.7

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Canteen 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
Cash Fund	0		0		0	0.0	0	0.0	0	0.0
Cash Fund Exempt	1,194,313	23.6	1,318,993	27.4	1,618,683	28.7	1,708,266	28.7	1,708,266	28.7
POTS - Expenditures										
Shift Differential	68		417							
Health/Life Insurance	43,099		75,362				112,956			
HB 00-1215										
Short-term Disability @ .21%/.045%	1,665		1,351				2,396			
AED/SAED	2,821		8,842				19,971			
Salary Survey							55,095 *			
Anniversary							*			
Pay for Performance							30,252 *			
Medicare Change										
Unemployment Security Payments										
Difference							(4,236)		(10,286)	
Total Continuation Personal Services	1,241,965	23.6	1,404,965	27.4	1,618,683	28.7	1,839,353	28.7	1,697,980	28.7
Cash Fund	0		0		0	0.0	0	0.0	0	0.0
Cash Funds Exempt	1,241,965	23.6	1,404,965	27.4	1,618,683	28.7	1,839,353	28.7	1,697,980	28.7
Decision Items										
DI # 6 External Capacity Impacts									48,479	1.0
TOTAL PERSONAL SERVICES					1,618,683	28.7	1,839,353	28.7	1,746,459	29.7
Cash Fund					0	0.0	0	0.0	0	0.0
Cash Fund Exempt					1,618,683	28.7	1,839,353	28.7	1,746,459	29.7
Calculation of Personal Services Appropriation										
Previous Year Long Bill Appropriation							1,279,704	28.0	1,618,683	28.7
Previous Year Special Bills/Supplementals							(1,297)	0.0		
PERA BILL - HB 00-1458										
PERA Reduction/Increase										
Salary Survey - classified employees							217,751		55,095	
Annualized Anniversary (Option 8)-classified										
Pay for Performance									24,202	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Canteen 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
Amortization Equalization Disbursement (AED)									0	
Medicare Incremental Increase									0	
Base Reduction (1%)										
Annualization							21,209	0.7		
Base Adjustment - .5%							(7,481)		0	
Adjustments (Decision Items, other)							108,797		48,479	1.0
Total Personal Services Appropriation/Request							1,618,683	28.7	1,746,459	29.7
General Fund										
Cash Fund							1,618,683	28.7	1,746,459	29.7
Personal Services Reconciliation										
Long Bill Appropriation	1,108,151	23.7	1,279,704	28.0						
Special Bills - HB 98-1242										
Supplemental	47,130	1.4	(1,297)							
Additional Federal Funds										
Transfers										
Reversions			(1,732)							
Cash Fund										
Subtotal	1,155,281	25.1	1,276,675	28.0						
General Fund										
Cash Fund Exempt	1,155,281	25.1	1,276,675	28.0						
Allocated Pots (should match summary table)										
Salary Survey/Anniversary	44,307		42,103				55,095			
Anniversary							0			
Pay for Performance							30,252			
Phase II Reclassification										
Senior Executive Service (SES)										
Shift Differential	67		416				0			
Medicare change										
Health/Life Insurance	37,823		75,109				112,956			
HB 00-1215							0			
Short Term Disability	1,665		1,396				2,396			
AED	2,823		9,266				19,971			
POTS Subtotal	86,685		128,290				220,670			
Cash Fund	86,685		128,290				220,670			

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Canteen 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	1,241,965		1,404,965				1,839,353	28.7	1,746,459	29.7
Total Actual Personal Services	1,241,965		1,404,965				1,839,353	28.7	1,746,459	29.7
Difference (explain)	0		0				0	0.0	0	0.0
OPERATING EXPENSES										
1920Purchase of Services										
2150 Other Cleaning Services			500				500		500	
2160 Custodial Services	1,685								0	
2170 Waste Disposal/Trash	5,254		5,721				5,721		5,721	
2180 Grounds Maintenance									0	
2210 Other Maintenance/Repairs									0	
2220 Building Maintenance	1,106								0	
2230 Equip. Maint./Repair	419		2,394				2,394		2,394	
2231 ADP Equip. Maint/Repair Svcs	179								0	
2232 ADP Software Maintenance	60		140				140		140	
2240 MOTV Maintenance	20,685		5,441				5,441		5,441	
2250 Miscellaneous Rental	495								0	
2251 Rental/Lease/Motor Pool			3,597				3,597		3,597	
2252 Vehicle Mileage Charge	10,753		17,148				17,148		17,148	
2253 Rental of Equipment	8,068		24,881				24,881		24,881	
2255 Rental Of Buildings									0	
2258 Parking Fees									0	
2259 Parking Fee Reimbursement			68				68		68	
2310 Construction Fees									0	
2311 Construction Contracts/Consultants									0	
2510 Travel In State									0	
2512 Travel IS Per Diem	2,529		5,218				5,218		5,218	
2513 Travel IS Vehicle Reimbursement			91				91		91	
2520 Travel IS Non-Empl			50				50		50	
2522 Travel - In State Non-Empl Per Diem									0	
2523 Travel - In State Non-Empl Veh Reimb									0	
2530 Travel Out State	515								0	
2531 Travel OS - Common Carrier	2,545		879				879		879	
2532 Travel - OS Per Diem	1,964		2,429				2,429		2,429	
Out-of-State reduction 15%									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Canteen 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
2610 Advertising	197		1,798				1,798		1,798	
2612 Other Expenses									0	
2630 Telephone and Telegraph	423		608				608		608	
2631 Comm Svc from Outside Source	6,125		5,020				5,020		5,020	
2640 Purchased Services/ADP									0	
2660 Insurance	2,152		1,260				1,260		1,260	
2680 Printing and Reproduction	1,205		365				365		365	
2710 Purchased Medical Services									0	
2720 Inmate Pay									0	
2810 Freight	61,126		74,069				74,069		74,069	
2820 Other Purchased Services/Recreation	218,001		213,697				213,697		213,697	
2830 Office Moving - Pur Serv.									0	
3110 Other Supplies	118,982		162,373				162,373		162,373	
3111 Agriculture Supplies									0	
3112 Automotive Supplies	4,747		3,108				3,108		3,108	
3113 Clothing	2,048		2,402				2,402		2,402	
3114 Custodial/Laundry Supp.	5,236		5,748				5,748		5,748	
3115 Data Processing Supplies	6,652		8,506				8,506		8,506	
3116 Purchase/Lease Software	3,453		2,347				2,347		2,347	
3117 Educ./Rec. Supp./Service	4,838		10,709				10,709		10,709	
3118 Food	2,417		9,563				9,563		9,563	
3119 Medical Laboratory									0	
3120 Books/Periodicals/Subscriptions	6,518		6,578				6,578		6,578	
3121 Office Supplies	73,106		104,617				104,617		104,617	
3122 Photographic/copy Supplies	2,134		14,185				14,185		14,185	
3123 Postage	1,111		1,340				1,340		1,340	
3124 Printing/Copy Supplies	14,487		19,224				19,224		19,224	
3125 Recreation Supplies	66,271		98,562				98,562		98,562	
3126 Repair/Maintenance Supplies	30,301		27,205				27,205		27,205	
3127 Road Maintenance Materials									0	
3128 Noncapitalized Equipment	38,551		42,251				42,251		42,251	
3132 Noncapitalized Office Furniture			1,176				1,176		1,176	
3140 Non Capitalized IT Purchases - PCs	9,936		7,290				7,290		7,290	
3141 Non Capitalized IT Purchases - Servers									0	
3143 Non Capitalized IT Purchases - Other	12,449		6,314				6,314		6,314	
3920 Utilities									0	

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Canteen 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
3970 Natural Gas	4,872		4,927				4,927		4,927	
4100 Other Operating Expenses	94		149				149		149	
4105 Bank Card Fees									0	
4110 Awards, Judgments, Losses	194		590				590		590	
4111 Prizes/Awards	587		300				300		300	
4130 Depreciation									0	
4140 Dues & Memberships			80				80		80	
4170 Misc Fees	814		50				50		50	
4180 Official Functions	368		4,040				4,040		4,040	
4190 Patient/Client Care Expense									0	
4200 Purchase Discounts	52,379		135,670				135,670		135,670	
4220 Registration Fees	3,945		3,458				3,458		3,458	
4240 Employee Moving Expenses									0	
4260 Non-Employee Reimbursement									0	
4910 Cost of Goods Sold	7,003,124		8,828,018				11,213,947		11,213,947	
5881 Dist. Non/Gov									0	
6110 Bldgs									0	
6130 Land Improvement									0	
6210 ADP Equipment									0	
6214 IT Other Direct Purchase									0	
6220 Furniture & Fixtures									0	
6230 Misc. Vehicle	111,800								0	
6280 Other Cap Equip									0	
6500 Gain/Loss										
7130 Intra dept										
Total Operating Expenses	7,926,898		9,876,151		12,262,080		12,262,080		12,262,080	
Cash Fund	0		0		0		0		0	
Cash Fund Exempt	7,926,898		9,876,151		12,262,080		12,262,080		12,262,080	
Reconciliation										
Long Bill Appropriation	9,179,580		12,261,672							
Supplemental	1,027,333		(17)							
Transfers	0		0							
Reversions	(2,280,014)		(2,385,504)							
Subtotal	7,926,898		9,876,151							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Canteen 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 Items										
DI # 6 External Capacity Impacts									671,456	
Inmate Pay - CF					0		0		0	
Inmate Pay - CFE	30,953		34,986		34,986		34,986		34,986	
Decision Items - Inmate Pay										
DI # 6 External Capacity Impacts									5,400	
Reconciliation										
Long Bill Appropriation	34,986		34,986							
Reversions	(4,033)									
Subtotal	30,953		34,986							
Indirect Cost Assessment - CF					0		0		0	
Indirect Cost Assessment - CFE	67,548		67,007		67,117		67,117		67,117	
Common Policy Adjustment									299	
Reconciliation										
Long Bill Appropriation	48,052		67,007							
Supplemental	19,496									
Reversions										
Subtotal	67,548		67,007							
Start-up	14,833		2,808				0			
To Capital Construction			140,899						0	
Reconciliation										
Long Bill Appropriation										
Supplemental										
Other			1,079,353							
Reversions			(938,454)							

SCHEDULE 3
PROGRAM DETAIL

DEPARTMENT: Canteen 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
Subtotal	0		140,899							
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										
General Fund Exempt										
Cash Fund					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										

SCHEDULE 4
SOURCE OF FINANCING - DIRECT REVENUES

DEPARTMENT: **CORRECTIONS**
AGENCY: **CANTEEN 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	**9,282,197**	**11,526,817**	**13,982,866**	**14,203,536**	**14,787,797**
General Fund	0	0	0	0	0
General Funds Exempt	0	0	0	0	0
Cash Funds	0	0	0	0	0
Cash Fund Exempt	9,282,197	11,526,817	13,982,866	14,203,536	14,787,797
Federal Funds	0	0	0	0	0
Other					
Fund Lists					
Cash Funds					
Canteen and Library Fund #506					
Canteen Sales	0	0	0	0	0
Total Cash Funds	*0*	*0*	*0*	*0*	*0*
Cash Funds Exempt					
Canteen and Library Fund #506					
Canteen Sales	8,109,264	11,526,817	13,982,866	14,203,536	14,787,797
Total Cash Funds Exempt	*8,109,264*	*11,526,817*	*13,982,866*	*14,203,536*	*14,787,797*

REPORTS

Long Bill Footnote

Long Bill Footnotes Report 2007-08
SB 07-239
Department of Corrections

Footnote #	Statement
4	All Departments, Totals -- The General Assembly requests that copies of all reports requested in other footnotes contained in this act be delivered to the Joint Budget Committee and the majority and minority leadership in each house of the General Assembly. **The Department includes many of the requested reports in the annual budget submission to the General Assembly. The Department continuously reviews and updates its Administrative Regulations, posting the current version on its website located at: http://www.doc.state.co.us/admin_reg/adminreg.htm. The Department will continue to comply with this footnote.**
5	All Departments, Totals -- Every Department is requested to submit to the Joint Budget Committee information on the number of additional federal and cash funds exempt FTE associated with any federal grants or private donations that are applied for or received during FY 2007-08. The information should include the number of FTE, the associated costs (such as workers' compensation, health and life benefits, need for additional space, etc.) that are related to the additional FTE, the direct and indirect matching requirements associated with the federal grant or donated funds, the duration of the grant, and a brief description of the program and its goals and objectives. **There have been 0 FTE acquired in FY 2007-08 that have been associated with federal grants or private donations.**
6	Department of Corrections, Management, Executive Director's Office Subprogram; Department of Human Services, Mental Health and Alcohol and Drug Abuse Services, Alcohol and Drug Abuse Division; and Division of Youth Corrections; Judicial Department, Probation and Related Services; and Department of Public Safety, Division of Criminal Justice -- State agencies involved in multi-agency programs requiring separate appropriations to each agency are requested to designate one lead agency to be responsible for submitting a comprehensive annual budget request for such programs to the Joint Budget Committee, including prior year, request year, and three year forecasts for revenues into the fund and expenditures from the fund by agency. The requests should be sustainable for the length of the forecast based on anticipated revenues. Each agency is still requested to submit its portion of such request with its own budget document. This footnote applies to requests for appropriation from the Drug Offender Surcharge Fund, the Sex Offender Surcharge Fund, the Persistent Drunk Driver Cash Fund, and the Alcohol and Drug Driving Safety Fund, among other programs. **The Drug Offender Surcharge and the Sex Offender Surcharge Funds are tracked by the Judicial Department. The Department reports the total CMHIP expenditures for Youthful Offender System (YOS), San Carlos Correctional Facility (SCCF) and La Vista Correctional Facility (LVCF) in its budget.**
7	Department of Corrections, Management, External Capacity Subprogram, Payments to House State Prisoners -- It is the intent of the General Assembly that the Department of Corrections be authorized to transfer 5.0 percent of the total appropriation for external capacity subprogram between line items in the external capacity subprogram for purposes of

reimbursing local jails, private prison providers, and community corrections providers. It is further the intent of the General Assembly that the Department provide a report to the Joint Budget Committee on November 1, 2007, summarizing transfers that were made pursuant to the provisions of this footnote. **The Department complies with this footnote and provides the following summary information of transfers made within the line items of the External Capacity Subprogram, Payments to House State Prisoners appropriation during FY 2006-07:**

Transferred Line Item	**Amount**
Payments to Local Jails:	**$2,260,144**
Payments to In-State Private Prisons:	**($1,537,503)**
Payments to Out-of-State Prisons:	**$7,950**
Payments to Pre-Release Parole Revocation Facilities:	**$12,174**
Community Corrections Programs:	**($742,765)**
Total amount transferred within the External Capacity Subprogram funding lines:	**$2,280,268**
Total amount of the External Capacity Subprogram, Payments to House State Prisoners Appropriation (Supplemental Appropriations Bill SB 07-160):	**$104,222,925**
5.0% Transfer Authority:	**$ 5,211,146**
Amount Transferred in FY 2006-07:	**$ 2,280,268**
% of Amount Transferred to Appropriated Total:	**2.19%**

8 Department of Corrections, Management, External Capacity Subprogram, Payments to House State Prisoners -- It is the intent of the General Assembly that the appropriations made for payments to private facilities housing state inmates be used exclusively for the purpose of per-diem payments. It is the intent of the General Assembly that the Department not withhold funds from the per diem payments to cover major medical expenses incurred by state inmates assigned to private facilities. It is the intent of the General Assembly that appropriations made in the medical services subprogram are sufficient to cover major medical expenses incurred by state inmates held in both state and private facilities. **It is not the Department's policy to withhold funds from the per diem payments to cover major medical expenses incurred by state inmates assigned to private facilities.**

8a Department of Corrections, Management, External Capacity Subprogram, Payments to House State Prisoners -- The General Assembly requests that private prison providers break-out their respective operating expenses and capital construction costs and provide this information to the Department of Corrections in the invoices that they submit to the Department for housing Colorado inmates. The Department of Corrections is requested to submit a report to the Joint Budget Committee by November 1, 2007, summarizing this information for each of the private prison providers reimbursed from the External Capacity Subprogram. **The Department will submit the requested information by November 1, 2007 under separate cover.**

9 Department of Corrections, Institutions, Youthful Offender System Subprogram -- The Department of Corrections is requested to submit a report to the Joint Budget Committee by

November 1, 2007, justifying the ongoing need for the Youthful Offender System. The report is requested to summarize the cost effectiveness of the program, including the cost per offender, taking into consideration drop-out rates and recidivism rates for the program. **The Department complies with this footnote and submits the requested information as an attachment.**

10 Department of Corrections, Community Services, Community Supervision Subprogram, Community Supervision, Psychotropic Medication -- The Department is requested to submit a report to the Joint Budget Committee on or before February 1, 2008, summarizing the outcomes of offenders who were provided psychotropic medication from this line item. The report is requested to include the number of mentally ill offenders who receive medication from this line item, the regression rate of the offenders, and the number of offenders who commit new crimes. The report is requested to compare these outcomes with the population of mentally ill offenders in community corrections programs in FY 2005-06. **The Department will comply with this footnote and will provide the requested report to the Joint Budget Committee by February 1, 2008.**

11 Department of Corrections, Totals; Department of Human Services, Mental Health and Alcohol and Drug Abuse Services, Alcohol and Drug Abuse Division; and Division of Youth Corrections; Department of Public Safety, Division of Criminal Justice -- It is the intent of the General Assembly that the impacts of the Governor's Recidivism Reduction and Offender Diversion Package funded by the General Assembly in 2007, be analyzed using contract funding appropriated for this purpose to the Department of Public Safety, Division of Criminal Justice. The evaluation should specifically address: the Short-term Intensive Residential Remediation Treatment Program (STIRRT) in the Department of Human Services, Diversion Community Corrections Beds in the Department of Public Safety, Mental Health Beds in the Department of Public Safety, any new programs or services created or implemented through additional budgetary flexibility provided to the Division of Youth Corrections in the Department of Human Services. It is the intent of the General Assembly that the contractor compare the outcomes for offenders who participate in these programs with outcomes for offenders in predetermined control groups. The Department of Public Safety, Division of Criminal Justice, in conjunction with other state departments, is requested to submit an annual progress report to the Joint Budget Committee by November 1 of each year. This report is requested to include a summary of the number of offenders served by each program and a summary of the program evaluation techniques that will be used to examine the effectiveness of each program. The Department of Public Safety, Division of Criminal Justice, is requested to submit a final report to the Joint Budget Committee on or before November 1, 2012. The final report should specifically address whether any of the interventions funded were cost-effective and, based on this, recommendations for continuation, modification or elimination of each program. **The Department will comply with this footnote request and include the Department's information in the Division of Criminal Justice's report.**

Long Bill Footnotes Report 2007-08
Senate Bill 07-239
Department of Corrections

Footnote # Statement

#9 Department of Corrections, Institutions, Youthful Offender System Subprogram – The Department of Corrections is requested to submit a report to the Joint Budget committee by November 1, 2007, justifying the ongoing need of the Youthful Offender System. The report is required to summarize the cost effectiveness of the program, including the cost per offender, taking into consideration drop-out rates and recidivism rates for the program.

Response:

The Youthful Offender System was established in 1993 to address youth violence. YOS is designed to firmly and rigorously break down gang affiliations and negative peer influence and to instill a respect for self and others; affirming the dignity of all and the value of work and self discipline. This is accomplished by firm, disciplined regimentation with a full schedule of programs emphasizing academics, work, interpersonal relations, mentoring and career and technical skills.

In order to accomplish this mission, YOS maintains a high staff to offender ratio to ensure offender accountability and immediate interventions while focusing on self-discipline and pro-social skills.

82% of the YOS population has been convicted of a violent crime with 87.9% of the crimes coming from Class III and IV felonies. The violent youthful offenders sentenced to YOS have extremely high needs levels which require a wide scope of resources in order to provide individualized, structured programs. Youthful offender admissions reflect an 81% need for academic education and a 96% need for some type of career and technical education. In addition to education needs 93% of the youthful offenders received at YOS need to address assaultive behavior; 67% have substance abuse issues; 9% have sex offender issues and 31% have mental health needs. These high risk factors require additional services to address the needs and YOS has designed individualized, structured programs to concentrate on the educational needs as well as mental health and behavioral needs while developing pro-social skills and preparing offenders for successful re-entry into the community.

The educational services provided at YOS are tailored to accommodate offenders at all different levels. Currently YOS is providing the following educational services:

Century High School*	109 offenders
GED Classes	6 offenders
Career and Technical Education	75 offenders
College Classes	11 offenders

*Century High School works in conjunction with Pueblo School District 60. Offenders obtain high school diplomas upon completion of high school credit requirements. Offenders are required to attend high school classes unless their YOS sentence does not provide adequate time to obtain a high school diploma, at which time they are placed in classes in order to support their obtaining a GED prior to release from YOS.

High school is conducted year round with three semesters completed each year. This accelerated education programs allows offenders, who enter YOS with little or no high school credit, the opportunity to reach their grade level and complete high school. YOS maintains an average of 20% – 33% of students who are eligible for special education services. Special education instruction is provided in conjunction

with the high school program and YOS has had 25 special education students receive diplomas in the last two fiscal years.

Mental health classes such as anger management, alcohol recovery program and sex offender treatment program are incorporated into the school schedule. Offenders identified with a need for these classes are scheduled to attend for at least one hour per day, Monday through Friday.

Certified Career and Technical Education programs are available to those offenders who have completed their high school education. Entry level classes are available as high school electives. The following vocational classes are available:

- Automotive and Small Engine Repair
- Barbering/Cosmetology
- Business Computer Applications
- Business Management
- Electronic Repair
- Janitorial Program
- Multi-Media Production

Accomplishments

- 317 high school diplomas have been issued by Century High School since 1998.
- 250 GED certificates have been issued since 1998.
- 1,057 Career and Technical Education Credit Hours were earned at YOS since 2004.
- 5 offenders were released from YOS with a College Associate Degree

Staff Training

Working with youthful offenders requires specialized skill and YOS employees are individually screened and selected for their ability to work with this unique population. All YOS employees must have working knowledge of adolescent development, cognitive intervention strategies, and support the positive peer culture environment within YOS. All YOS employees are trained to act as role models and mentors. Cognitive Intervention strategies are utilized and reinforced by all staff and practiced by all staff on a daily basis.

All YOS employees receive forty hours of YOS Specific Training, in addition to the DOC Basic Training Academy. The YOS Specific Training contains the following elements:

Introduction to YOS
Legal Issues and Guiding Principles
Adolescent Nutrition
YOS Regulations and Code of Penal Discipline
Offender Status Levels
YOS Education Requirements
Orientation Training Phase
Phase I
Phase II
Phase III
Female Offenders
Progress Assessment Summary
Special Education
Suicide Prevention
Adolescent Development

Cognitive Intervention Program
Introduction to Positive Peer Culture
Cognitive Education
Cognitive distortions
Staff Expectations
Thinking Errors
Levels of Confrontation
Huddle up format
Life Space Interview
Condition of Feedback
Guided Group Interaction Sessions
Progress Teams
Dynamics of the Juvenile Sex Offender
Neglected, Sexually and Abused Youth
Quickskills Presentation and Overview

The YOS community supervision (phase III) specifically selects Community Parole Officers that are willing to work with youthful offenders in a mentoring role. These community parole officers are selected through an interview process with preference given to those community parole officers that demonstrate knowledge and skills to work with this unique population. In addition, community parole officers must be willing to commit to a period of two year service.

Phase III

Community supervision costs are crucial to the integrity of the Youthful Offender System to ensure public safety, by focusing on the youthful offenders needs to redirect behaviors for long-term success.

- YOS serves as a middle-tier program that is generally designed for youthful offenders who are sentenced as adults. To serve the YOS population we need to contract with agencies that have specifically designed specialized programs that are equipped to service our population. Because of the low population YOS Community Supervision has a difficult time designing specialized programs for these small numbers. Agencies must charge a break-even amount for adequate facilities, services and staffing in order to enhance public safety.

- The division uses the RFP process to select service providers. Many agencies do not want to take on the liability of this small violent population, which requires special program supervision and service requirements.

- 71% of the YOS Population go to independent living, to accomplish this, the department must help stabilize these youthful offenders in the community until such time when they can assume responsibility for their finances while living independently in the community.

- The vast majority of the YOS population lack essential skills that are needed to sustain employment and have minimal job experience. These factors address the fact that offenders earnings are usually below the "livable" standard wage, many services must be assumed by the department rather than being paid by the youthful offender as with the adult population.

Fiscal Year 2007 Releases

Release Type	No. of Releases	Percent of Releases	Comment
Successful discharge	55	79%	
Termination/Revocation	11	16%	Four offenders received new felony convictions while in phase three. Seven offenders failed to complete the program.
Reconsideration	3	3%	
Deceased	1	1%	

Terminations/revocations are determined by the number of youthful offenders who do not take advantage of the opportunity provided to them by the courts, within the YOS sentencing option. These offenders fail to meet the terms and conditions of their YOS sentence, and fail to participate and progress within the required programs, which results in the termination of their YOS sentence and reinstatement of the suspended adult sentence. These youthful offenders are then returned to DOC, and placed in an adult facility, after revocation by the court.

Per statute 18-1.3-407, the department of corrections shall implement a procedure for returning offenders who cannot successfully complete the sentence to the youthful offender system, or who fail to comply with the terms or conditions of the youthful offender system, to the district court.

Revocation differs from recidivism in the fact that revocation occurs prior to completion of their YOS sentence when the original adult sentence is imposed; recidivism occurs when the offender successfully discharges their YOS sentence and subsequently commits a new crime for which they are sentenced to the adult prison system.

Recidivism

Recidivism rates for the YOS offenders are extremely low considering that they are a high risk population. The average recidivism rates for YOS, since program inception, are as follows:

6% returned within 1 year
19% returned within 3 years
30% returned within 5 years

Fiscal Year 2007 Annual Costs

	Annual Cost per offender	**Daily Cost per offender**
YOS	$68,652.74	$188.09
YOS Aftercare (Phase III)	$55,454.56	$182.07
YOS Backlog	$19,882.68	$54.47
TOTAL	**$67,437.85**	**$184.76**

Fiscal Year 2007 cost reflects a 13% reduction from the previous fiscal year. The Youthful Offender System has taken action to reduce the overall cost by relocating to a smaller campus and will continue to look at cost saving measures such as reducing costs associated with jail backlog and considering at contract services for meal expenses through another DOC facility rather than CMHIP; however, the mission of providing public safety will always be foremost as these changes occur.

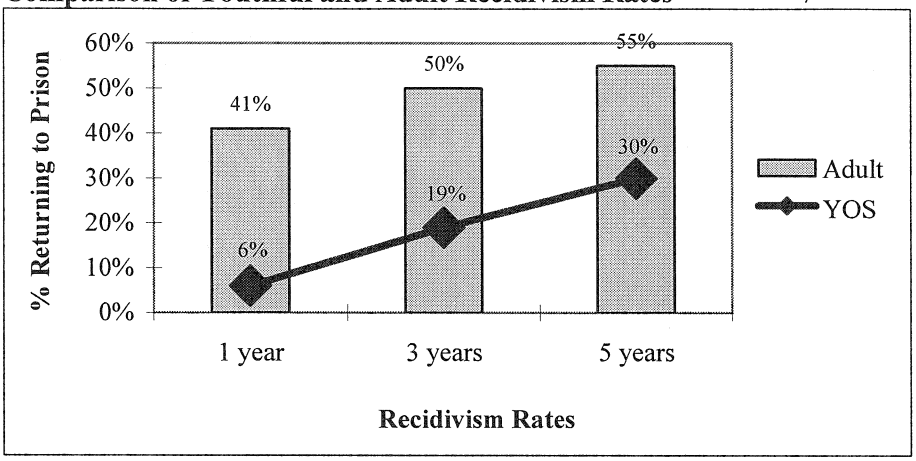
Comparisons

The YOS sentencing option is unique. YOS is designed to be a "middle-tier" between the juvenile system and adult prison and, as such, the following information may be helpful in understanding statistics associated with the different systems. Any comparison of these systems should keep in mind the distinctive function of each system.

Comparison of Youthful and Adult Needs Levels by Assessment

YOS Admissions % with Need (3-5)	Needs Level Category	Adult Admissions % with Need (3-5)
81%	Academic	42%
96%	Vocational	60%
93%	Assaultiveness	28%
31%	Mental Health	25%

Comparison of Youthful and Adult Recidivism Rates



The following cost comparison model is an estimate of the cost that would be incurred by the Colorado Department of Corrections if the Youthful Offender System sentencing alternative did not exist. This model is based upon an average of 80 admissions per year with – following those 80 admissions through a successful completion of YOS versus following those same individuals through their suspended adult sentence, serving an estimated 65% adult prison and average parole sentence. The results of this exercise resulted in a savings of over $500,000 by utilizing the YOS sentencing option.

Estimated Cost Comparison

YOS Sentence					Adult Incarceration Suspended Sentence			
	Annual Cost	Time Served (mos)	Cost			Annual Cost	Time Served (mos)	Cost
Phase I and II	$68,653	33.2	$15,195,197		Prison	$28,759	95.2	$18,252,379
Phase III	$66,455	8.6	$3,810,087		Parole	$4,052	48.0	$1,296,640
Total Time Served and cost		41.8	$19,005,284				143.2	$19,549,019
Difference		(101.4)	$ (543,735)					

True costs would require more complicated analysis and additional assumptions to accommodate YOS failures and terminations; recidivism rates for YOS and adult incarceration; and new crime commitments and sentence lengths.

Conclusion

The Youthful Offender System is a nationally recognized comprehensive "middle-tier" model of incarceration combined with habilitation programs and services designed to meet the individual needs of violent youthful offenders who have been adjudicated, direct filed, and sentenced as adults to the Colorado Department of Corrections. The employees of YOS are comprised of a community of concerned individuals, committed to the principles of adolescent development and through modeling, mentoring and other planned interventions, provide opportunities for youthful offenders to acquire the necessary skills and pro-social abilities that will enable them to grow and develop into successful, productive citizens within our communities.

The costs associated with the operation of the Youthful Offender System supports the specialized programs and resources necessary to address the individual needs of this unique offender population. The Youthful Offender System not only provides a place for judges to sentence violent, high-risk youthful

offenders who can no longer benefit from juvenile intervention but offers a "middle-tier" alternative to the adult corrections system; an alternative that provides individualized education and treatment, develops pro-social skills and supportive after-care necessary to increase the successful re-entry into the community.

The Youthful Offender System provides adolescents who have made extremely poor decisions and who have been engaged in violent criminal activity the opportunity to develop decision making skills necessary to make life altering changes and increase their pro social skills in order to become accomplished, law abiding citizens.

The Youthful Offender System believes that the decision to "pay now rather than pay later" is supported by the on-going success and low recidivism rates that have been experienced by YOS.

FY 07-08 POTS SUMMARY PROJECTIONS

SUBPROGRAM	FTE	APPR	SHIFT	HLD	STD	P4P	SAL SURV	AED	SAED	TOTAL POTS
Executive Director	22.3	X01		75,672	1,386	35,108	74,416	14,829	2,621	204,032
External Capacity	18.3	J01		71,580	1,444	27,185	58,580	14,194	2,508	175,491
Inspector General	46.3	G01		221,052	3,980	40,728	139,273	37,538	6,634	449,205
Utilities	1.0	091								0
Maintenance	295.5	M05	114,193	1,277,472	20,724	208,836	537,216	186,930	33,033	2,378,404
Housing/Security	2,884.6	H05	4,377,944	12,455,741	190,097	1,711,324	3,707,713	1,576,876	278,659	24,298,354
Food Service	256.3	F05	34,716	986,988	16,067	161,376	424,728	149,521	26,423	1,799,819
Medical	425.5	004	436,982	1,418,832	26,295	274,140	1,144,968	278,314	49,183	3,628,714
Laundry	37.1	L05		163,728	2,583	26,580	69,936	22,859	4,040	289,726
Superintendents	169.4	X05		697,752	11,276	120,336	299,169	105,003	18,556	1,252,092
Boot Camp	32.7	B05	33,593	122,076	1,923	19,452	50,724	17,523	3,097	248,388
YOS	172.9	Y05	207,449	668,148	11,243	113,472	299,568	100,283	17,722	1,417,885
Case Management	226.0	C05	53,774	971,580	17,576	177,072	662,000	155,522	27,483	2,065,007
Mental Health	75.9	M04		238,524	4,499	45,804	144,336	60,525	10,696	504,384
San Carlos	196.1	303	281,353	773,820	13,431	135,960	378,264	125,720	22,217	1,730,765
Legal Access	20.2	A05		78,600	1,139	12,396	43,073	11,727	2,072	149,007
Business Operations	108.7	B09		420,744	6,401	64,872	230,748	59,497	10,514	792,776
Personnel	16.7	P09		63,444	1,218	12,636	89,132	10,304	1,821	178,555
Offender Services	39.5	S09		151,296	2,937	29,652	184,995	25,220	4,457	398,557
Communications	8.2	C09		22,752	692	6,960	32,606	6,003	1,061	70,074
Transportation	32.3	M09	3,290	154,008	1,974	12,876	28,757	14,919	3,520	219,344
Training	27.3	T09		123,804	2,103	22,128	48,637	19,491	3,444	219,607
Information Systems	52.5	D09		222,732	4,019	42,156	179,400	39,297	6,944	494,548
Facility Services	10.0	F09		43,068	888	8,964	24,624	8,799	1,555	87,898
Labor	97.3	L06	21,067	472,992	6,292	63,648	167,376	55,792	9,859	797,026
Education	144.7	E06		600,432	9,521	173,052	259,848	89,409	15,800	1,148,062
Recreation	117.6	R06	188,265	548,160	7,065	74,988	197,976	65,922	11,649	1,094,025
Drug & Alcohol	3.5	D06		9,924	258	3,228	9,180	2,282	403	25,275
SOTP	45.8	S06		140,796	2,441	25,128	127,544	25,453	4,498	325,860
Parole	130.3	008		444,168	8,685	163,344	510,497	97,915	16,419	1,241,028
Parole ISP	69.6	P08		259,152	4,537	130,768	270,796	44,779	7,913	717,945
Community ISP	53.3	C08		200,244	3,361	224,924	88,752	33,304	5,885	556,470
Community Supervision	43.9	208		170,892	3,003	155,408	79,680	28,504	5,037	442,524
Community YOS	9.5	Y08		31,248	611	26,156	16,032	6,127	1,083	81,257
Community Re-Entry	12.0	C06		32,544	633	6,336	17,172	7,199	1,272	65,156
Parole Board	13.5	002		61,584	1,186	12,420	7,464	12,277	2,170	97,101
TOTAL ALL FUNDS	**5,916.3**		**5,752,626**	**24,395,549**	**391,488**	**4,369,413**	**10,605,180**	**3,509,856**	**620,248**	**49,644,361**

SUBPROGRAM	FTE	APPR	SHIFT	HLD	STD	P4P	SAL SURV	AED	SAED	POTS
CASH FUND EXEMPT										
VOLUNTEERS	9.0	N06		41,508	563	12,456	14,856	5,191	1,085	75,659
CORRECTIONAL SERVICES	151.0	CFA	7,743	607,804	9,544	96,348	210,336	93,642	19,577	1,044,994
CANTEEN	28.0	CFC		112,956	2,396	30,252	55,095	16,587	3,384	220,670
TOTAL CASH EXEMPT	**188.0**		**7,743**	**762,268**	**12,503**	**139,056**	**280,287**	**115,420**	**24,046**	**1,341,323**
CASH FUND										
TOTAL	**6,104.3**		**5,760,369**	**25,157,817**	**403,991**	**4,508,469**	**10,885,467**	**3,625,276**		**50,985,684**
GENERAL FUND			5,752,626	24,395,549	391,488	4,369,413	10,605,180	3,509,856		49,644,361
CASH FUND			0	0	0	0	0	0		0
CASH FUND EXEMPT			7,743	762,268	12,503	139,056	280,287	115,420		1,341,323

Colorado Department of Corrections
Division of Correctional Industries
Sales to State Agencies
Fiscal Year 2006-07

Agriculture	$34,963.47
Colorado Historical Society	$561.99
Corrections	$11,479,319.47
Education	$49,261.44
Executive	$5,705.00
General Support Services	$1,028,974.29
Health	$188,846.07
Higher Education	$7,332,092.35
Human Services	$775,362.81
Judical	$32,159.41
Labor and Employment	$86,883.93
Law	$95,147.94
Legislature	$269,864.10
Local Affairs	$56,292.82
Miliatary Affairs	$11,855.72
Natural Resources	$573,560.91
Personnel	$6,980.00
Public Safety	$152,757.14
Regulatory Agencies	$74,936.18
Revenue	$5,348,928.75
Secretary of State	$6,389.14
State Forms	$1,546,170.20
Transportation	$1,237,834.95
Treasury	$59.10
TOTAL STATE AGENCY SALES:	**$30,394,907.18**

Accounting Acceptions

COLORADO DEPARTMENT OF CORRECTIONS
FY2007 ACCOUNTING EXCEPTIONS

1. **TABOR Reporting** - According to the State Controller's Fiscal Procedure Manual, Chapter 5, Section 5. Referendum C, passed in the 2005 election, allowed the state to retain and spend all revenues in excess of the TABOR limit through Fiscal Year 2009-10. However, it did not remove the requirement that the state compute and report on TABOR during the five year refund hiatus. The referendum also required that the highest fiscal year spending amount during the five year period be used as the base in Fiscal Year 2010-11. Once TABOR District Revenue (district is the state or local governments, excluding enterprises) is exempt, it is always exempt. Revenue should not be counted twice within the same district. However, money transferred from an exempt enterprise to another agency within the District would not be exempt, because it is the first time the money has entered the District. Correctional Industries and Canteen Fund are considered "out of district" and revenues received from them have to be treated as non-exempt revenue. For budgeting purposes (and how revenues are appropriated in the Long Bill) personal services, workers' compensation, risk management, legal services, etc. that are funded by Correctional Industries and Canteen revenue have been reported as Cash Funds Exempt. For TABOR reporting by the State Controllers Office these revenues are considered cash funds (not exempt).

2. **Federal Funds** - the grants appropriated in the Long Bill are either cash funds exempt because they are pass through from other state agencies or are direct federal funded grants. The state controller's office requires all grants that are 100% federal funds to be recorded as Federal Funds revenue for direct grants or pass through grants (sub-recipient). The only grants that can be recorded as cash funds exempt are grants from other state agencies that are not 100% federal funds source. This same logic also applies to the Alcohol and Drug Abuse lines.

3. **The Canteen and Library Fund** became part of the Correctional Industries division in FY2003 and is a Cash Funds Exempt enterprise fund (effective 7/1/02, HB02-1171).

Cost Per Day

FY 06/07 General Fund Inmate Cost Per Day By Long Bill
(Level I Through V Adult Facilities)

KEY:
Group 1 = Management
Group 2 = Institutions
Group 3 = Support Services
Group 4 = Inmate Programs
Group 5 = Community Services
Group 6 = Parole Board

LEVEL	FACILITY NAME	ADA	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Total	Cost Per Day
Level I										
	Boot Camp	117	$83,434	$2,463,247	$123,029	$71,206	$0	$6,239	$2,747,155	$64.33
	Colorado Correctional Center	145	$103,401	$2,500,524	$152,890	$138,101	$0	$7,731	$2,902,647	$54.84
	Delta Correctional Center	471	$335,876	$8,291,580	$574,362	$1,547,046	$0	$25,114	$10,773,978	$62.67
	Rifle Correctional Center	186	$184,065	$4,021,985	$196,221	$340,483	$0	$9,918	$4,752,671	$70.01
	Skyline Correctional Center	246	$175,426	$4,211,406	$258,676	$467,782	$0	$13,117	$5,126,407	$57.09
Total Level I (5 detail records)		**1,165**	**$882,202**	**$21,488,742**	**$1,305,177**	**$2,564,618**	**$0**	**$62,118**	**$26,302,857**	**$61.86**
Level II										
	Arrowhead Correctional Center	489	$348,712	$9,471,271	$597,827	$2,093,172	$0	$26,074	$12,537,055	$70.24
	Four Mile Correctional Center	494	$352,277	$8,533,663	$519,455	$883,114	$0	$26,340	$10,314,850	$57.21
	Trinidad Correctional Facility	477	$340,154	$9,035,868	$576,760	$1,328,802	$0	$25,434	$11,307,018	$64.94
Total Level II (3 detail records)		**1,460**	**$1,041,143**	**$27,040,802**	**$1,694,042**	**$4,305,088**	**$0**	**$77,848**	**$34,158,923**	**$64.10**
Level III										
	Arkansas Valley Correctional Facility	999	$712,399	$20,157,030	$1,120,721	$2,390,416	$0	$53,267	$24,433,834	$67.01
	Buena Vista Correctional Facility	1,122	$800,111	$21,801,875	$1,257,865	$3,020,637	$0	$59,826	$26,940,315	$65.78
	Colorado Territorial Correctional Facility	785	$559,793	$22,118,885	$894,871	$1,266,088	$0	$41,857	$24,881,493	$86.84
	Fremont Correctional Facility	1,456	$1,038,291	$30,929,688	$1,614,651	$4,096,709	$0	$77,635	$37,756,973	$71.05
	Ft. Lyon Correctional Facility	484	$345,146	$14,662,794	$585,021	$748,124	$0	$25,807	$16,366,893	$92.65
	Pueblo Minimum Center/LaVista	395	$281,679	$10,673,625	$416,902	$1,318,957	$0	$21,062	$12,712,225	$88.17
Total Level III (6 detail records)		**5,241**	**$3,737,419**	**$120,343,898**	**$5,890,031**	**$12,840,931**	**$0**	**$279,453**	**$143,091,732**	**$74.80**

KEY:
Group 1 = Management
Group 2 = Institutions
Group 3 = Support Services
Group 4 = Inmate Programs
Group 5 = Community Services
Group 6 = Parole Board

LEVEL	FACILITY NAME	ADA	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Total	Cost Per Day
Level IV										
	Centennial Correctional Facility	324	$231,048	$10,271,670	$342,794	$862,524	$0	$17,276	$11,725,312	$99.15
	Colorado Women's Correctional Facility	215	$153,319	$6,413,390	$227,256	$479,763	$0	$11,464	$7,285,192	$92.83
	Limon Correctional Facility	942	$671,751	$19,458,865	$1,047,264	$2,084,641	$0	$50,228	$23,312,750	$67.80
Total Level IV (3 detail records)		**1,481**	**$1,056,119**	**$36,143,926**	**$1,617,314**	**$3,426,928**	**$0**	**$78,968**	**$42,323,253**	**$78.29**
Level V										
	Colorado State Penitentiary	750	$534,834	$26,584,922	$859,692	$1,530,747	$0	$39,990	$29,550,186	$107.95
	Denver Reception and Diagnostic Center	485	$345,859	$25,097,637	$572,614	$531,018	$0	$25,860	$26,572,989	$150.11
	Denver Women's Correctional Facility	842	$600,440	$24,574,899	$889,536	$2,051,068	$0	$44,896	$28,160,840	$91.63
	San Carlos Correctional Facility	246	$180,938	$15,586,282	$261,145	$149,716	$0	$13,117	$16,191,198	$180.32
	Sterling Correctional Facility	2,443	$1,742,132	$50,074,190	$2,678,540	$5,028,747	$0	$130,262	$59,653,872	$66.90
	YOS Adults	26	$18,541	$556,796	$27,340	$15,824	$0	$1,386	$619,887	$65.32
Total Level V (6 detail records)		**4,792**	**$3,422,744**	**$142,474,727**	**$5,288,868**	**$9,307,120**	**$0**	**$255,512**	**$160,748,971**	**$91.90**
Grand Total		**14,139**	**$10,139,627**	**$347,492,094**	**$15,795,431**	**$32,444,685**	**$0**	**$753,899**	**$406,625,737**	**$78.79**

FY 06/07 General Fund Inmate Cost Per Day By Long Bill
(External Capacity Subprogram)

KEY:
Group 1 = Management
Group 2 = Institutions
Group 3 = Support Services
Group 4 = Inmate Programs
Group 5 = Community Services
Group 6 = Parole Board

LEVEL	FACILITY NAME	ADA	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Total	Cost Per Day
External Capacity										
	Bent County	696	$13,800,552	$1,091,033	$244,757	$0	$0	$37,111	$15,173,453	$59.73
	Crowley County	1,506	$28,458,878	$2,152,221	$529,603	$0	$0	$80,301	$31,221,003	$56.80
	Huerfano County	747	$14,794,511	$1,121,808	$262,692	$0	$0	$39,830	$16,218,841	$59.48
	Kit Carson County	776	$15,116,482	$1,031,944	$272,890	$0	$0	$41,377	$16,462,693	$58.12
	Pre-Release/Parole Revocation Ctr	492	$9,732,922	$652,159	$173,018	$0	$0	$26,234	$10,584,333	$58.94
	Brush (High Plains)	238	$4,662,258	$325,655	$83,696	$0	$0	$12,690	$5,084,298	$58.53
	North Fork, OK Correctional Facility	239	$4,904,242	$241,059	$84,047	$0	$0	$12,744	$5,242,092	$60.09
	County Jails	631	$11,809,449	$899,250	$221,899	$0	$0	$33,645	$12,964,242	$56.29
	Community Corrections Programs	185	$3,234,274	$72,495	$65,057	$0	$0	$9,864	$3,381,691	$50.08
Total External Capacity (9 detail records)		**5,510**	**$106,513,568**	**$7,587,624**	**$1,937,658**	**$0**	**$0**	**$293,796**	**$116,332,645**	**$57.84**
Grand Total		**5,510**	**$106,513,568**	**$7,587,624**	**$1,937,658**	**$0**	**$0**	**$293,796**	**$116,332,645**	**$57.84**

Notes:
(1) This is the second year cost-per-day is being calculated for External Capacity Subprogram components. Any Cash Funds and Federal SCAAP Grant monies used in support of these facilities are included in the cost per day calculations.
(2) ADA in County Jails is calculated using actual payments and the daily rate during the full fiscal year.
(3) Community Corrections Programs was moved from Community Services (5)(D)(3) in FY2005.

FY 06/07 General Fund Inmate Cost Per Day By Long Bill
(Parole and Community Adult Only)

KEY:
Group 1 = Management
Group 2 = Institutions
Group 3 = Support Services
Group 4 = Inmate Programs
Group 5 = Community Services
Group 6 = Parole Board

LEVEL	FACILITY NAME	ADA	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Total	Cost Per Day
Level										
Community Corrections		1,318	$891,088	$71,896	$1,074,105	$0	$3,315,630	$70,277	$5,422,995	$11.27
Community Corrections ISP		846	$692,460	$46,149	$689,448	$0	$6,649,322	$45,109	$8,122,488	$26.30
Parole		6,131	$3,805,009	$334,444	$4,996,461	$1,297,916	$10,091,418	$326,908	$20,852,157	$9.32
Parole ISP		936	$821,904	$51,058	$762,794	$0	$6,101,149	$49,908	$7,786,813	$22.79
Total Level (4 detail records)		**9,231**	**$6,210,460**	**$503,548**	**$7,522,808**	**$1,297,916**	**$26,157,519**	**$492,202**	**$42,184,453**	**$12.52**

Note: Community RTC was moved to the External Capacity Subprogram beginning FY2005.

FY 06/07 General Fund Inmate Cost Per Day By Long Bill
(Youthful Offender Only)

KEY:
Group 1 = Management
Group 2 = Institutions
Group 3 = Support Services
Group 4 = Inmate Programs
Group 5 = Community Services
Group 6 = Parole Board

LEVEL	FACILITY NAME	ADA	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Total	Cost Per Day
Level										
	Youthful Offender System Aftercare	24	$57,956	$1,309	$19,559	$0	$1,516,086	$0	$1,594,909	$182.07
Total Level = (1 detail record)		**24**	**$57,956**	**$1,309**	**$19,559**	**$0**	**$1,516,086**	**$0**	**$1,594,909**	**$182.07**
Level V										
	Youthful Offender System	176	$125,508	$11,613,816	$186,282	$157,276	$0	$0	$12,082,882	$188.09
Total Level V = (1 detail record)		**176**	**$125,508**	**$11,613,816**	**$186,282**	**$157,276**	**$0**	**$0**	**$12,082,882**	**$188.09**
External Capacity										
	YOS Jail Backlog	4	$74,975	$3,149	$1,407	$0	$0	$0	$79,531	$54.47
Total External Capacity = (1 detail record)		**4**	**$74,975**	**$3,149**	**$1,407**	**$0**	**$0**	**$0**	**$79,531**	**$54.47**
Grand Total		**204**	**$258,439**	**$11,618,274**	**$207,247**	**$157,276**	**$1,516,086**	**$0**	**$13,757,322**	**$184.76**

FY 06/07 General Fund Inmate Cost Per Day By Long Bill
(Group 1 - Management Subprograms)

KEY:
Subprogram 1A = Executive Director's Office
Subprogram 1B = External Capacity
Subprogram 1C = Inspector General

LEVEL FACILITY NAME	ADA	Subprogram 1A	Subprogram 1B	Subprogram 1C	Total	Cost Per Day
Level						
Community Corrections	1,318	$890,107		$981	$891,088	$1.85
Community Corrections ISP	846	$691,830		$629	$692,460	$2.24
Parole	6,131	$3,800,447		$4,562	$3,805,009	$1.70
Parole ISP	936	$821,208		$696	$821,904	$2.41
Youthful Offender System Aftercare	24	$57,938		$18	$57,956	$6.62
Total Level (5 detail records)	**9,255**				**$6,268,416**	**$1.86**
Level I						
Boot Camp	117	$60,325		$23,109	$83,434	$1.95
Colorado Correctional Center	145	$74,761		$28,640	$103,401	$1.95
Delta Correctional Center	471	$242,846		$93,030	$335,876	$1.95
Rifle Correctional Center	186	$147,327		$36,738	$184,065	$2.71
Skyline Correctional Center	246	$126,837		$48,589	$175,426	$1.95
Total Level I (5 detail records)	**1,165**				**$882,202**	**$2.07**
Level II						
Arrowhead Correctional Center	489	$252,126		$96,585	$348,712	$1.95
Four Mile Correctional Center	494	$254,704		$97,573	$352,277	$1.95
Trinidad Correctional Facility	477	$245,939		$94,215	$340,154	$1.95
Total Level II (3 detail records)	**1,460**				**$1,041,143**	**$1.95**

KEY:
Subprogram 1A = Executive Director's Office
Subprogram 1B = External Capacity

LEVEL FACILITY NAME	ADA	Subprogram 1A	Subprogram 1B	Subprogram 1C	Total	Cost Per Day
Level III						
Arkansas Valley Correctional Facility	999	$515,080		$197,319	$712,399	$1.95
Buena Vista Correctional Facility	1,122	$578,498		$221,613	$800,111	$1.95
Colorado Territorial Correctional Facility	785	$404,743		$155,050	$559,793	$1.95
Fremont Correctional Facility	1,456	$750,707		$287,584	$1,038,291	$1.95
Ft. Lyon Correctional Facility	484	$249,548		$95,598	$345,146	$1.95
Pueblo Minimum Center/LaVista	395	$203,660		$78,019	$281,679	$1.95
Total Level III (6 detail records)	**5,241**				**$3,737,419**	**$1.95**

Level IV						
Centennial Correctional Facility	324	$167,053		$63,995	$231,048	$1.95
Colorado Women's Correctional Facility	215	$110,853		$42,466	$153,319	$1.95
Limon Correctional Facility	942	$485,691		$186,060	$671,751	$1.95
Total Level IV (3 detail records)	**1,481**				**$1,056,119**	**$1.95**
Level V						
Colorado State Penitentiary	750	$386,697		$148,137	$534,834	$1.95
Denver Reception and Diagnostic Center	485	$250,064		$95,795	$345,859	$1.95
Denver Women's Correctional Facility	842	$434,132		$166,309	$600,440	$1.95
San Carlos Correctional Facility	246	$132,349		$48,589	$180,938	$2.02
Sterling Correctional Facility	2,443	$1,259,600		$482,532	$1,742,132	$1.95
YOS Adults	26	$13,405		$5,135	$18,541	$1.95
Youthful Offender System	176	$90,745		$34,763	$125,508	$1.95
Total Level V (7 detail records)	**4,968**				**$3,548,252**	**$1.96**
External Capacity						
Bent County	696	$90,104	$13,572,976	$137,471	$13,800,552	$54.32
Crowley County	1,506	$194,967	$27,966,452	$297,459	$28,458,878	$51.77
Huerfano County	747	$96,707	$14,550,260	$147,545	$14,794,511	$54.26
Kit Carson County	776	$100,461	$14,862,748	$153,273	$15,116,482	$53.37
Pre-Release/Parole Revocation Ctr	492	$63,694	$9,572,050	$97,178	$9,732,922	$54.20
Brush (High Plains)	238	$30,812	$4,584,437	$47,009	$4,662,258	$53.67
North Fork, OK Correctional Facility	239	$30,941	$4,826,095	$47,206	$4,904,242	$56.22
County Jails	631	$81,689	$11,603,126	$124,633	$11,809,449	$51.28
Community Corrections Programs	185	$23,950	$3,173,783	$36,540	$3,234,274	$47.90
YOS Jail Backlog	4	$518	$73,667	$790	$74,975	$51.35
Total External Capacity (10 detail records)	**5,514**				**$106,588,543**	**$52.96**
Grand Total	**29,084**	**$14,413,064**	**$104,785,596**	**$3,923,434**	**$123,122,093**	**$11.60**

FY 06/07 General Fund Inmate Cost Per Day By Long Bill
(Group 2 - Institutions Subprograms)

KEY:

Subprogram 2A = Utilities
Subprogram 2B = Maintenance
Subprogram 2C = Housing & Security
Subprogram 2D = Food Service
Subprogram 2E = Medical
Subprogram 2F = Laundry
Subprogram 2G = Superintendent's
Subprogram 2H = Boot Camp
Subprogram 2I = Youthful Offender System
Subprogram 2J = Case Management
Subprogram 2K = Mental Health
Subprogram 2L = Inmate Pay
Subprogram 2M = San Carlos
Subprogram 2N = Legal Access

LEVEL FACILITY NAME	ADA	2A	2B	2C	2D	2E	2F	2G	2H	2I	2J	2K	2L	2M	2N	Total	Cost Per Day
Level																	
Community Corrections	1,318	$2,688													$69,208	$71,896	$0.15
Community Corrections ISP	846	$1,725													$44,424	$46,149	$0.15
Parole	6,131	$12,504													$321,940	$334,444	$0.15
Parole ISP	936	$1,909													$49,149	$51,058	$0.15
Youthful Offender System Aftercare	24	$49													$1,260	$1,309	$0.15
Total Level (5 detail records)	**9,255**															**$504,857**	**$0.15**
Level I																	
Boot Camp	117	$176,505	$1,240	$22,191	$6,414	$289,904	$31,010	$17,514	$1,875,895			$36,431			$6,143.69	$2,463,247	$57.68
Colorado Correctional Center	145	$9,519	$214,069	$1,353,494	$443,379	$137,406	$14,702	$89,824			$216,764	$4,289	$9,463		$7,613.97	$2,500,524	$47.25
Delta Correctional Center	471	$427,635	$878,222	$3,616,153	$1,135,819	$1,084,197	$124,258	$485,041			$440,963	$13,931	$60,627		$24,732.28	$8,291,580	$48.23
Rifle Correctional Center	186	$509,478	$403,799	$1,572,650	$494,299	$302,127	$67,451	$337,381			$296,000	$5,502	$23,530		$9,766.89	$4,021,985	$59.24
Skyline Correctional Center	246	$256,995	$463,288	$2,166,363	$478,734	$299,529	$110,252	$97,864			$297,868	$7,276	$20,318		$12,917.50	$4,211,406	$46.90
Total Level I (5 detail records)	**1,165**															**$21,488,742**	**$50.53**
Level II																	
Arrowhead Correctional Center	489	$641,977	$755,834	$3,414,720	$1,151,191	$1,783,754	$219,159	$730,457			$480,041	$228,380	$40,081		$25,677.46	$9,471,271	$53.06
Four Mile Correctional Center	494	$686,900	$714,490	$3,834,919	$1,219,032	$1,052,186	$221,399	$168,429			$544,439	$14,634	$51,294		$25,940.01	$8,533,663	$47.33
Trinidad Correctional Facility	477	$675,162	$734,048	$4,385,654	$999,691	$1,137,300	$172,576	$535,635			$293,776	$14,109	$62,869		$25,047.34	$9,035,868	$51.90
Total Level II (3 detail records)	**1,460**															**$27,040,802**	**$50.74**
Level III																	
Arkansas Valley Correctional Facility	999	$1,342,041	$1,611,608	$9,408,391	$2,066,804	$3,378,768	$269,841	$785,763			$869,286	$264,841	$107,229		$52,457.63	$20,157,030	$55.28
Buena Vista Correctional Facility	1,122	$1,692,636	$1,798,264	$9,617,839	$2,560,816	$3,055,218	$297,375	$1,141,669			$1,104,864	$349,366	$124,913		$58,916.38	$21,801,875	$53.24
Colorado Territorial Correctional Facility	785	$1,166,570	$1,327,687	$9,358,428	$1,741,230	$6,014,073	$176,350	$983,331			$694,939	$539,170	$75,886		$41,220.46	$22,118,885	$77.20
Fremont Correctional Facility	1,456	$2,357,998	$2,139,690	$15,149,602	$3,479,295	$4,268,940	$272,198	$1,413,103			$1,231,118	$407,021	$134,270		$76,454.77	$30,929,688	$58.20
Ft. Lyon Correctional Facility	484	$1,442,705	$1,832,019	$5,165,040	$1,080,310	$3,654,817	$108,279	$583,297			$498,166	$220,060	$52,686		$25,414.91	$14,662,794	$83.00
Pueblo Minimum Center/LaVista	395	$293,058	$1,230,162	$5,626,828	$1,122,865	$1,036,007	$153,547	$610,684			$383,067	$151,587	$45,079		$20,741.51	$10,673,625	$74.03
Total Level III (6 detail records)	**5,241**															**$120,343,898**	**$62.91**

KEY:

Subprogram 2A = Utilities
Subprogram 2B = Maintenance
Subprogram 2C = Housing & Security
Subprogram 2D = Food Service
Subprogram 2E = Medical
Subprogram 2F = Laundry
Subprogram 2G = Superintendent's
Subprogram 2H = Boot Camp
Subprogram 2I = Youthful Offender System
Subprogram 2J = Case Management
Subprogram 2K = Mental Health
Subprogram 2L = Inmate Pay
Subprogram 2M = San Carlos
Subprogram 2N = Legal Access

LEVEL	FACILITY NAME	ADA	2A	2B	2C	2D	2E	2F	2G	2H	2I	2J	2K	2L	2M	2N	Total	Cost Per Day
Level IV																		
	Centennial Correctional Facility	324	$460,267	$653,594	$7,375,952	$17,762	$995,799	$71,141	$341,131			$203,523	$101,657	$33,829		$17,013.29	$10,271,670	$86.86
	Colorado Women's Correctional Facility	215	$98,920	$505,667	$3,295,722	$518,593	$1,018,089	$91,812	$484,310			$227,997	$132,217	$28,775		$11,289.68	$6,413,390	$81.73
	Limon Correctional Facility	942	$1,211,291	$1,450,983	$9,536,655	$2,042,736	$2,896,911	$270,404	$832,075			$793,914	$277,497	$96,936		$49,464.56	$19,458,865	$56.59
Total Level IV (3 detail records)		**1,481**															**$36,143,926**	**$66.86**
Level V																		
	Colorado State Penitentiary	750	$1,135,346	$1,743,876	$16,057,528	$2,071,997	$2,601,179	$216,387	$1,217,751			$914,640	$537,215	$49,622		$39,382.61	$26,584,922	$97.11
	Denver Reception and Diagnostic Center	485	$673,610	$1,050,264	$8,827,505	$1,457,849	$8,429,183	$374,858	$930,411			$2,659,745	$667,599	$1,146		$25,467.42	$25,097,637	$141.77
	Denver Women's Correctional Facility	842	$985,776	$1,358,224	$10,747,174	$1,575,874	$6,737,105	$244,273	$836,224			$1,191,055	$764,091	$90,889		$44,213.54	$24,574,899	$79.96
	San Carlos Correctional Facility	246	$290,776	$2,608	$46,657	$44,935	$1,614,056	$45,989	$36,824				$7,276	$25,077	$13,459,166	$12,917.50	$15,586,282	$173.59
	Sterling Correctional Facility	2,443	$2,743,201	$2,995,714	$27,072,186	$4,348,451	$7,007,167	$511,873	$1,830,869			$2,235,852	$937,875	$262,721		$128,282.28	$50,074,190	$56.16
	YOS Adults	26	$1,707	$316	$493,512	$36,006	$20,546	$1,128	$3,892			($2,444)	$769			$1,365.26	$556,796	$58.67
	Youthful Offender System	176	$58,613	$1,866	$33,381	$35,893	$499,430	$32,903	$26,346		$10,857,459		$44,154	$14,530		$9,241.79	$11,613,816	$180.79
Total Level V (6 detail records)		**4,968**															**$154,088,543**	**$84.98**
External Capacity																		
	Bent County	696			$132,005		$788,099	$30,196	$104,186							$36,547.06	$1,091,033	$4.29
	Crowley County	1,506			$285,632		$1,496,735	$65,337	$225,436							$79,080.28	$2,152,221	$3.92
	Huerfano County	747			$141,678		$796,676	$32,408	$111,820							$39,225.08	$1,121,808	$4.11
	Kit Carson County	776			$147,178		$694,191	$33,667	$116,161							$40,747.87	$1,031,944	$3.64
	Pre-Release/Parole Revocation Ctr	492			$93,314		$438,016	$21,345	$73,648							$25,834.99	$652,159	$3.63
	Brush (High Plains)	238			$45,140		$222,065	$10,326	$35,627							$12,497.41	$325,655	$3.75
	North Fork, OK Correctional Facility	239			$45,329		$137,035	$10,369	$35,776							$12,549.92	$241,059	$2.76
	County Jails	631			$119,677		$746,438									$33,133.90	$899,250	$3.90
	Community Corrections Programs	185			$35,088				$27,693							$9,714.38	$72,495	$1.07
	YOS Jail Backlog	4			$759		$2,180									$210	$3,149	$2.16
Total External Capacity (10 detail records)		**5,514**															**$7,590,773**	**$3.77**
Grand Total		**29,084**	**$19,357,561**	**$23,867,533**	**$159,224,344**	**$30,129,974**	**$64,635,127**	**$4,302,812**	**$15,250,173**	**$1,875,895**	**$10,857,459**	**$15,575,573**	**$5,726,948**	**$1,411,768**	**$13,459,166**	**$1,527,205**	**$367,201,540**	**$34.59**

FY 06/07 General Fund Inmate Cost Per Day By Long Bill
(Group 3 - Support Services Subprograms)

KEY:
Subprogram 3A = Business Operations
Subprogram 3B = Personnel
Subprogram 3C = Offender Services
Subprogram 3D = Communications
Subprogram 3E =Transportation
Subprogram 3F = Training
Subprogram 3G = Information Systems
Subprogram 3H = Facility Services

LEVEL	FACILITY NAME	ADA	3A	3B	3C	3D	3E	3F	3G	3H	Total	Cost Per Day
Level												
	Community Corrections	1,318	$275,495	$60,580	$48,919	$255,980	$87,522	$69,383	$276,224		$1,074,105	$2.23
	Community Corrections ISP	846	$176,835	$38,885	$31,400	$164,309	$56,179	$44,536	$177,303		$689,448	$2.23
	Parole	6,131	$1,281,534	$281,805	$227,560	$1,190,754	$407,131	$322,752	$1,284,925		$4,996,461	$2.23
	Parole ISP	936	$195,648	$43,022	$34,741	$181,789	$62,155	$49,274	$196,165		$762,794	$2.23
	Youthful Offender System Aftercare	24	$5,017	$1,103	$891	$4,661	$1,594	$1,263	$5,030		$19,559	$2.23
Total Level (5 detail records)		**9,255**									**$7,542,366**	**$2.23**
Level I												
	Boot Camp	117	$24,456	$5,378	$12,797	$22,724	$19,608	$6,159	$24,521	$7,387	$123,029	$2.88
	Colorado Correctional Center	145	$30,309	$6,665	$15,859	$28,162	$24,301	$8,051	$30,389	$9,154	$152,890	$2.89
	Delta Correctional Center	471	$98,451	$21,649	$51,515	$91,477	$78,936	$103,887	$98,711	$29,736	$574,362	$3.34
	Rifle Correctional Center	186	$38,879	$8,549	$20,343	$36,125	$31,172	$10,428	$38,982	$11,743	$196,221	$2.89
	Skyline Correctional Center	246	$51,420	$11,307	$26,906	$47,778	$41,228	$12,950	$51,556	$15,531	$258,676	$2.88
Total Level I (5 detail records)		**1,165**									**$1,305,177**	**$3.07**
Level II												
	Arrowhead Correctional Center	489	$102,213	$22,476	$53,483	$94,973	$81,953	$109,372	$102,484	$30,872	$597,827	$3.35
	Four Mile Correctional Center	494	$103,259	$22,706	$54,030	$95,944	$82,791	$26,005	$103,532	$31,188	$519,455	$2.88
	Trinidad Correctional Facility	477	$99,705	$21,925	$52,171	$92,642	$79,942	$100,292	$99,969	$30,115	$576,760	$3.31
Total Level II (3 detail records)		**1,460**									**$1,694,042**	**$3.18**
Level III												
	Arkansas Valley Correctional Facility	999	$208,816	$45,918	$109,264	$194,024	$167,425	$122,835	$209,369	$63,071	$1,120,721	$3.07
	Buena Vista Correctional Facility	1,122	$234,526	$51,571	$122,716	$217,913	$188,039	$137,116	$235,147	$70,836	$1,257,865	$3.07
	Colorado Territorial Correctional Facility	785	$164,085	$36,082	$85,858	$152,462	$131,560	$110,745	$164,519	$49,560	$894,871	$3.12
	Fremont Correctional Facility	1,456	$304,341	$66,923	$159,247	$282,782	$244,015	$160,273	$305,146	$91,923	$1,614,651	$3.04
	Ft. Lyon Correctional Facility	484	$101,168	$22,247	$52,936	$94,002	$81,115	$101,560	$101,436	$30,557	$585,021	$3.31
	Pueblo Minimum Center/LaVista	395	$82,565	$18,156	$43,202	$76,716	$66,199	$22,342	$82,783	$24,938	$416,902	$2.89
Total Level III (6 detail records)		**5,241**									**$5,890,031**	**$3.08**

KEY:

Subprogram 3A = Business Operations
Subprogram 3B = Personnel
Subprogram 3C = Offender Services
Subprogram 3D = Communications
Subprogram 3E =Transportation
Subprogram 3F = Training
Subprogram 3G = Information Systems
Subprogram 3H = Facility Services

LEVEL	FACILITY NAME	ADA	3A	3B	3C	3D	3E	3F	3G	3H	Total	Cost Per Day
Level IV												
	Centennial Correctional Facility	324	$67,724	$14,892	$35,437	$62,927	$54,300	$19,155	$67,903	$20,455	$342,794	$2.90
	Colorado Women's Correctional Facility	215	$44,940	$9,882	$23,515	$41,757	$36,032	$12,495	$45,059	$13,574	$227,256	$2.90
	Limon Correctional Facility	942	$196,902	$43,298	$103,029	$182,954	$157,872	$106,314	$197,423	$59,472	$1,047,264	$3.05
Total Level IV (3 detail records)		**1,481**									**$1,617,314**	**$2.99**
Level V												
	Colorado State Penitentiary	750	$156,769	$34,473	$82,030	$145,664	$125,695	$110,528	$157,184	$47,350	$859,692	$3.14
	Denver Reception and Diagnostic Center	485	$101,377	$22,292	$53,046	$94,196	$81,282	$88,154	$101,646	$30,620	$572,614	$3.23
	Denver Women's Correctional Facility	842	$175,999	$38,702	$92,092	$163,532	$141,113	$48,474	$176,465	$53,159	$889,536	$2.89
	San Carlos Correctional Facility	246	$51,420	$11,307	$26,906	$47,778	$41,228	$15,420	$51,556	$15,531	$261,145	$2.91
	Sterling Correctional Facility	2,443	$510,649	$112,290	$267,198	$474,476	$409,429	$238,263	$512,000	$154,236	$2,678,540	$3.00
	YOS Adults	26	$5,435	$1,195	$2,844	$5,050	$4,357	$1,369	$5,449	$1,641	$27,340	$2.88
	Youthful Offender System	176	$36,788	$8,090	$19,250	$34,182	$29,496	$10,478	$36,886	$11,112	$186,282	$2.90
Total Level V (6 detail records)		**4,968**									**$5,475,150**	**$3.02**
External Capacity												
	Bent County	696	$98,207		$76,124		$70,426				$244,757	$0.96
	Crowley County	1,506	$212,499		$164,716		$152,388				$529,603	$0.96
	Huerfano County	747	$105,403		$81,702		$75,587				$262,692	$0.96
	Kit Carson County	776	$109,495		$84,873		$78,521				$272,890	$0.96
	Pre-Release/Parole Revocation Ctr	492	$69,422		$53,811		$49,784				$173,018	$0.96
	Brush (High Plains)	238	$33,582		$26,031		$24,083				$83,696	$0.96
	North Fork, OK Correctional Facility	239	$33,723		$26,140		$24,184				$84,047	$0.96
	County Jails	631	$89,035		$69,014		$63,849				$221,899	$0.96
	Community Corrections Programs	185	$26,104		$20,234		$18,720				$65,057	$0.96
	YOS Jail Backlog	4	$564		$437		$405				$1,407	$0.96
Total External Capacity (10 detail records)		**5,514**									**$1,939,064**	**$0.96**
Grand Total		**29,084**	**$5,704,762**	**$1,083,369**	**$2,512,267**	**$4,577,732**	**$3,571,619**	**$2,169,873**	**$4,939,762**	**$903,759**	**$25,463,144**	**$2.40**
			redone	redone	redone	redone	redone	redone	redone	redone		

FY 06/07 General Fund Inmate Cost Per Day By Long Bill
(Group 4 - Inmate Programs Subprograms)

KEY:
Subprogram 4A = Labor
Subprogram 4B = Education
Subprogram 4C = Recreation
Subprogram 4D = Drug and Alcohol
Subprogram 4E = Sex Offender Treatment
Subprogram 4F = Volunteers
Subprogram 4G = Community Reintegration

LEVEL	FACILITY NAME	ADA	4A	4B	4C	4D	4E	4F	Total	Cost Per Day
Level										
	Community Corrections	1,318							$0	$0.00
	Community Corrections ISP	846							$0	$0.00
	Parole	6,131				$1,297,916			$1,297,916	$0.58
	Parole ISP	936							$0	$0.00
	Youthful Offender System Aftercare	24							$0	$0.00
Total Level (5 detail records)		**9,255**							**$1,297,916**	**$0.38**
Level I										
	Boot Camp	117		$50,565		$20,641			$71,206	$1.67
	Colorado Correctional Center	145	$49,853	$62,666		$25,581			$138,101	$2.61
	Delta Correctional Center	471	$948,549	$257,408	$257,995	$83,095			$1,547,046	$9.00
	Rifle Correctional Center	186	$68,098	$154,842	$84,728	$32,814			$340,483	$5.02
	Skyline Correctional Center	246	$61,006	$106,316	$257,060	$43,400			$467,782	$5.21
Total Level I (5 detail records)		**1,165**							**$2,564,618**	**$6.03**
Level II										
	Arrowhead Correctional Center	489	$729,463	$211,336	$209,755	$171,113	$771,505		$2,093,172	$11.73
	Four Mile Correctional Center	494	$257,274	$276,290	$262,398	$87,152			$883,114	$4.90
	Trinidad Correctional Facility	477	$695,179	$445,083	$104,387	$84,153			$1,328,802	$7.63
Total Level II (3 detail records)		**1,460**							**$4,305,088**	**$8.08**
Level III										
	Arkansas Valley Correctional Facility	999	$236,697	$1,191,861	$785,613	$176,245			$2,390,416	$6.56
	Buena Vista Correctional Facility	1,122	$747,441	$1,701,718	$373,533	$197,945			$3,020,637	$7.38
	Colorado Territorial Correctional Facility	785	$122,644	$691,757	$292,709	$138,491	$20,486		$1,266,088	$4.42
	Fremont Correctional Facility	1,456	$71,923	$1,556,890	$343,510	$256,870	$1,867,515		$4,096,709	$7.71
	Ft. Lyon Correctional Facility	484	$141,008	$386,181	$135,547	$85,388			$748,124	$4.23
	Pueblo Minimum Center/LaVista	395	$638,401	$490,893	$119,977	$69,687			$1,318,957	$9.15
Total Level III (6 detail records)		**5,241**							**$12,840,931**	**$6.71**

Note: Portions of Education (4B) Recreation (4C), and all of Volunteers (4F) were refinanced in FY2004 from GF to CFE by Canteen sales. These expenses are reflected as a cost to the state, as other projects once funded by Canteen sales seek alternative resources. Beginning in FY2006, 4G "Community Reintegration" is moved to Community Services as 5E "Community Re-Entry Subprogram."

KEY:

Subprogram 4A = Labor
Subprogram 4B = Education
Subprogram 4C = Recreation
Subprogram 4D = Drug and Alcohol
Subprogram 4E = Sex Offender Treatment
Subprogram 4F = Volunteers

LEVEL	FACILITY NAME	ADA	4A	4B	4C	4D	4E	4F	Total	Cost Per Day
Level IV										
	Centennial Correctional Facility	324	$132,989	$363,004	$309,370	$57,161			$862,524	$7.29
	Colorado Women's Correctional Facility	215	$119,587	$228,348	$93,897	$37,931			$479,763	$6.11
	Limon Correctional Facility	942	$65,220	$1,311,340	$541,892	$166,189			$2,084,641	$6.06
Total Level IV (3 detail records)		**1,481**							**$3,426,928**	**$6.34**
Level V										
	Colorado State Penitentiary	750	$115,275	$1,001,474	$281,682	$132,316			$1,530,747	$5.59
	Denver Reception and Diagnostic Center	485		$209,608	$172,558	$85,564	$63,288		$531,018	$3.00
	Denver Women's Correctional Facility	842		$1,177,033	$725,489	$148,547			$2,051,068	$6.67
	San Carlos Correctional Facility	246		$106,316		$43,400			$149,716	$1.67
	Sterling Correctional Facility	2,443	$402,071	$2,833,728	$1,235,951	$430,998	$125,999		$5,028,747	$5.64
	YOS Adults	26		$11,237		$4,587			$15,824	$1.67
	Youthful Offender System	176		$76,064		$31,050	$50,162		$157,276	$2.45
Total Level V (7 detail records)		**4,968**							**$9,464,396**	**$5.22**
External Capacity										
	Bent County	696							$0	$0.00
	Crowley County	1,506							$0	$0.00
	Huerfano County	747							$0	$0.00
	Kit Carson County	776							$0	$0.00
	Pre-Release/Parole Revocation Ctr	492							$0	$0.00
	Brush (High Plains)	238							$0	$0.00
	North Fork, OK Correctional Facility	239							$0	$0.00
	County Jails	631							$0	$0.00
	Community Corrections Programs	185							$0	$0.00
	YOS Jail Backlog	4							$0	$0.00
Total External Capacity (10 detail records)		**5,514**							**$0**	**$0.00**
Grand Total		**29,084**	**$5,602,678**	**$14,901,958**	**$6,588,052**	**$3,908,235**	**$2,898,956**	**$0**	**$33,899,878**	**$3.19**

Note: Portions of Education (4B) Recreation (4C), and all of Volunteers (4F) were refinanced in FY2004 from GF to CFE by Canteen sales. These expenses are reflected as a cost to the state, as other projects once funded by Canteen sales seek alternative resources. Beginning in FY2006, 4G "Community Reintegration" is moved to Community Services as 5E "Community Re-Entry Subprogram."

FY 06/07 General Fund Inmate Cost Per Day By Long Bill
(Group 5 - Community Services Subprograms)

KEY:

Subprogram 5A = Parole
Subprogram 5B = Parole Intensive Supervision
Subprogram 5C = Community Intensive Supervision
Subprogram 5D(1) = Community Supervision
Subprogram 5D(2) = Youthful Offender System Aftercare
Subprgram 5E = Community Re-entry Subprogram

LEVEL	FACILITY NAME	ADA	5A	5B	5C	5D1	5D2	5E	Total	Cost Per Day
Level										
	Community Corrections	1,318				$3,315,630			$3,315,630	$6.89
	Community Corrections ISP	846			$6,649,322				$6,649,322	$21.53
	Parole	6,131	$9,191,752					$899,666	$10,091,418	$4.51
	Parole ISP	936		$5,963,800				$137,349	$6,101,149	$17.86
	Youthful Offender System Aftercare	24					$1,516,086		$1,516,086	$173.07
	Community Re-Entry									
Total Level (6 detail records)		**9,255**	**$9,191,752**	**$5,963,800**	**$6,649,322**	**$3,315,630**	**$1,516,086**	**$1,037,016**	**$27,673,605**	**$8.19**

Note: Beginning in FY 2005-06, the Community Reintegration Subprogram from (4)(G) is moved to (5)(E) as Community Re-Entry Subprogram

FY 06/07 General Fund Inmate Cost Per Day By Long Bill
(Group 6 - Parole Board)

KEY:
Subprogram 6 = Parole Board

LEVEL	FACILITY NAME	ADA	Subprogram 6	Total	Cost Per Day
Level					
	Community Corrections	1,318	$70,277	$70,277	$0.15
	Community Corrections ISP	846	$45,109	$45,109	$0.15
	Parole	6,131	$326,908	$326,908	$0.15
	Parole ISP	936	$49,908	$49,908	$0.15
	Youthful Offender System Aftercare	24		$0	$0.00
Total Level (5 detail records)		**9,255**		**$492,202**	**$0.15**
Level I					
	Boot Camp	117	$6,239	$6,239	$0.15
	Colorado Correctional Center	145	$7,731	$7,731	$0.15
	Delta Correctional Center	471	$25,114	$25,114	$0.15
	Rifle Correctional Center	186	$9,918	$9,918	$0.15
	Skyline Correctional Center	246	$13,117	$13,117	$0.15
Total Level I (5 detail records)		**1,165**		**$62,118**	**$0.15**
Level II					
	Arrowhead Correctional Center	489	$26,074	$26,074	$0.15
	Four Mile Correctional Center	494	$26,340	$26,340	$0.15
	Trinidad Correctional Facility	477	$25,434	$25,434	$0.15
Total Level II (3 detail records)		**1,460**		**$77,848**	**$0.15**
Level III					
	Arkansas Valley Correctional Facility	999	$53,267	$53,267	$0.15
	Buena Vista Correctional Facility	1,122	$59,826	$59,826	$0.15
	Colorado Territorial Correctional Facility	785	$41,857	$41,857	$0.15
	Fremont Correctional Facility	1,456	$77,635	$77,635	$0.15
	Ft. Lyon Correctional Facility	484	$25,807	$25,807	$0.15
	Pueblo Minimum Center/LaVista	395	$21,062	$21,062	$0.15
Total Level III (6 detail records)		**5,241**		**$279,453**	**$0.15**

KEY:
Subprogram 6 = Parole Board

LEVEL	FACILITY NAME	ADA	Subprogram 6	Total	Cost Per Day
Level IV					
	Centennial Correctional Facility	324	$17,276	$17,276	$0.15
	Colorado Women's Correctional Facility	215	$11,464	$11,464	$0.15
	Limon Correctional Facility	942	$50,228	$50,228	$0.15
Total Level IV (3 detail records)		**1,481**		**$78,968**	**$0.15**
Level V					
	Colorado State Penitentiary	750	$39,990	$39,990	$0.15
	Denver Reception and Diagnostic Center	485	$25,860	$25,860	$0.15
	Denver Women's Correctional Facility	842	$44,896	$44,896	$0.15
	San Carlos Correctional Facility	246	$13,117	$13,117	$0.15
	Sterling Correctional Facility	2,443	$130,262	$130,262	$0.15
	YOS Adults	26	$1,386	$1,386	$0.15
	Youthful Offender System	176		$0	$0.00
Total Level V (7 detail records)		**4,968**		**$255,512**	**$0.14**
External Capacity					
	Bent County	696	$37,111	$37,111	$0.15
	Crowley County	1,506	$80,301	$80,301	$0.15
	Huerfano County	747	$39,830	$39,830	$0.15
	Kit Carson County	776	$41,377	$41,377	$0.15
	Pre-Release/Parole Revocation Ctr	492	$26,234	$26,234	$0.15
	Brush (High Plains)	238	$12,690	$12,690	$0.15
	North Fork, OK Correctional Facility	239	$12,744	$12,744	$0.15
	County Jails	631	$33,645	$33,645	$0.15
	Community Corrections Programs	185	$9,864	$9,864	$0.15
	YOS Jail Backlog	4		$0	$0.00
Total External Capacity (10 detail records)		**5,514**		**$293,796**	**$0.15**
Grand Total		**29,084**	**$1,539,898**	**$1,539,898**	**$0.15**

2007 Department IT Plan (DITP) Form - IT Systems

Go. . s Office of
Information Technology (OIT)

Agency/Department:	

In lieu of having a separate instruction sheet and to aid the end user, this form is equipped with field-level help and drop-down data selections, where appropriate. T view a definition of the field and any comments, position your cursor over the appropriate heading (indicated by a small red triangle in the upper corner) and the comment box for that field will automatically appear.

After completing both the *"IT Systems"* worksheet, please e-mail a soft copy to **OITPMO@state.co.us!**

	System Name	System Description	System Category	Personnel Costs ($)			Operating Costs ($)						TOTAL COSTS
				Contract	State	TOTAL PERSONNEL COSTS	Administrative	Contract Services	State Services	Software	Hardware	TOTAL OPERATING COSTS	
1	Informix Maintenance	Production Database and Applications	Infrastructure	$0.00	$21,050.00	**$21,050.00**	$0.00	$0.00	$0.00	$165,000.00	$0.00	**$165,000.00**	**$186,050.**
2	Content Mgmt - WWW		Operations		$16,500.00	**$16,500.00**	$14,250.00					**$14,250.00**	**$30,750.**
3	Database Upgrade		Infrastructure		$65,300.00	**$65,300.00**						**$0.00**	**$65,300.**
4	Migration of Servers	Upgrade of servers	Infrastructure		$42,000.00	**$42,000.00**					$135,000.00	**$135,000.00**	**$177,000.**
5	WebFOCUS		Operations	$30,000.00	$2,700.00	**$32,700.00**				$22,000.00		**$22,000.00**	**$54,700.**
6	Earned Time		Operations		$8,512.00	**$8,512.00**	$3,000.00					**$3,000.00**	**$11,512.**
7	Online Data Dictionary		Operations			**$0.00**	$9,700.00					**$9,700.00**	**$9,700.**
8	Informix Upgrade	Database Engine upgrade	Infrastructure		$12,000.00	**$12,000.00**		$7,000.00				**$7,000.00**	**$19,000.**
9	Photo imaging	Migration of Data to new servers	Infrastructure		$15,000.00	**$15,000.00**		$6,500.00				**$6,500.00**	**$21,500.**
10	Document Imaging Upgrade	Upgrade of Document Archiving System	Infrastructure	$7,500.00	$4,000.00	**$11,500.00**				$101,000.00	$86,700.00	**$187,700.00**	**$199,200.**
11	Montez-ADA		Operations	$80,000.00	$43,800.00	**$123,800.00**	$10,350.00				$56,000.00	**$66,350.00**	**$190,150.**
12	PREA-COPD		Operations	$15,000.00	$65,000.00	**$80,000.00**	$9,126.00					**$9,126.00**	**$89,126.**
13	PCDCIS		Operations	$36,000.00	$43,700.00	**$79,700.00**						**$0.00**	**$79,700.**
14	FORGES		Operations	$11,000.00	$6,500.00	**$17,500.00**						**$0.00**	**$17,500.**
15	Laundry (Inmate) Inventory		Operations		$19,650.00	**$19,650.00**	$9,350.00					**$9,350.00**	**$29,000.**
16	Iway Broker		Infrastructure		$21,345.00	**$21,345.00**	$8,350.00			$36,500.00		**$44,850.00**	**$66,195.**
17	SVP		Operations		$35,765.00	**$35,765.00**	$30,000.00					**$30,000.00**	**$65,765.**
18	Email	Dept Email system	Infrastructure	$15,000.00	$33,000.00	**$48,000.00**				$101,785.00		**$101,785.00**	**$149,785.**
19	File and Print Services	Administration of Employee files	Infrastructure	$15,000.00	$37,555.00	**$52,555.00**						**$0.00**	**$52,555.**
20	Protocol - Bilateral Data Transfer		Infrastructure		$39,500.00	**$39,500.00**						**$0.00**	**$39,500.**
21	HR-BPM/CMS		Operations	$40,000.00	$27,500.00	**$67,500.00**				$125,600.00	$35,000.00	**$160,600.00**	**$228,100.**
22	Identity Management	Single Sign On and Access Management	Infrastructure	$25,000.00		**$25,000.00**				$227,000.00		**$227,000.00**	**$252,000.**
23	Electronic Med Rocords Ops		Operations		$37,864.00	**$37,864.00**	$10,200.00					**$10,200.00**	**$48,064.**
24	Pharmacy Interface Enhancement	Private Pharmacy Application Enhancements	Operations		$40,000.00	**$40,000.00**	$11,000.00					**$11,000.00**	**$51,000.**
25	Physician Healthcare Prov-Inter	Interface with Physicans for Medical Consultations	Operations		$7,500.00	**$7,500.00**						**$0.00**	**$7,500.**
26	Medical Quality Assurance	Outside Consultation quality assurance application	Operations		$12,500.00	**$12,500.00**						**$0.00**	**$12,500.**
27	Server Virtualization	limited amount of Servers put into test virtualization environment	Infrastructure		$15,300.00	**$15,300.00**				$46,000.00		**$46,000.00**	**$61,300.**
28	Disaster Recovery	Procument of Offsite recovery system	Infrastructure	$45,000.00	$13,330.00	**$58,330.00**				$325,000.00	$500,000.00	**$825,000.00**	**$883,330.**
29	Data Replication	Procument of Data Replication software and Implementation	Infrastructure	$20,000.00		**$20,000.00**				$80,000.00		**$80,000.00**	**$100,000.**
30	Archival System	Procuement of Electronic Stored System	Infrastructure		$27,500.00	**$27,500.00**				$5,400.00	$35,000.00	**$40,400.00**	**$67,900.**
31	PC-Replacment -NT	Replacement of non-supported workstations	Infrastructure		$60,000.00	**$60,000.00**	$9,816.00					**$9,816.00**	**$69,816.**
32	Master Program Scheduling - Private Prisons	Implementation of Enterprise Inmate work scheduling application	Operations		$16,000.00	**$16,000.00**	$3,500.00					**$3,500.00**	**$19,500.**
33	Microsoft Office Converison	Department migration of Office from Wordperfect	Operations		$6,500.00	**$6,500.00**	$2,500.00					**$2,500.00**	**$9,000.**
34	Global Shop Implementation	Correctional Industries Software Implementation	Operations		$5,600.00	**$5,600.00**					$3,400.00	**$3,400.00**	**$9,000.**
35	FootPrints	administration of Employee files	Operations		$17,500.00	**$17,500.00**				$14,000.00		**$14,000.00**	**$31,500.**
36	Centennial Discovery	Asset Management Administration	Administrative		$4,800.00	**$4,800.00**						**$0.00**	**$4,800.**
37	Incident Tracking	Incident Tracking Application	Operations			**$0.00**						**$0.00**	**$0.**
38	Upgrade Mental Health System	Upgrade Mental Health System	Operations		$21,586.00	**$21,586.00**						**$0.00**	**$21,586.**
39	Upgrade Medical Encounter	Upgrade Drug Test Application	Operations		$10,500.00	**$10,500.00**						**$0.00**	**$10,500.**
40	Upgrade Drug Test Applications	Develop WebFocus Reports	Operations		$5,000.00	**$5,000.00**						**$0.00**	**$5,000.**
196						**$0.00**						**$0.00**	**$0.**
197						**$0.00**						**$0.00**	**$0.**
198						**$0.00**						**$0.00**	**$0.**
199						**$0.00**						**$0.00**	**$0.**
200						**$0.00**						**$0.00**	**$0.**
				$339,500.00	**$861,857.00**	**$1,201,357.00**	**$131,142.00**	**$13,500.00**	**$0.00**	**$1,249,285.00**	**$851,100.00**	**$2,245,027.00**	**$3,446,384.**

Energy Management Program

DEPARTMENT OF CORRECTIONS
ENERGY MANAGEMENT PROGRAM

ANNUAL REPORT FY 2006-07

Aristedes W. Zavaras

EXECUTIVE DIRECTOR

DATE: October 9, 2007

EXECUTIVE SUMMARY

The Colorado Department of Corrections (DOC) is responsible for managing one of the largest general funded utility budgets in the State. This year we have continued our energy planning and furthered our strategy with procurement and energy savings projects critical to meeting the goals of the Energy Management Program (EMP). The DOC continues to work with other State agencies and consultants to improve EMP efforts.

The DOC continues to seek and promote energy and utility conservation in its facilities as a way to reduce and control costs. This involves encouraging ownership of the program by all users (to the level of individual physical plant managers at each facility), implementing savings opportunities, and monitoring the evolution of utility costs and energy efficiency through its utility tracking system.

In the ninth full year of having an administrator hired to implement the EMP, the DOC created, avoided or reduced cost by approximately $1,660,833. Additionally, utility invoice auditing and contract monitoring netted rebates and prevented overpayments. In FY 2007-08 the DOC expects to continue cost avoidance measures currently implemented, as well as awarding a Performance Contract to assist with identifying opportunities at some of our older, less efficient facilities. The DOC has successfully hired a Professional Engineer to assist us in the award of the Performance Contracts, and perform the monitoring of the work as it progresses at these selected facilities. It is important to understand that we invest cost avoidance funds back into the program by implementing EMP projects and measures or by making program improvements, all of which either maintains savings or leads to achieving greater cost avoidance in the future, as is typical of an EMP.

In FY 2006-07, the EMP program is continued to further its goals and objectives, hoping to at least duplicate its past success. Significant projects are in development, using the enabling authorities provided by HB01-1381, whereby long term energy savings contracts, funded by utility savings and avoided costs, make possible projects that require multiple year pay-back periods.

In FY 2006-07, the DOC continued to further its metering strategies; thereby providing load profiles for our facilities and improving our ability to negotiate rates, forecast usage, and track the performance of conservation measures and projects.

1. INTRODUCTION

The primary goals of the Energy Management Program (EMP) are efficiencies and cost avoidances. The EMP must also manage budget issues, utility capacities, and ensure safe, reliable utility service.

The program is responsible for approving, predicting, analyzing, and managing expenses associated with approximately 2,000 utility invoices annually; implementing and managing utility savings contracts and conservation measures; and water rights management as well as providing support concerning new utility services for projects. In addition, other allied issues may be supported by this office, such as capacity expansion and program changes along with design and maintenance needs essential to continuing utility operations.

By having a dedicated EMP position to administer the program, the Department of Corrections (DOC) implemented its ninth full year of a Utility Savings Contract for natural gas purchases and performed other work that substantially improved the EMP. In FY 1999/00, the DOC managed the Y2K emergency by implementing measures that continue to result in cost avoidance to the utility line.

The EMP is self-supporting from implementing special utility contracts, rate negotiations, energy conservation measures (ECM) and projects, utility invoice audits and other cost avoidance measures.

The EMP program continues the essential function of scanning and storing its billing and use documentation, making these records available to DOC facilities. The information is used to establish usage trends, audit billings, project future use, and develop budgets. This effort is the first known to this Department in State government and is critical to EMP programs, making program functions that would otherwise be too time-intensive to manage within available resources, not only possible, but cost-effective.

The DOC is in its fourteenth year of the program and its ninth year with an EMP administrator. Progress of the EMP in FY 2006-07 exceeded most previous years, but there is still much to be done and much which can be done. With the aid of the new Professional Engineer, the EMP is anticipating even more savings in the coming years. The return on the State's investment in the EMP program has already achieved many times the annual investment.

1.1 MISSION

The DOC's EMP mission continues to improve plant and program operational energy and/or utility efficiency through life cost analysis, cost-effective energy and/or utility procurement, improved maintenance, system optimization, and user education and incentive systems. However, HB 01-1381 has expanded the enabling statutes in such a manner that the EMP program can now be an essential part of identifying and implementing energy savings contracts involving significant plant additions and modifications. The current Greening of State Government Executive Orders, have reinforced our function to continue in our mission. The re-establishment of the Governor's Energy Office (GEO) is a great resource for the EMP, to effectively identify and implement energy savings from various plant inefficiencies.

1.2 BACKGROUND

The DOC continues to implement the Energy Management Program according to the intent of the footnote authorization. There are many complexities inherent in the type of projects possible with HB01-1381 authorization. In addition, HB01-1381 has provided new tools and challenges for the EMP to identify and implement, such as projects that have multiple year pay-backs, financed through program reinvestment. As noted in previous year's reports, a single FTE is not able to appropriately implement a program of this scale without having the private sector and other resources in support. Recent developments indicate that the EMP will be hiring a Professional Engineer II in FY 07/08 to assist this program in even greater efficiencies. We look forward to the coming prospects that a person of this caliper will bring to this work unit.

2. DISCUSSION

Subsequent to last year's report to the Joint Budget Committee, the DOC accomplished the following.

2.1 COST REDUCTIONS IN FY 2006-07

Arkansas Valley Correctional Facility (AVCF)

In 1993, the DOC entered into an Intergovernmental Wastewater Facility Agreement with the Town of Crowley to improve the treatment facility serving the AVCF. Since then, each monthly sewer service invoice included a surcharge of $1,972.94 for Crowley to retire I debt. The remaining duration to retire the debt was approximately 15 years. The Department paid off this plant investment fee early, which retired the remainder PIF of $233,303.62. This resulted in a simple cost avoidance to the State of over $120,000 in interest. The cost avoidance to the utility line will be $23,675.28 until FY 2008.

To reduce watering requirements, the EMP funded additional xeriscape materials for this site. Cost avoidances resulting from this conservation measure amounted to $37,073 compared to FY 2001/2002.

The EMP also participated in sanitary sewer cost reductions, by funding discharge metering in FY 2002-03. Installation of private meters determined that provider revenue meters did not measure our volumes accurately. The sanitation provider replaced their metering and utilized our measurement devices for billing in the interim. Cost avoidances, comparing FY 2001-02 amounted to $14,506.

Buena Vista Correctional Complex (BVCC)

The EMP funded material to upgrade the gymnasium lighting system resulting in annual cost avoidances of approximately $12,000.

In FY 2003-04, the EMP funded phase I of a sanitary sewer study to include characterizing the waste stream to support the DOC's defense in an ongoing billing dispute. The EMP continued this work, using program funds in FY 2004-05. Unpaid billings, at the end of FY 2004-05, amounted to $488,206; in addition to $120,000 paid to the Buena Vista Sanitation District during the budget year. This is an ongoing legal issue, being handled currently by the Attorney General's office. However, the expectation is that annual cost avoidance will be approximately $300,000 in future budget years.

Colorado Territorial Correctional Facility (CTCF)

Continued cost avoidance of approximately $20,000 from the FY 2001-02 winter shut down program relating to chillers was realized during this fiscal year.

Colorado State Penitentiary (CSP)

Late in FY 1999-00, while the DOC was addressing its Y2K preparedness issues, the DOC and the local electrical service provider identified the possibility of using existing generator capacity on the East Canon City Prison Complex (ECCPC) to support the utility's reliability and, at the same time, reduce the cost of electrical service to the DOC. The EMP program contributed to the Y2K improvements at CSP to the extent that such would result in reduced cost of service. In FY 2000-01, the EMP program successfully negotiated a capacity and energy credit service agreement to capitalize on those improvements creating annual cost avoidance amounting to approximately $80,000 at the time. This agreement would have lapsed in FY 05-06, but the EMP was able to negotiate a bridging amendment to that agreement, which still provides for enough savings that it off-sets all associated maintenance costs and provides required funding for other EMP needs. Total cost savings for FY 06-07 is $42,000.

The continued success of the electrical service "buy-back" agreement with Aquila (the local electrical service provider) generated another cost avoidance of $71,800 during this fiscal year.

Denver Women's Correctional Facility (DWCF)

In FY 2000-01, after years of negotiations, the EMP program received a commitment from Xcel Energy to sell the electrical distribution to the DOC and to install a primary meter and bill the DOC from a single metering point. The purchase was completed in FY 2001-02 for

approximately $341,000. The savings obtained by purchasing this system and implementing primary metering amounted to approximately $130,971 in FY 2006-07.

East Canon City Prison Complex (ECCPC)

Gas purchases for the Canon City facilities created a net cost avoidance of approximately $35,410. This involved implementing transportation contracts and monitoring a gas purchase agreement with Seminole Energy Services, the gas marketer, and transportation agreements with the local gas distribution company.

Limon Correctional Facility (LCF)

As of September 1998, we implemented an electrical utility cost avoidance measure that reduced costs by gaining a lower rate that required on-site power generation. This measure required advanced metering, and the utilization of the facility's generator and resulted in cost avoidance in FY 2006-07 of approximately $50,000.

In June of 2006, the EMP supported an Ozone project in the laundry at LCF. This process re-circulates used laundry water (cleaning it first), to avoid the continual cycle of reheating the water. The investment in the process from the EMP was $16,950, with payback of $10,332 per year to begin in July of 2008.

Rifle Correctional Center (RCC)

The EMP purchased and installed a 30,000 gallon propane tank in December 2002, resulting is approximately $2.44/MMBtu cost avoidance at that time. For FY 2006-07 the ability to accept larger loads of propane, at a lower cost generated a total cost savings for this time period of $34,955.

DOC continues to realize cost avoidance from the 2004 relining of the Heinze ditch. The lining of this ditch reduced water loss by an average of 20%, for an annual savings of $6,500.

Sterling Correctional Facility (SCF)

In FY 1999-00, the EMP program implemented an electrical service agreement with the electrical utility supplier that allows for metering at a single point upstream where the main electrical feeder connects to the facility secondary electrical distribution system. An excess facilities fee that reimburses the utility company for their investment in the electrical system was paid until the system was purchased in May of 2003. The savings obtained by implementing this agreement amounted to approximately $334,884 in FY 2006-07.

Trinidad Correctional Facility (TCF)

During FY 2006, the Legislature appropriated funds to replace the leaking water line to the facility. This cost is a split between the Department of the Army and the DOC. Work on this replacement should commence in the summer of 2007, and the cost savings from that will be recognized in the FY 2008 and future reports.

The TCF utilized propane for all heating fuel needs until January 2005. In FY 2002-03, the EMP funded the construction of natural gas connecting and metering facilities on the interstate gas pipeline to serve TCF. This pipeline connection funded by the EMP is dedicated to serving only the TCF. The FY 2006-07cost avoidance is $227,059.

Electrical service for TCF required that a five (5) mile power line extension and a new sub-station be constructed. This work could be affected through the private sector or by the local electrical service provider. The EMP program administrator and other DOC staff negotiated a plant investment fee (PI) agreement with the local electrical service provider for this extension. The negotiated price was $350,000 less than a proposal from a private sector contractor (approximately $1,250,000). Also, with the private sector proposal, the Department would be required to fund all work at the time the work was being performed and, at the same time, implement a service contract with a third party to maintain the system. The total cost of the system, as implemented by the local electrical service provider, was $900,000, and maintenance costs are included in the cost of service. The PIF agreement is interest free and retired at $15,000/month over five (5) years. If this cost avoidance were averaged over the five (5) year retirement period, it would be approximately $70,000 in FY 1999-00 dollars, and each year thereafter.

Various Facilities (PMC/FLCF/CCF)

Lighting upgrades which included the replacement of T12 ballasts with T8 (a more efficient fixture) generated an initial investment of $32,195. Lighting replacement projects have a typical payback period of 14.4 months, which indicates that the cost avoidance of $2,300/month will begin in June of 2008. These savings will be reported in that fiscal year and for the years following.

Utility Invoice Auditing

Previous years auditing measures have resulted in significant savings. It is our determination that the suppliers have implemented more efficient billing measures since the beginning of this process. During FY 2006-07 the EMP has identified in excess of $50,000 in erroneous billings.

Administration Cost Avoidance

The administration costs for the EMP were reduced during this fiscal year based on the decision by the program software author to accept a position with another firm. We were able to

comfortably close out the areas of software development which allows us the flexibility to continue our program efficiently. This savings realized during this fiscal year was approximately $200,000.

2.2 ENERGY MANAGEMENT PROGRAM INCENTIVE PLAN

The DOC understands that an incentive-based EMP will encourage individual agency users to conserve consumption where possible, maintain equipment efficiency, upgrade inefficient systems, manage their utility usage within their allocations, assist in identifying and implementing ECM's, and otherwise be pro-active participants in the EMP program. This level of buy-in is essential for the EMP program to be successful and will benefit the State and its taxpaying citizenry. Program efficiencies will be significantly reduced without the cooperation of facility personnel motivated by an incentive-based program, recalling that no additional resources are available to facilities for their participation and cooperation.

The DOC's incentive-based EMP provides that participating facilities are given first priority for ECM-based procurements up to the total value of the net savings associated with their efforts. Any such procurement and expenditure must be pre-approved by the EMP program administrator and will meet legislative intent. Obviously, authorization of such expenditures from savings will also be conditioned upon projections indicating that there is sufficient funding in the utility line to meet its current fiscal year utility and contract obligations.

In addition to the above incentives, the Governor's Energy Office (GEO) provides a very positive support system for any and all cost and consumption reduction methods. We are excited to become more involved with this governing body and look forward to the many new processes we will be involved with.

2.3 UTILITY TRACKING SYSTEM IMPLEMENTATION

In FY 06/07, we continued the implementation of the Department's utility data tracking system. To the extent possible, all data was reconciled to the paper invoices in storage. An additional task was also performed this year, which brought forth some interesting details. The utility data tracking system was reconciled to COFRS (the Colorado Financial Reporting System), and we learned of some areas we could make adjustments and improvements in our coding process. We found some errors in some of the meters which were corrected to promote more efficient accurate tracking of utilities.

One of the most difficult challenges facing an Energy Management Program (EMP) is in determining which projects to implement and in defining accurately the amount of cost savings or avoidance that will be generated from such work. HB 01-1381 has now made funding such projects over longer periods of time possible.

The DOC continues to work diligently on its metering strategy, replacing inappropriate existing meters and implementing additional meters, placed in such a manner to provide required data. It is no exaggeration to say that a comprehensive metering program is an invaluable and essential tool for any meaningful energy management program.

2.4 FUTURE SAVINGS

Contract Transportation Gas

The Department will continue to work on implementing additional utility contracts and transportation gas agreements with local gas distribution companies for FY 2007-08.

Other Projects

Performance Contracting

The EMP program administrator is working with the Governor's Energy Office and the State Buildings Program to assess and implement performance contracting, especially in light of the flexibility to financing projects authorized under HB01-1381 and a new Executive Order pertaining to performance contracting. The RFP is completed and interviews with the Energy Service Companies (ESCO's) are scheduled. The DOC has several facilities outlined as candidates for performance contracting services. There will be significant items to report in this area in the FY 2007-08 report.

2.5 UTILITY EXPENDITURE/USAGE ANALYSIS

Attached to this report, as Exhibit "A", is the DOC utility cost history comparison from FY 2004-05 and FY 2005-06. This exhibit also contains the usage for the same periods.

Note: Expending avoided costs to pay normal utility expenses occurs in some years and occasionally we have a year where excess funds are available and utilized to implement projects. This year (FY 2006-07), the DOC did not request supplemental funds. Our appropriation was $19,672,283, for FY 2006-07 and rates remained fairly consistent throughout the year.

Limits set in the previous footnote authorization to meet requirements to support the DOC EMP were changed in FY 2005-06. The DOC now has 1.0 FTE authority under the Utility Line through FY 2005-06 Long Bill in the amount of $150,000. The department continues to request funding for two additional FTE to assist with the implementation of programs and the on-going data tracking and analysis required to increase efficiencies. HB01-1381 allows use of the utility line to purchase items otherwise defined as personal services, operating, capital construction, and utilities.

Equipment upgrades used to administer the program would be 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 $100,000 (since then increased to $150,000) for the EMP, to fund 1.0 FTE and associated operating; but, there is no limitation of other authorizations, such as found in the headnote and HB01-1381.

EMP Goals and Objectives can be found in the Utilility ZBB document.

3. CONCLUSION

This year was a good year concerning utility savings and/or cost avoidance. Our utility tracking system was improved and there were avoided costs from other work implemented again this year.

The Energy Management Program (EMP) continues to net significant results, and where possible, converting avoided costs in utility expenses into Energy Conservation Measures (ECM's) that will provide the basis for taking the EMP to "the next level". Early program success can primarily be attributed to procurement efficiencies. DOC will always be an attractive market for utility sales, which will allow continuing purchase of utilities at the markets' most competitive rates. The reduced expenditures associated with these purchasing efficiencies are now being channeled into projects which improve and extend required utility infrastructures and will allow additional cost avoidance, especially when combined with special utility contracts and projects that allow use of alternative fuels and utility sources.

Within the next few years, the DOC will implement and maintain several utility savings contracts and agreements that will reduce utility costs. We also plan to implement performance contracting measures. However, even one major performance contract could consume the majority of time for a single FTE. The EMP will need additional resources to meet the demands of approving and managing utility invoices (approximately 200 each month) and other data concerning weather, square footage of new buildings constructed, space utilization, and inmate populations. The magnitude of implementing all the significant efficiency opportunities that exist within the DOC at locations in eleven (11) different Colorado cities is more than one EMP FTE can properly plan, implement, report, and manage. To meet the expectations for the EMP and to achieve utility savings and/or cost avoidance goals, we will utilize reinvestment opportunities and/or cost avoidance to enable the DOC to continue to use private sector support. The DOC's EMP is improving due to the support and cooperation within the Department, the legislature and other State agencies. The efficiencies and cost avoidances reported each year are accomplished in three ways: 1) measures implemented previously that may not require monitoring; 2) measures implemented previously that require resources to monitor and manage in the current year; and 3) measures completed in the current year that require resources to implement and manage. For items "2)" and "3)" it is generally unknown as to the value that will be received each year because of changing conditions for opportunities and resources available to accomplish or improve the EMP.

The next fiscal year will be another significant year for the DOC EMP. Several of the program elements will be much further along.

DOC EMP
FY 06/07 CONSUMPTION/COST COMPARISONS

UTILITY TYPE	FY 06 CONSUMPTION	FY 07 CONSUMPTION	DIFFERENCE
ELECTRICITY	376,824	375,103	1,721
NATURAL GAS	808,826	836,704	27,878
SEWER	578,318	559,993	18,325
WATER	707,451	708,103	652
TOTALS	2,471,419	2,479,903	8,484

UTILITY TYPE	FY 06 EXPENDITURE	FY 07 EXPENDITURE	DIFFERENCE
ELECTRICITY	$7,194,553.00	$7,266,050.00	$71,497.00
NATURAL GAS	$8,093,764.00	$8,247,870.00	$154,106.00
SEWER	$1,300,578.00	$1,293,823.00	$6,755.00
WATER	$1,516,483.00	$1,501,175.00	$15,308.00
TOTALS	$18,105,378.00	$18,308,918.00	$203,540.00