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TE FOR ECONOMIC AND POLICY STUDIES, INC.

Correctional Economics Center

901 N. Washington St., Alexandria, Virginia 22314

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Correctional Economics Center

901 N. Washington St., Alexandria, Virginia 22314

(703) 549-7686 • (703) 549-1634

Billy L. Wayson

President

Gail S. Funke

Vice President/Treasurer

Thomas A. Henderson

Vice President/Secretary

February 4, 1980

Acquisitions

NCJRS/SNI

Box 6000

Rockville, MD 20850

To Whom It May Concern:

Enclosed please find one copy each of Cost Analysis of Correctional Standards for Maine, Connecticut, Colorado, Iowa and New Jersey. We are requesting that you review these reports for inclusion in the Selective Notification of Information.

Please inform us of your decision.

Sincerely,

Tamara C. Hatfield

Tamara C. Hatfield

TCH:cfs

Encl.

✓ Cost Analysis of
Correctional Standards:

✓ COLORADO

NCJRS

FEB 22 1980

ACQUISITIONS

Gail S. Funke

December, 1979

Prepared by the Institute for Economic and Policy Studies, Inc., for the
Law Enforcement Assistance Administration, Department of Justice, under
Contract Number J-LEAA-035-78.

Foreword

The Cost Analysis of Correctional Standards project was one component in a larger LEAA-funded effort entitled, The Correctional Standards Accreditation Program (CSAP). Other components include a Standards Management Team (SMT) at the state level to oversee the self-evaluation and planning processes, the Commission on Accreditation for Corrections to assist in developing comprehensive plans and supervise the accreditation process, and Analogs, Inc., to evaluate the entire program.

A key assumption underlying CSAP was that technical and financial resources would provide the necessary incentive for state correctional agencies to enter an otherwise voluntary accreditation process and ultimately to implement standards developed by the profession. This approach is a marked departure from many federal initiatives which either disburse funds with few, if any, constraints attached (revenue sharing) or create elaborate regulations for determining eligibility and "acceptable" programs (categorical grants). CSAP, however, took the body of standards developed by the Commission on Accreditation for Corrections as representing a preferred corrections policy and attempted to facilitate change by providing the wherewithal to evaluate policies, procedures and operations on a comprehensive state-wide basis. An added incentive was the prospect of funds for implementation, if states showed progress toward complying with so-called "no-cost" standards during the first funding cycle.

Within this context, the principal objective of the Cost Analysis project was to estimate the cost of complying with corrections standards. This objective was consistent with prior work by the Institute for Economic and Policy Studies/Correctional Economics Center which estimated the costs of complying with standards in 45 Washington State jails and with those promulgated by the National Advisory Commission on Criminal Justice Standards and Goals. However, a unique feature of the project was the 865 standards and some 65 organizational units involved. Another feature was the development of guidelines which others who entered the accreditation process could use to project standards' compliance costs. Unlike a methodology that focuses narrowly on a few standards or a limited set of compliance alternatives, this one must be applicable in a wide variety of settings and accommodate a host of different departures from accepted practices. Work is still continuing on describing the procedures used in this project so that they can be tested by others.

Results presented in this and other state reports are intended to increase the information available to policy-makers who must make the difficult choices regarding the quality of correctional services in their state. Costs, however, are only one kind of information that enters the decision-making process and often are the least important. Personal values, concern for the human condition, local politics and tradition are but a few of the considerations which temper a preference for decisions based solely on rational, economic criteria.

Billy Wayson
Alexandria, Virginia
December, 1979

ACKNOWLEDGEMENTS

An effort such as standards implementation can only be as good as the people involved. I was particularly fortunate in working with the people of the Colorado Department of Corrections in preparing the Cost Analysis of the ACA Standards. Their willingness to tolerate (and answer) may seemingly endless questions, to sit down and think about the time required for annual reviews, or to conduct fire drills, to think about the resources required for standards compliance -- this has made this report as complete as possible. Helping this process was the fact that people are beginning to "think standards." The answers to my questions were always thoughtful and complete; even when I believed I had all the information I needed, something else would arrive to round things out even further.

Special thanks go to Elayne Gallagher and Leo Dererra, Frank Demolli and Rachel Boyd for assisting me at every step of the way. Individuals such as H. B. (Benny) Johnson, Lou Hesse, Dean Marshall, Bob Kula and nearly countless others provided detailed information which lends the analysis credence (see Introduction). Maria-Teresa Cruz and Ed Mermelstein (correctional architect and value estimator, respectively) performed the work which gives rise to the capital (physical plant) estimates.

Generally, everyone was generous of their time and thoughtful of the standards accreditation process. Statewide "sweeps," during which all organizational units were visited, stayed miraculously on schedule.

In all, the project was enjoyable and rewarding. I am especially fortunate since I came to know the department and its people so well, and I plan to watch the accreditation process with an "insider's" interest.

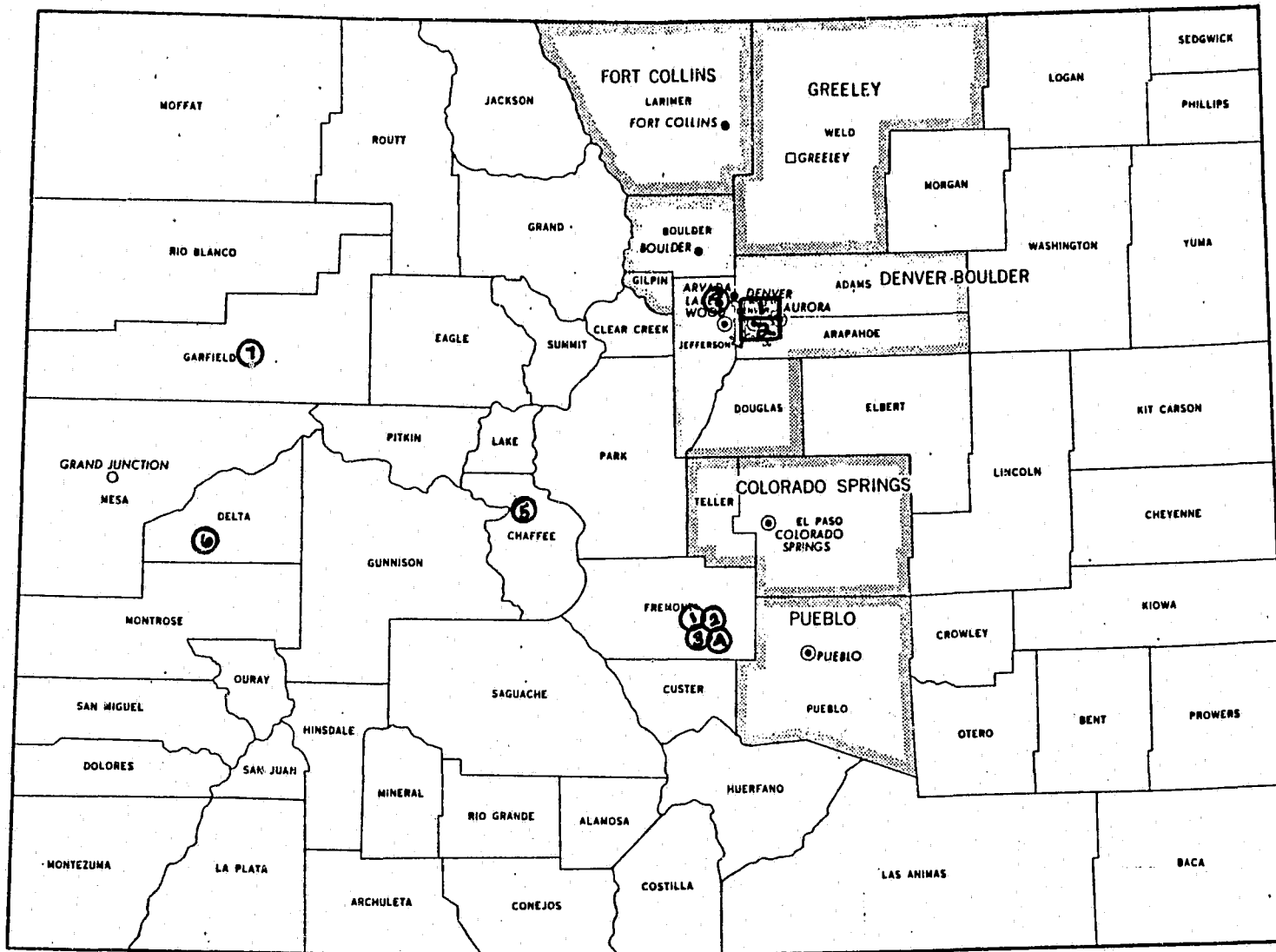
EXECUTIVE SUMMARY

The purpose of this report is to present resource needs and cost estimates for compliance with ACA Standards. With few exceptions, the estimates are based on user needs. The report is the result of an iterative series of tasks, from identification of cost standards, determination of kind of resources required, examination of the basis for calculation, to estimating specific resource units, types, and attendant costs. A participatory process, involving the Standards Management Team, department-wide personnel, and the author gathered information, checked and rechecked compliance needs and finally produced the cost estimates presented herein.

The costs of improvement, while substantial, need to be viewed in an advisory manner. First, they represent the incremental cost of attaining standards compliance. Second, they are based on specific sets of resources devoted to alleviating particular standards' deficiencies. Third, they are estimates (albeit carefully derived) and have been rounded to thousands in the main body of the report to emphasize this point.

Total standards' compliance costs for Colorado range between \$14.5 and \$17.8 million. These are estimated first year costs, except for capital charges; additional expenditures will be required annually for new personnel (over 200 FTE), equipment and physical plant maintenance, supplies' replacement and capital construction financing. Additional personnel constitute approximately one-third of new costs, while capital construction is nearly one-half. The cost information is presented in several ways: by organizational unit, resource category, program, standard and standards' category.

The planning process which will lead to prioritization of needs, acquisition of resources and implementation of actual change thus becomes the next critical step in Standards Accreditation. The findings of this report represent true compliance costs only if the relationship between resources, expenditures and compliance tasks remains constant. The participatory process which produced compliance cost estimates is, then, equally critical to implementation.



Adult Institutions

- ① Canon
- ② Fremont
- ③ Diagnostic
- ④ Colorado Women's Correctional Facility

- ⑤ Buena Vista
- ⑥ Delta
- ⑦ Rifle
- ⑧ Golden

Halfway Houses

- ① Bails Hall
- ② Fort Logan

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CHAPTER 1

INTRODUCTION

This report presents estimated ACA Standards' compliance costs for the following organizational units:

- Canon Correctional Facility (CCF)
- Diagnostic Unit (DU)
- Fremont Correctional Facility (FCF) (and Industrial Training Center (ITC) where applicable)
- Colorado Women's Correctional Facility (CWCF)
- Buena Vista Correctional Facility (BVCF)
- Delta Honor Camp (DL)
- Rifle Honor Camp (RF)
- Colorado Correctional Center - Golden (CCC)
- Bails Hall (BH)
- Fort Logan (FL)
- Fort Logan (FL)
- Parole Districts (PD)

It is hoped that while the cost information may be interesting for its sheer magnitude, that the process of deriving the estimates as well as the presentation of the costs, will serve as a planning instrument for correctional decision-makers. One knows intuitively that change costs money; but information on monitoring change and directing expenditures to particular ends are presumably the contributions of this report. Perhaps more important are the resources underlying the cost estimates as well as the estimation process itself. All information contained herein is based on data supplied by the Colorado Department of Corrections, but the author retains responsibility for the use of the information in deriving compliance costs.

The analytical process may best be described as participatory. Standards' evaluations were prepared by each organizational unit with the assistance of the Standards Management Team (SMT). It was at this point that IEPS staff made the first of several site visits. The initial visit provided the opportunity to visit Buena Vista and the Canon City complex and to become familiar with both the state process and the individuals involved. Subsequently, plans of action for standards requiring compliance action were prepared, providing detail on type of deficiency, actions and resources required. Simultaneously, IEPS staff analyzed the standards to determine which ones had resource implications, as well as the kind and magnitude of the resources. This analysis was then verified on another site visit, during which IEPS, SMT and other correctional personnel:

- verified whether a particular standard would require additional resources for compliance (i.e., was a "cost standard")
- determined the kind(s) of resource required -- personnel, supplies, equipment, physical facilities
- examined the basis for calculation (e.g., number of inmates served, number of hours required)
- estimated the resource units required for compliance (e.g., 100 hours annually, 12 uniforms, 3 desks)
- determined the resource type (Correctional Officer, Step 4; Parole Agent C; Secretarial Desk; medium security gymnasium)

In some cases it was determined that compliance could be attained through reallocation, thus eliminating the need for additional resources. In others, the standard or group of standards required additional resources not included in the plan of action. (Indeed, one purpose of the site visit was to resolve areas where IEPS had suggested additional resources but the

state had not.) Examining the basis for calculations avoided (or mitigated) the problem of over- or under-estimation, either in terms of resource units (e.g., 1.0 FTE vs. .5 FTE) or in resource type (physician vs. nurse).

During and following the site work, persons were interviewed and documents collected on resource prices - from personnel to towels to library books. These prices (1978-79 dollars) were then applied to the various standards' compliance requirements to yield compliance costs by standard (or group of standards), resource, and organizational unit. All costs are considered as estimates since different persons might assign different resources, either in type or kind or number.

SPECIAL CONSIDERATIONS AND ASSUMPTIONS

The reader is reminded of the participatory nature of the estimation process. The resources identified and their attendant costs are as accurate and thorough as one could hope for, since the sources of information were the users: correctional officers, treatment/program staff, etc. Disagreement on resource type or units is to be expected; some occurred (and is noted) during this project; more may be expected in the future as additional users consider the information presented. Therefore, this report is one set of estimates, albeit derived as carefully as possible from the data and information at hand. To emphasize the concept of estimate, summary tables are aggregated to thousands. Detail appears in appendices.

For the most part, standards' compliance costs are presented as the marginal, or incremental costs required to achieve change. In a few cases, such as library and training costs, it was not possible to ascertain present resource allocation and therefore derive true marginal costs. Such cases are noted. In these cases, expenditures required to attain compliance would be inclusive of present expenditures and are not, then, an accurate reflection of new resources.

Certain standards are considered "Department-wide" in the sense that no separate (complete) estimates were obtained from organizational units. These include certain fiscal and organizational standards, training and library standards (see marginal cost problems above), pre-release, and a set of standards - production/work, education and vocational training -- where additional information was used to produce compliance costs.

Not all costs are presented by standard. In some cases, where compliance is non-existent, it is more logical to price a "cluster" of standards. In others, compliance logically includes several standards (e.g., policy review) and it becomes difficult to estimate the specific resources for each standard individually.

Resource costs were not always available in straightforward form. In some cases, only the general type of resource was given, such as "correctional officer," so the step, e.g., monthly salary, was selected (less than randomly) by the author. Generally, if the duties appeared to require experience, a Step 4 was selected. If entry-level skills seemed appropriate or the position was a senior one, entry-level salaries were used. These and other similar assumptions are noted as they occur.

This report presents the new costs associated with standards' compliance. Therefore, projects already planned or underway when the project began are not included in the analysis. Primarily, this includes certain capital costs for renovation and new construction, such as the new maximum security and close security institutions, the Rifle construction, and the like. There are several reasons for this exclusion, the major being the difficulty of extracting only those portions of the cost associated with standards' compliance, e.g., if the old institution had adequate cell plumbing, this cost would need

to be deleted from the new construction cost. From a planning perspective, these monies are known and allocated and are of less interest than the new, heretofore unknown, costs presented here. However, they are referenced where relevant.

Finally, some standards which were not included as non-compliant in the original self-evaluations/plans of action are included in the analysis. Contractually, these should not have been included but are, in the interest of providing as complete an information set as possible. However, all standards for which it was declared (sometimes repeatedly) there were no compliance costs are excluded.

INFORMATION SOURCES

As discussed in the preface, numerous individuals contributed to this report. At the risk of excluding those who provided information without byline, the major contributors were:

Canon Correctional Facility: H. B. Johnson, Dick Wills, Carlos Boca, Randy Henderson, LeRoy Mathews, Jack Cowperthwaite, Roy Kerr.

Diagnostic Unit: Lou Hesse, SeEtta Moss, Bill Boggs.

Fremont Correctional Facility: Dean Marshall, Piper Phye, Jim Brittain, Rex Worley.

Colorado Women's Correctional Facility: John Griffin, Lois Cooper, Bill Worthen.

Buena Vista Correctional Facility: Edgar Sampson, Matt Savoren.

Delta Honor Camp: Christie Patrick, Pat Marah, Lloyd Carothers.

Rifle Honor Camp: Tom Waters.

Colorado Correctional Center - Golden: Jerry Sylvia, Chuck Ballew.

Fort Logan: G. Bruce Doyle

Bails Hall: Gene Gladden.

Parole: Bob Fitzgerald, Art Trujillo.

Training: Rini Bartlett.

Library: Jack Ludlow.

Physical Plant: Bob Kula.

Pre-Release: Herman Abeyta, Alex Wilson,

And: Fred Thompson, Pohle Wolfe, George Delaney.

Reference documents such as the state salary survey, equipment and supplies listings and floor plans are sourced in the tables. Much of the price information was known to individuals requesting additional resources; this report merely displays it in one place.

SYSTEM OVERVIEW

Expenditures

Appendix 1 presents recent years' expenditure and budget data for the organizational units under analysis. * The departmental practice of aggregation for the Canon City Complex results in less detail for these institutions. These figures are derived from, rather than being exact replicas of, expenditure and budget information supplied IEPS and are designed to be illustrative of the major budget categories used in this report: personnel, supplies, equipment and capital (physical plant). Correctional expenditures rose 14% from FY 78 to FY 79, with little increase planned for FY 1980.

Client Data

Tables 1 and 2 display client information. Approximately 2,300 were under institutional supervision while an additional 2,200 were under parole supervision at the end of FY 1979. Approximately 60 percent of the population had some kind of job assignment (Table 3). About eight percent participated

*Excludes CCC, Fort Logan, Bails Hall and Parole for FY 80.

TABLE 1
FUNCTIONAL SUMMARY OF CORRECTIONAL SYSTEMS

<u>Organizational Unit</u>	<u>Normal^a Operating Capacity</u>	<u>Clients^a under Supervision</u>	<u>Age Range</u>	<u>FY 78 - 79 Terminations</u>
Cannon Corr. Fac.	822	846	15+	223
Fremont Corr. Fac.				
a. Med. Sec.	336	414) 15+	152
b. ITC	132	88		74
Buena Vista Cor. Fac.	570	515	28 & Under	440
Colorado Women's Corr. Fac.	90	62	15+	44
Colorado Diagnostic Center	123	100	15+	4
Delta Corr. Fac.	99	87	15+) included in) BV figures
Rifle Corr. Fac.	100	39	19-54	
Colorado Corr. Fac.	71	68	15+	64
Bails Hall	40	34	15+	83
Ft. Logan	<u>26</u>	<u>22</u>	15+	49
TOTAL	2,409	2,275		

^aSource: Department of Corrections 4th Quarter Ada Report FY 1978-79

TABLE 2
INMATE WORK ASSIGNMENTS

LOCATION	<u>Canon</u>		<u>Fremont</u>		<u>CWCF</u>		<u>Buena Vista</u>		<u>Delta, Rifle, CCC</u>		<u>Total</u>	
	POS*	ACT**	POS	ACT	POS	ACT	POS	ACT	POS	ACT	POS	ACT
Food Service												
Laundry	80	66	64	65	18	15	66	64	23	27	251	237
General												
Maintenance	60	83	47	62	12	7	62	41	24	22	205	215
Manufacturing												
Production	144	145	139	108	20	22	27	30	111	97	441	402
Agriculture												
Products	4	2	110	72	-	-	29	25	12	11	155	99
Vocational												
Education	25	10	77	64	10	7	92	79	-	-	204	160
Construction	14	9	85	54	-	-	10	8	46	18	155	77
Admin.												
Support	23	9	1	1	4	4	8	7	5	5	41	43
	350	324	523	426	64	55	294	254	221	180	1239	1073
Percent of												
1978-79												
Population		38.3		84.9		88.7		49.3		92.8		50.6
Institutional												
Assignments	--	132	--	64	--	8	--	87	--	4	--	295
		456		490		63		341		184		1368
Percent of												
1978-79												
Population		53.9		97.6		101.6		66.2		94.8		64.6

*Positions
**Actual

a/ Figures reflect 8 hour days and 40 hour weeks. Part-time employees not included.

in educational programs and about seven percent were in vocational training. Production activities occupied nearly 18 percent, followed by food and laundry service (10 percent), institutional maintenance (9 percent). Client information specific to each organizational unit is presented later in the report.

Standards

A summary of compliance appears as Table 3, representing organizational unit status when the Plans of Action were submitted in May, 1979. Standards added are discussed in the text.

The report is organized in the following way: discussion of all organizational units; department-wide standards, library, training, production/work, vocational training, education and capital. Personnel coverage is derived as follows:

- | | |
|--|-----|
| a. 5-day, 8-hour/day coverage (excludes vacation, sick leave, holidays and administrative leave) | 1.0 |
| b. 5-day, 8-hour/day coverage (with relief) | 1.2 |
| c. 7-day, 8-hour/day coverage (with relief) | 1.7 |
| d. 7-day, 24-hour/day coverage (with relief) | 5.1 |

The following section presents non-capital compliance costs by organizational unit. Summary tables display the information but greater detail is presented in Appendix 2.

TABLE 3

SUMMARY OF COMPLIANCE

Organizational Unit	# Non-Compliant Standards					Total		Essential		Important		Desirable	
	Cost	% ^a	NoCost	%	Total	Stds	% ^b	Stds.	% ^c	Stds	% ^d	Stds	% ^e
Canon	44	33	90	67	134	331	71	285	71	45	80	1	20
Fremont	11	8	122	92	133	332	71	287	71	41	73	4	80
Diagnostic Unit	32	17	153	83	185	280	60	232	57	45	80	3	60
Colorado Women's C.F.	4	6	59	94	63	402	86	350	87	47	84		
Buena Vista	15	29	37	71	52	413	89	361	89	50	89	2	40
Delta	31	21	120	79	151	314	68	276	68	36	64	2	40
Rifle	25	24	79	76	104	361	78	315	78	44	79	2	40
CCC-Golden	41	34	81	66	122	343	74	291	72	48	86	4	80
Bails Hall	15	34	29	66	44	151	77	128	79	23	70		
Fort Logan	6	12	46	88	52	143	73	121	75	22	67		
Parole	7	15	40	85	47	161	77	125	80	36	69		

^aPercentage of total non-compliant standards for the institution.

^bPercentage of compliance with adult correctional institution standards.

^cPercentage of compliance with total number of essential standards.

^dPercentage of compliance with total number of important standards.

^ePercentage of compliance with total number of desirable standards.

CHAPTER 2

CANON CORRECTIONAL FACILITY

ORGANIZATIONAL UNIT DESCRIPTION

Canon Correctional Facility is a maximum security prison located in Canon City, Colorado, a community with a population of 18,000. Pueblo is 36 miles to the east and Colorado Springs is 47 miles away. The facility covers 237 acres. The main compound has 20 buildings, four of which are housing units and is surrounded by stone walls with 26 towers, 11 of which are manned. Canon Correctional Facility has an inmate capacity of 961 and a staff of 221. Thirty-two of this number are medical staff and 185 are uniformed personnel. The average daily census is 846. A new maximum security facility, designed to accommodate 336 inmates, is scheduled for completion in the Spring of 1980, the close security in 1981. Both installations are on the grounds of Fremont Correctional Facility (medium security).

COMPLIANCE COSTS

Estimates are presented here for 52 standards, including eight which were added. Capital standards are not analyzed, but presumably are in the compliance process with the construction of two new facilities. The new maximum security prison will house 336 inmates at a cost of \$11.5 million. The close security facility will house 380 inmates at a cost of \$3.5 million.

The functional units of the Standards with which non-compliance was found for Canon include:

	No. of Standards
• Training and Staff Development	1 + 10 (training)
• Security and Control	11
• Supervision of Inmates	1

• Special Management Inmates	8
• Sanitation, Safety and Hygiene	3
• Medical and Health Care Services	3
• Inmate Rights	2
• Mail and Visiting	4
• Reception and Orientation	2
• Classification	2
• Education and Vocational Training	1
• Library Services	10
• Recreation and Inmate Activities	2
• Social Services and Counseling	1
• Citizen Involvement and Volunteers	1
• Physical Plant (not included)	

The major areas of deficiency are Security and Control, Special Management Inmates, and Library Standards, although other functional areas require substantial new resources. Total compliance costs appear in Table 4 and are discussed below.

Training and Staff Development

These standards are discussed in the section on training, although one weaponry standard, 4097, is cross-referenced to 4166.

Security and Control

Standard 4150 calls for preparation and review of a security manual. This report is concerned only with the ongoing review costs, not the initial report preparation. Other review activities in this functional unit are 4164 and 4180. Resources required for compliance are four full-time equivalent (FTE)¹ of which about 40 percent would satisfy Standards 4164 and 4180, the

¹ The working year is assumed to comprise 215 actual days, or 1720 hours. This figure is used when deriving actual working days.

balance to be used for 4150. A correctional officer, Step 4 is suggested for this position.² Standard 4153 (Watchtowers) was not initially shown deficient, but later compliance costs are estimated at 10.2 FTE plus pagers and open channel communications systems.³ Inspections (4162) and Searches for Contraband (4163) are estimated to require 1.3 FTE and 5.1 FTE respectively. The search team would comprise 3 persons but require 5.1 FTE for 24-hour, daily coverage. Firearms supplies (4165) require gloves, while Inventory (4166) requires a quarter-time Ordinance Officer. Standard 4181 on Emergency Plan execution would require one day annually for training x 200 employees. Relief or overtime monies would be necessary. Overtime or relief is also required for Standard 4182, which calls for special training for a subset of officers to assist with emergencies. The initial training would be accomplished in half-day sessions for 28 persons, followed by two days/month/person for four 10-man teams. An in-place trainer would also be required (.6 FTE). Testing and repairing emergency equipment requires 2 days/year of C.O. time.

Supervision of Inmates

Only one standard, 4197, necessitated resources. However, the requirement that supervisory personnel inspect every area of the institution daily is expected to consume .85 FTE at the Correctional Lieutenant level.

Special Management Inmates

Standard 4203 (an added standard), on inspection of segregated quarters, requires .25 FTE but is included in the resources for Standard 4163.

² Most of the resource estimates herein were supplied by H. B. Johnson, Captain of Security, Canon Correctional Facility.

³ Roy Kerr claims compliance; H. B. Johnson suggested the compliance actions shown.

Supervisors' visits require .125 FTE Administrative Assistant time (to release the supervisor for inspection). A half-time Nurse II is also required. Providing visitation privileges to these 200 inmates requires two additional visiting days with the following visiting room coverage: Supervisor, visiting room officers, technicians and cage officers -- a total of 8 FTE's but a time requirement of 4.0 FTEs. Allowing inmates in cell houses 3 and 7 to increase their weekly showers from two to three will require an additional two correctional officers and another .4 for segregation, due to the high level of surveillance required. Provision of laundry and hair care services will require .2 FTE in the laundry and 1.0 FTE for barbershop supervision, as well as six new barber chairs. Access to legal materials (4216) and general reading materials (4217) will require 1.2 FTE (for 5-day/week coverage), with 75% to Standard 4216. A full-time psychologist is suggested to perform the psychological assessments of Standard 4222.

Sanitation, Safety and Hygiene

The relevant standards address special clothing, clothing exchange and inmate laundry facilities. Providing white duck uniforms to kitchen workers (4246) will require 3 uniforms sets/worker at \$14 for an initial outlay of \$1,890, plus annual replacement costs of \$630. Providing the three extra sets of clothing for daily clothing exchange (2358 sets at \$9.56) amounts to \$24,200. No provisions have been made for extra facilities and personnel to handle the additional laundry. Personal laundry facilities for inmates (4250) were said to be handled by the purchase of 36 laundry tubs. These have not been planned for the new facilities.

Medical and Health Care Services

Dental services are planned to provide 150 screenings/month, 150 exams/month and two checkups/inmate/year (Standard 4253). The resources for these

services are estimated at a full-time dentist, two full-time dental assistants and an oral hygienist plus a dental suite (\$15,000). No longer utilizing inmate clerks to handle records (4264) is judged to require 3.0 FTE clerks for the Canon City complex with one FTE for CCF alone. Standard 4279, provision of psychiatric services, produced conflicting estimates: zero and .56 FTE psychiatrist (of 1.0 FTE for C.C. complex). The cost estimate is included.

Inmate Rights

Access to legal materials (Standard 4284) will necessitate about \$100 annually in copying charges plus three sets of typewriters (manual), tables and chairs. Familiarizing new inmates with rules and regulations is estimated at .05 FTE C. O., plus costs for printing 1,000 manuals the first year and 500/year thereafter.

Mail and Visiting

Holding inmate mail no longer than 24 hours (Standard 4342) will require an additional mail clerk. Reviewing visiting policies (4350) will be accomplished by the new staff for Standard 4150. New visiting procedures, such as informal communication require an additional correctional officer (1.0 FTE), while providing visitor transportation (4355) will require 1.2 FTE C. O. and a bus.

Reception and Orientation

Standard 4357 (added) calls for separate facilities for new inmates. The supervisory personnel necessary to supervise a 90-bed building with 15-20 new admits/week include three cage positions and five block positions with 24-hour coverage, or 13.6 new FTE. Shortening the elapsed time for initial classification (4364) will require an additional FTE.

Classification

Notice and appearance of inmates at classification hearings (Standard 4378) was the subject of two widely varying estimates.⁴ One suggested 1/8 FTE, correctional specialist; the other, 10 FTE specialists and .3 FTE clerical. The latter is included here but the range is then over \$200,000. An additional \$20,000 for dictaphones, transcribers, desks, chairs and typewriters (10 each) is also suggested. Standard 4382, review of segregation inmates every seven days, is expected to require 2.0 FTE correctional specialists and 1.0 FTE clerical staff, plus one set of dictaphone equipment, chair, desk and typewriter.

Education and Vocational Training

Two FTE counselors are recommended to comply with Standard 4396. It is possible that 4395 and 4402 may require compliance action but they were not included in the plans of action. Current statistics (see earlier tables) indicate that 40 inmates are participating in education programs, while enrollment in vocational programs stands at ten. A separate section of this report discusses another perspective on the potential costs of extending educational and vocational services to a somewhat larger proportion of the inmate population.

Library Services

Since there is no library at CCF, noncompliance with Standards 4409-18 was assumed. A model for library services was developed by Jack Ludlow and appears, with some updated prices, as a separate section of this report. The suggested costs (from the model) for providing library services to the 800+

⁴It was not clear what individuals prepared each plan of action; Carlos Baca is knowledgeable of classification, however.

inmates include personnel, books, magazines, filmstrips, furniture, equipment and shelving and approximate \$233,000.

Recreation and Inmate Activities

Providing a specific program of inmate activities (Standard 4427) is said to necessitate one full-time coordinator, dictaphone and electric typewriter, while determining program personnel and financial needs will require .5 FTE correctional specialist.

Social Services and Counseling

Maintaining a wide range of social services will require 2.0 correctional specialists.

Citizen Involvement and Volunteers

Standard 4456 requires a staff member to be responsible for operating a volunteer/involvement program. A full-time (1.0) Volunteer Coordinator (Correctional Specialist) and .5 FTE Secretary, plus desk, dictaphone and chair are recommended to achieve compliance.

Table 4 presents the budget detail on the standards. Approximately 80 FTE are required for compliance, at a cost of \$1.4 million during the first year. Supplies and equipment are estimated at \$207,000 and \$71,000, respectively. Training, education, vocational training and work opportunity costs are presented later in the report.

a/
TABLE 4

CANON CORRECTIONAL FACILITY
STANDARDS' COMPLIANCE COSTS

Standard Category	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training & Staff Development</u> (see training section) excluding				
4097E Weaponry Training (4166)				
<u>Security & Control</u>				
4150E Security Manual	6,800			
4153E Watchtowers	17,100		500	
4162E Inspection	24,100			
4163E Contraband-Search	126,200		800	
4164E Contraband (4150)				
4165E Firearms		400		
4166E Firearms Inventory	4,900			
4180E Emergency Plans (4150)				
4181E Execution of Plans	17,500			
4182I Disturbances	126,500			
4186E Emergency Equipment	200			
<u>Supervision of Inmates</u>				
4197E Inspect Institution	21,000			
<u>Special Management Inmates</u>				
4203I Segregation Inspection (4163)				
4209E Visits to Segregation	12,100			
4210E Visitation Privileges - Segregation	75,000			
4213E Segregation - Shave/Shower	40,500			
4214E Segregation - Laundry, hair, etc.	27,800		3,900	
4216E Legal Materials	26,400			
4222E Psychological Assessment	46,500			
<u>Sanitation, Safety & Hygiene</u>				
4246E Special Clothing - Kitchen		1,900		
4249E Daily Clothing Exchange		24,300		

TABLE 4 ^{a/} (CONT.)

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Medical and Health Care Services</u>				
4253E Medical/Dental Services	74,300		15,000	
4264E Records	10,800			
4279E Psychiatric Consultation	28,100			
<u>Inmate Rights</u>				
4284E Access to Materials - Legal		100	1,	
4297E Rules for Inmates		3,000		
<u>Mail & Visiting</u>				
4342E Holding of Mail	14,300			
4350E Visiting Policies (4150)				
4352E Visiting Procedures	16,900			
4355D Visitor Transportation	20,300			
<u>Reception & Orientation</u>				
4357E Separate Facility - New Inmates	229,500			
4364E Classification	21,400			
<u>Classification</u>				
4378E Notice Hearings	221,500		19,800	
4382E Segregation - Review	49,800		2,000	
<u>Library Services</u>				
4409 - 4418 Comprehensive Library Services	30,400	177,200	25,700	
<u>Recreation and Inmate Activities</u>				
4427E Programs for Inmates	14,700			
4428E Program Requirements	9,300		1,700	
<u>Social Services & Counseling</u>				
4437E Social Service Programs	37,200			
<u>Citizen Involvement and Volunteers</u>				
4456E Staff	24,500			
TOTAL	1,376,400	206,900	71,100	- 0 -
GRAND TOTAL	1,654,400			

a/ Excludes training, education, work programs, vocational training and all department-wide standards.

CHAPTER 3

FREMONT CORRECTIONAL FACILITY

ORGANIZATIONAL UNIT DESCRIPTION

The Fremont Correctional Facility is three miles east of the town of Canon City. Located in a rural setting, major urban areas are somewhat distant: the closest one is Pueblo which is 36 miles away. (Colorado Springs is 47 miles away and Denver is 115 miles distant.) The institutional grounds cover 4,283 acres, surrounded by ranch and farm land. A double fence encloses 22.6 acres, the main part of the facility. Two security buildings located at the north end of the fenced area and the back gate at the southwest corner serve as entrances to the facility.

The main area of activity is a complex of buildings adjoined by a long hallway. Six additional buildings are outlying from the main complex. Fremont Correctional Facility seeks to adequately and functionally house the inmate population and to provide security to protect both inmates and society. Various rehabilitative, educational and vocational programs are offered to address inmate needs. High school GED, and college courses are available while vocational courses and employment are offered in welding, auto body repair, auto mechanics, tailoring, electronics, electrical, carpentry and printing and in areas offered by the ITC.

The institution has a total inmate capacity of 525 and a staff of 98. Sentences range from "indeterminants" to "life" and security from "close" to "minimum B".

The Industrial Training Center (ITC) located one-half mile to the north of the main institution, houses a capacity of 127 inmates. The main duties are operating and maintaining the dairy, the sawmill, the scalehouse, the forestry crew and other work areas. These inmates have a "minimum" custody classification and are allowed some degree of unrestricted movement.

COMPLIANCE COSTS

Twenty standards (non-capital) are analyzed here, including four that were added. Functional areas of non-compliance include:

	No. of Standards
• Physical Plant	1
• Security and Control	4
• Sanitation, Safety and Hygiene	3
• Medical and Health	1
• Inmate Rights	1
• Inmate Rules and Regulations	1
• Mail and Visiting	1
• Education and Vocational Training	2
• Library Services	3
• Recreation and Inmate Activities	1
• Social Services and Counseling	1
• Citizen Involvement and Volunteers	1

Physical Plant

Standard 4146 calls for preventive maintenance of physical plant. This function is handled by Piper Phye out of Fremont. Since most of Canon City is included, the resultant compliance costs should be spread across CCF, DU, CWCF and FCF. In the absence of workload estimates, the costs are presented here with the caveats. Current maintenance of 1.5 million square feet, 110 buildings, PA system, vaults, sewers, electrical, plumbing, etc. is performed by a crew of four. Suggested for compliance are: 1.0 electrician, 1.0 plumber, 2.0 maintenance mechanics, 1.0 janitor, 1.0 yard man and 1.0 secretary IB. This would eliminate the backlog on repairs and keep maintenance current. Also needed are a used pickup truck and miscellaneous tools and small equipment.

Security and Control

The security manual preparation (Standard 4150) is to be accomplished with existing resources (one week is estimated). However, the Security Master Plan is estimated to require 1.0 Publication Specialist A. Standard 4163 requires searches to control for contraband. Given present staffing, a 24-hour position is required (5.1 FTE Correctional Officers). Training in emergency procedures is required by Standard 4181. While this is generally addressed in the training section, overtime or relief is required for 80 C.O.'s to receive 16 hours of initial training followed by 8 hours on-the-job. This amounts to approximately 1.2 FTE overtime or relief resources. A C. O., step 4, was used for the average salary. Standard 4182 requires a special unit trained for disturbances. No resource information was provided; possibly this standard can be included in 4163.

Sanitation, Safety and Hygiene

Standard 4246 requires special clothing for inmates in food service activities. Daily clothing exchange (Standard 4249, added) will require 3 extra sets of clothing/inmate at a correctional industries price of \$9.56 each. One additional FTE (2 at halftime) is required for laundry supervision. Standard 4251, also added, calls for 3 showers/week and compliance will add 2.0 officers -- a correctional technician and a C. O. -- all to work in administrative segregation.

Medical and Health

The psychiatric services called for by Standard 4279 will consume 30 percent of the 1.0 FTE psychiatrist required for the Canon City complex.

Inmate Rights

Only equipment (typewriters, four) and supplies (estimated \$100) are required to provide inmates' supplies and services for legal matters (Standard 4284).

Inmate Rules and Regulations

Standard 4313 requires special training for personnel dealing with inmates. Crisis intervention is the preferred training (1-2 weeks) and is referenced in the training standards.

Mail and Visiting

Reviewing and updating all policies, including mail and visitation, will require .8 FTE administrative assistant. This overstates the compliance cost for this standard (4350).

Education and Vocational Training

Provision of educational programs through high school is expected to require three teachers. Of the 530 inmates, it is expected that 50-80% would participate, rather than the current 20%, if resources were available (Standard 4393). Extending these programs to the entire population (Standard 4395) would require identification of learning disabilities, a full-time special education paraprofessional for six months, and a permanent half-time position.

Library Services

Standards 4409 (Comprehensive Services) 4416 (Library Facilities) and 4417 (Library Services) were non-compliant. A basic library and staffing (see Library) would require two staff (\$30,000), books, magazines, etc. (\$154,000) and furnishings and equipment (\$22,000). If some services are currently provided, their cost should be deleted from this compliance estimate.

Recreation and Inmate Activities

Recreational programs, athletic and cultural activities are called for by Standard 4420. Three FTE (correctional technicians) with one serving as activities officer, are recommended. Hobby and craft supplies are estimated at \$2,000.

Social Services and Counseling

Complying with requirements for trained, qualified counselors (4440) would require a Correctional Specialist, M.A. degree, halftime, to train case managers. Associated video tapes, manuals and miscellaneous supplies are estimated at \$1,000.

Citizen Involvement and Volunteers

An added standard (4456) requires a staff member to be responsible for a citizens' program. Dean Marshall now devotes 3 hours a week (gratis, evenings) and an administrative assistant (.09 FTE) would free up his time during the day. In addition, 2.0 FTE correctional technicians, to serve as hobby officer and coordinator, are recommended.

Non-capital compliance costs are presented in Table 5. Personnel costs are estimated at \$460,000, supplies at \$167,000, and equipment at \$35,000. (See later sections for additional information.)

TABLE 5^{a/}

FREMONT CORRECTIONAL FACILITY
STANDARDS COMPLIANCE COSTS

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Physical Plant</u>				
4146E Preventive Maintenance	106,000		10,000	
<u>Security & Control</u>				
4150E Security Manual Review - update	14,300			
4163E Searches	80,000			
4181E Training - Emergency Plans	19,100			
4182I Disturbance Unit (4163)				
<u>Sanitation, Safety & Hygiene</u>				
4246E Special Clothing				
4249E Daily Clothing Exchange	16,900	11,900		
4251E Showers 3x/week	35,500			
<u>Medical & Health</u>				
4279E Psychiatric Consultation	15,000			
<u>Inmate Rights</u>				
4284E Legal Supplies & Materials		100	1,200	
<u>Inmate Rules & Regulations</u>				
4313E Training - New Personnel (See Training)				
<u>Mail & Visiting</u>				
4350E Review & Update Policies	12,000			
<u>Educational & Vocational Training</u>				
4393E Education Programs	42,900			
4395E Program Availability	7,200			
<u>Library Services</u>				
4409E Comprehensive Services				
4416E Library Facilities	30,400	153,600	22,200	
4417I Library Services				
<u>Recreation & Inmate Activities</u>				
4420E Recreation Activities	32,200		2,000	
<u>Social Services & Counseling</u>				
4440E Counseling	9,300	1,000		
<u>Citizen Involvement & Volunteers</u>				
4456E Staff Member Responsible	38,500			
TOTAL	459,300	166,600	35,000	- 0 -
GRAND TOTAL	660,900			

a/ Excludes training, education, work programs, vocational training and all department-wide standards.

CHAPTER 4
DIAGNOSTIC UNIT

ORGANIZATIONAL UNIT DESCRIPTION

Colorado Reception and Diagnostic Center is located in Canon City, Colorado. Colorado Springs and Pueblo are within 40 miles. The Diagnostic Center is a separate and self-contained maximum security facility within the Canon Correctional Facility.

It receives all offenders committed to the Department of Corrections, parole violators and inmates referred for re-evaluation, regardless of age or type of crime. A full range of evaluation and referral programs are offered during a two week period of evaluation including medical, clinical, legal, casework, vocational, counseling and classification services.

The total inmate capacity is 118 inmates with the average daily population during 1978-79 being maintained at 110. Approximately 1,800 inmates are processed annually. There are 23 fulltime staff positions.

COMPLIANCE COSTS

Thirty-six standards require resources for compliance (excluding capital), including two which were added. Functional areas include:

	No. of Standards
• Administration, Organization and Management	5
• Physical Plant	3
• Supervision of Inmates	3
• Sanitation, Safety and Hygiene	6
• Medical and Health Care Services	2
• Inmate Rights	1
• Classification	2
• Library Services	10

- Recreation and Inmate Activities 1
- Religious Services 1
- Citizen Involvement and Volunteers 1

Administration, Organization and Management

Standards 4005 and 4009 require review of administrative and operations manual. The type of resources required for such review include correctional specialists, clinical psychologists, and supervisors, for an average of 80 hours annually for 4005 and 40 hours for 4009. Preparation of quarterly reports (4014) may either be handled by a Correctional Technician (.2 FTE) or a fulltime Administrative Assistant who would free up the Director's time. Provision of constructive programs (4017) would require .3 FTE teacher to perform evening tutorials. Establishing a college internship program (4021; added) would require .1 FTE Administrative Assistant -- included in 4014.

Physical Plant

Standard 4142 requires that inmates in cells of 60 square feet either spend no more than 10 hours daily locked in, or are placed in 80 square foot cells. The 100 inmates at Diagnostic are all housed in 60 square foot cells and currently spend 16 hours daily locked in. Adding 3.4 FTE Correctional Officers to supervise recreational and library activities would remedy this and eliminate the need for new construction. Lighting in the cells (4143) is not presently controlled by the inmates. Installation of 120 light switches at \$3 parts and \$67 labor would correct this. The natural light problem is addressed in the capital standards. Searches for contraband (4163) require two metal detectors.

Supervision of Inmates

The assignment of each inmate to a staff member (Standard 4195) will require 4.0 FTE Correctional Specialists. Inspection standards (4197 and 4198) require supervisory staff visits daily (120 cells) and administrative personnel visit weekly. Standard 4197 will require an additional (1.0) Correctional Specialist, while 4198 is included in 4014.

Sanitation, Safety and Hygiene

Standard 4241 calls for quarterly fire drills. Due to the rapid turnover at the Diagnostic Unit, weekly fire drills are necessary, requiring 2 officers times 2 hours for each drill, or a total of .12 FTE. Inmate clothing and supplies are inadequate (4245): winter jackets, hats, shirts and pants are necessary for inmates arriving and transferring during the cold months; new mattresses (120) and a supply of towels (600) are also needed. Special clothing for kitchen workers (4246, added) is necessary: 105 uniforms (3 changes) times \$14, with replacement costs estimated at 1/3 the initial annual outlay. Standard 4247, requiring fresh bedding and linen; would take new mattress covers (120 at \$3.90) for compliance. Daily clothing exchange would require new jump suits (450, price unknown) and institutional clothing (400 at \$9.56). Providing personal laundry facilities for inmates (4250) will require two additional washing machines, soap and i.d. stamps and .85 FTE Correctional Technician for supervision.

Medical and Health Care Services

Basic medical and dental services are not provided (Standard 4253) but compliance actions/resources were not indicated. It is possible that presently these services could be shared with CCF. Psychiatric consultation (4279) is expected to take three hours/week, or a total .06 FTE psychiatrist.

Inmate Rights

Providing access to legal materials (2784) will require supervision time (.01 FTE Correctional Technician) and two manual typewriters.

Classification

Managing special needs inmates will require a Programmer Specialist at 3/4 time, plus 1.1 FTE secretary.

Library Services

Non-compliance was found with all standards (4409 - 4418). Two estimates are possible: according to the plans of action, .07 FTE librarian services are necessary, plus books, magazines and supply at \$4,300 and equipment at \$1,000. Using the library standards model these costs would be \$14,301, \$58,468 and \$6,481, respectively. The difference in the estimates is about \$75,000.

Recreation and Inmate Activities

The actual space for recreation is addressed in the capital standards but athletic-recreational equipment is estimated at \$7,800. (Standard 4424).

Religious Services

Special diets required by different religious persuasions (Standard 4433) are \$2,000/year times the ADA requiring such meals.

Citizen Involvement and Volunteers

Volunteer orientation activities (Standard 4459) will require a program specialist (1.25 FTE). No programs now exist.

Table 6 presents compliance costs for the Diagnostic Unit. Personnel requirements total \$226,000, supplies and equipment, \$52,000.

TABLE 6 ^{a/}

DIAGNOSTIC UNIT
STANDARDS' COMPLIANCE COSTS

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Administration, Organization & Management</u>				
4005E Manual	1,100			
4009E Operations Manual	500			
4014E Quarterly Reports	15,000			
4017E Programs	4,300			
4021E Internship Program (4014)				
<u>Physical Plant</u>				
4142I Cell Size	57,400			
4143E Lighting			8,400	158,400
<u>Security</u>				
4163E Searches			500	
<u>Supervision of Inmates</u>				
4195E Inmates Assigned to Staff	85,800			
4197E Inspections	21,400			
4198E Inspections(4014)				
<u>Sanitation, Safety & Hygiene</u>				
4241E Fire Drills	2,000			
4245E Inmate Clothing/Supplies		15,000		
4246E Special Clothing		1,500		
4247E Bedding & Linen		500		
4249E Laundry Services		9,200		
4250D Laundry Facilities	17,000		900	
<u>Medical & Health Care Services</u>				
4253E Medical and Dental Services				
4279E Psychiatric Consultation	3,000			
<u>Inmate Rights</u>				
4284E Legal Supplies	200		600	
<u>Classification</u>				
4375E Special Needs Inmates	11,300		500	
4385I Pre-Institutional Assignment	3,600			
<u>Library Services</u>				
4409E Comprehensive Library Services	1,000	1,600		
4416E Design				15,800
4418E Loan Programs	300	4,300	1,100	

TABLE 6 ^{a/} (CONT.)

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Recreation & Inmate Activities</u>				
4424E Facilities & Equipment			7,800	500,300
<u>Religious Services</u>				
4433E Special Diets				
<u>Citizen Involvement & Volunteers</u>				
4459E Volunteer Orientation	<u>1,700</u>	<u> </u>	<u> </u>	<u> </u>
 TOTAL	 225,600	 32,100	 19,800	 674,500
GRAND TOTAL	952,000			

a/ Excludes training, education, work programs, vocational training and all department-wide standards.

CHAPTER 5

COLORADO WOMEN'S CORRECTIONAL FACILITY

ORGANIZATIONAL UNIT DESCRIPTION

Colorado Women's Correctional Facility (CWCF) is located in an area known as "Four Mile," four miles east of Canon City. It is situated approximately $\frac{1}{2}$ mile west of Fremont Correctional Facility and the new maximum security unit to be completed in 1981.

Major urban areas are reasonably distant with Pueblo lying 36 miles to the east, Colorado Springs 46 miles to the northeast and Denver a distance of 112 miles to the north.

The building is of a contemporary design and is at the base of small foothills which also border Fremont Correctional Facility. It has three wings of two levels each. Each wing has 15 rooms and a shower and a bath on each level. One wing houses the Infirmary and Reception area. Two additions to the facility are a new metal maintenance building and a greenhouse not yet in operation.

Colorado Women's Correctional Facility is designed to adequately handle an inmate capacity of 90 women in the housing area, six in Reception and six in the Infirmary. The average daily census for 1977-78 was 62 inmates. Thirty-one staff members are assigned to CWCF with seven being assigned to the division of Correctional Industries and one infirmary nurse.

COMPLIANCE COSTS

Only ten standards require resources for compliance. Functional areas include:

	No. of Standards
• Training and Staff Development	1
• Security and Control	2
• Special Management Inmates	1

• Inmate Rules and Discipline	2
• Library Services	3
• Release Preparation and Temporary Release	1

Training and Staff Development

This Standard (4092) is covered in the training section (training for employees in contact with inmates).

Security and Control

Perimeter surveillance (Standard 4152) will require T.V. cameras, for a cost of about \$8,000. Weapons storage (4172) is necessary for visiting law enforcement officials (no weapons are kept at CWCF). An 8-compartment gun locker costs \$345 plus installation.

Special Management Inmates

Segregation housing cells (4203) are too small. This standard is addressed in the Capital Standards section.

Inmate Rules and Discipline

Requirements for complete disciplinary reports (Standard 4317) will require additional Hearing Officer Time. An estimated 15 reports/month require 30 minutes preparation and 45 minutes hearing, yielding 1/8 FTE, Correctional Specialist. A related standard, 4318, requires prompt investigation of rule violations and will require an additional .1 FTE of the same resource.

Library Services

Three standards require resources -- 4409, 4411 and 4417. Complying with Standard 4409 will require audiovisual equipment and an improved reference collection will require \$1300 outlay. A full-time Librarian II is required for Standard 4411; and, \$3,000 worth of books must be

purchased to meet the non-reference needs of the population (Standard 4417).

Release Preparation and Temporary Release

Providing temporary release (Standard 4453) will require 1.0 FTE, Correctional Technician, to supervise the program and screen releases and returnees.

Non-capital compliance costs (\$58,000) are presented in Table 7.

TABLE 7 a/

COLORADO WOMEN'S CORRECTIONAL FACILITY
STANDARDS' COMPLIANCE COSTS

<u>Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training and Staff Development</u>				
4092E Staff Training (Training)				
<u>Security and Control</u>				
4152E Surveillance of Perimeter			7,800	
4172E Weapons Storage			400	
<u>Special Management Inmates</u>				
4203I Segregation Housing				55,000
<u>Inmate Rules and Discipline</u>				
4317E Disciplinary Reports	2,800			
4318E Rule Violations	2,100			
<u>Library Services</u>				
4409E Library Services				
4411E Full-time Staff Member	22,000			
4417I Library Services		4,300		
<u>Release Preparation and Temporary Release</u>				
4453E Temporary Release	18,600			
 TOTAL	 45,500	 4,300	 8,200	 55,000
 GRAND TOTAL	 113,000			

a/ Excludes training, education, work programs, vocational training and all department-wide standards.

CHAPTER 6

BUENA VISTA CORRECTIONAL FACILITY

ORGANIZATIONAL UNIT DESCRIPTION

Buena Vista Correctional Facility is a medium security facility for adult male offenders. Previously called the Colorado State Reformatory, it was originally established as an intermediate institution for the Colorado State Penitentiary. It is located near the town of Buena Vista in a rural community approximately 90 miles from the nearest urban area.

The facility totals approximately 362,000 square feet, including 51 buildings (excluding staff residences). There is an inmate capacity of 545 plus 18 segregation cells and 2 infirmaries.

In 1971, the Incentive Program was inaugurated to provide incentive for positive and acceptable behavior within the institution and to encourage program participation. Upon arrival, the inmate is assigned to the Assignment and Orientation Unit where he is oriented to the total program of the facility. The Incentive Program consists of 4 levels. Each successive level gives the inmate a progressive amount of responsibility and personal choice in order to prepare him for release.

Programs and services at Buena Vista include education, health services, religion, recreation and various correctional industries, which include vocational training, maintenance, food service and laundry.

Inmates at Buena Vista have an average age of 23 years and offenses range from petty theft to murder. Offenders cannot be over 28 years of age and must have less than 3½ years remaining to parole eligibility in order to be assigned to this facility.

The staff size at Buena Vista is 117.6. The average stay is fifteen months.

COMPLIANCE COSTS

Buena Vista requires additional resources to comply with 16 standards.

Areas of deficiency are:

	No. of Standards
• Training and Staff Development	1
• Physical Plant	1
• Security and Control	4
• Special Management Inmates	1
• Food Services	1
• Sanitation, Safety and Hygiene	2
• Medical and Health Care	2
• Mail and Visiting	1
• Inmate Work Programs	1
• Recreation and Inmate Activities	1
• Release Preparation and Temporary Release	1

Training and Staff Development

Buena Vista requires more in-service training (Standard 4091). They are interested in a supplemental 40-hour crisis intervention course (see Training Standards).

Physical Plant

West, North and A+O have 54 square foot cells (Standard 4142). See Capital Standards.

Security and Control

Publishing search policies, reviewing and keeping them current (4164) will require an administrative clerk-typist (1.0 FTE). This person will also relieve the hearing officer to maintain written emer-

gency plans (4080). Standard 4167 requires that personnel use only institution-issued weapons. Fifteen .38 pistols and four .243 rifles are requested to comply. Training in emergency procedures (4181) should be administered at 2 hours/year/employee. 3:1 relief coverage or overtime (.04 FTE) is required.

Special Management Inmates

Segregation cells are too small (4203) and require furnishings of 18 desk and chair sets. Cell enlargement is discussed in Capital Standards.

Food Services

To provide adequate food services, two additional Food Service Workers are required (referenced to Standard 4235). Six FTEs and 35 inmates presently provide food services. An additional \$125,000 has been requested in the FY 1980 budget to replace antiquated equipment.

Sanitation, Safety and Hygiene

Standard 4246 requires uniforms for work crews. Outfitting the Kitchen Staff in white duck uniforms will necessitate 105 uniforms, replaced at 1/3 per year; initial outlay = \$1,500. Provision of personal laundry facilities (4250) would be accomplished by the purchase of 4 each: washers, dryers, irons and ironing boards, plus installation costs.

Medical and Health Care Services

Medical and dental records are presently maintained by inmates, in conflict with Standard 4264. A 2/3 FTE administrative clerk-typist could maintain records. Standard 4271 requires that an individual with First Aid training be available on each shift. Buena Vista has

opted to comply by hiring a full-time nurse for the graveyard shift. Since 30 staff are already trained, this may be superfluous.

Mail and Visiting

Assisting visitors with transportation (Standard 4355) will require 1/8 FTE for duty of 2 hours on the four visiting days. Also required are a station wagon and insurance.

Inmate Work Programs

Providing sufficient work programs for inmates (4386) is addressed in a separate section on Inmate Work Programs.

Recreation and Inmate Activities

Determining the personnel and financial requirements of inmate activities (Standard 4428) will require a full-time (1.0) Canteen Officer and \$13,000 of recreation, library and movie equipment.

Release Preparation and Temporary Release

Standard 4448 calls for the use of parolees in release preparation programs. The plan of action calls for preparation of a film involving parolees to be shown as part of pre-release preparation. Since the necessary equipment may be available from DOC and the pre-release standards department-wide are not being met, no cost is included at this time.

Non-capital compliance costs total \$231,000 (Table 8) including \$82,000 for personnel.

TABLE 8 a/

**BUENA VISTA CORRECTIONAL FACILITY
STANDARDS' COMPLIANCE COSTS**

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training and Staff Development</u>				
4091E Employee Training (Training)				
<u>Physical Plant</u>				
4142I Cell Size				2,818,000
<u>Security & Control</u>				
4164E Search Policy	11,000			
4167E Weapons			3,800	
4180E Written Emergency Plans (4164)				
4181E Emergency Training	700			
<u>Special Management Inmates</u>				
4203I Cell Size				166,000
<u>Food Services</u>				
4235E Facilities & Equipment	22,000		125,000	
<u>Sanitation, Safety & Hygiene</u>				
4246E Uniforms		1,500		
4250D Laundry Facilities				
<u>Medical and Health Care Services</u>				
4264E Medical & Dental Records	8,500			
4271E First Aid Training	16,100			
<u>Mail & Visiting</u>				
4355D Visitor Transportation ..	2,100			
<u>Inmate Work Programs</u>				
4386E Programs (Work Programs)				
<u>Recreation & Inmate Activities</u>				
4428E Program Requirements	21,400		13,000	
<u>Release Preparation</u>				
4448D Use of Parolees (See Text)				
 TOTAL	 81,800	 1,500	 146,700	 2,984,000
 GRAND TOTAL.	 3,214,000			

a/ Excludes training, education, work programs, vocational training and all department-wide standards.

CHAPTER 7

DELTA HONOR CAMP

ORGANIZATIONAL UNIT DESCRIPTION

Delta Honor Camp is a minimum security facility located 8 miles west of Delta, Colorado, on Game, Fish and Parks Department land.

Mission: The facility services all types of offenders classified as minimum security (with the exception of those sentenced to life imprisonment) who have been committed to the Department of Corrections and completed the diagnostic process.

Every inmate is assigned an 8-hour job duty to be completed before fulfilling his own individual needs or requirements of programming.

Many treatment oriented programs are offered, even though not all are funded by the Legislature. All staff involved in group therapy, mental health therapy, academic education and recreational activities do so on their own time.

The total inmate capacity is 99 and the average daily census for 1977-78 was 89.

Academic education offers ABE, GED and college (when available through continuing education). Programs and services offered include Alcoholics Anonymous, Narcotics Anonymous, Mental Health Therapy, and various other self-help, vocational and recreational programs.

Eighteen staff members were employed at Delta plus 3 at the Western Slope Correctional Facilities' Superintendent's office.

COMPLIANCE COSTS

Delta is deficient in 32 standards requiring additional resources, in the following areas:

	No. of Standards
• Training and Staff Development	1
• Physical Plant	2
• Security and Control	3
• Supervision of Inmates	2
• Sanitation, Safety and Hygiene	2
• Medical and Health Care Services	2
• Inmate Rights	1
• Mail and Visiting	1
• Education and Vocational Training	1
• Library Services	10
• Recreation and Inmate Activities	1
• Social Services and Counseling	4
• Citizen Involvement and Volunteers	1

Training and Staff Development

Providing opportunities for staff to continue their education (Standard 4099) will require relief coverage (1:1) for 12 days. The average of all salaries was used to compute the cost of relief.

Physical Plant

Cell and dormitory furnishings (4143 and 4144) are inadequate. Desks and chairs are needed for the cells, and lockers for the dormitories.

Security and Control

Standard 4167 (use of institutional-issue weapons, added) afforded the opportunity to outfit a SWAT team. Helmets, shields, shotguns, rifles, lights, revolvers, etc. will cost \$14,000. Storage of firearms (4168, added) will require a 20-gun depository (\$500). Additionally,

Standard 4173, safe loading and unloading of firearms, will require a safety shield. Post orders' review (4177) will require .25 FTE, Administrative Officer.

Supervision of Inmates

Daily inspections (4197) are expected to require .2 FTE, while chief executive inspections will require about .1 FTE (this time will have to be freed up by other staff, but is presented in the cost estimates).

Sanitation, Safety and Hygiene

Performing and supervising housekeeping duties (4242) is expected to require one full-time correctional officer. Special clothing (4246) for kitchen workers (12 x 3 changes) and outside crews (70 sets) will cost \$11,000 the first year and \$16,000 per year thereafter.

Medical and Health Care Services

Providing periodic health examinations (Standard 4263) will require .3 FTE transportation officer, since these are done off-grounds at Buena Vista. First Aid training (4271) is required on all shifts and is addressed in the training standards.

Inmate Rights

Provision of legal supplies and supervision of inmates (Standard 4284) seven days/week will require 1.7 FTE Librarian, about \$100 in supplies and a manual typewriter. Space requirements generally are discussed with capital standards.

Inmate Rules and Discipline

Review of all disciplinary hearings and dispositions (Standard 4322) is expected to require .25 FTE, administrative officer. There are about five hearings/week and each review is estimated at 45 minutes.

Mail and Visiting

A one-half time correctional officer and a vehicle are required to assist visitors with the 18-mile roundtrip between Delta and the bus stop. Two trips would be made each visiting day. Contracting out for this service was also suggested.

Education and Vocational Training

Standard 4402 requires specialized equipment, which for Delta would mean rooms, carrels, audiovisual equipment and office space. See the capital standards and educational/vocational section.

Library Services

Following the library requirements for camp libraries (100 ADA), the costs associated with Standards 4409-4418 amount to about \$60,000. This is at variance with the plan of action which assumes Delta and Rifle share a librarian. The distance would suggest this to be difficult, but if done, costs would be reduced (Delta prefers having a full-time librarian).

Recreation and Inmate Activities

Providing leisure time activities comparable to those in the community (Standard 4419) will require 2.0 FTE -- a recreation director and assistant plus gym and athletic equipment, as well as the gym itself (see capital standards).

Social Services and Counseling

Standard 4437 calls for a range of resources to be used in providing social services. Two counselors are needed for compliance. An additional FTE is required to oversee the program (4438) and a trailer (facility) is needed. Qualified counselors (4440) should be trained by the Training

Department, as should the 6 staff who deal with drug and alcohol problems.

Citizen Involvement and Volunteers

Recruitment and Management of Volunteers is expected to require a half-time administrative officer position (Standard 4458). Included incidentally are 4459 and 4460.

Standards' compliance costs (excluding capital) for Delta are expected to total \$302,000 during the first year. Of this, 75%, or \$231,000, is for personnel service (Table 9).

TABLE 9a/

DELTA HONOR CAMP
STANDARDS' COMPLIANCE COSTS

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training and Staff Development</u>				
4099I Continuing Education	33,600			
<u>Physical Plant</u>				
4143E Cell Furnishings				
4144I Dorm furnishings				
<u>Security & Control</u>				
4167E Weapons Issue			14,000	
4168E Firearms Sotrage				
4177E Post Orders Review	4,800			
<u>Supervision of Inmates</u>				
4197E Inspections	3,400			
4198E Inspections by Supervisors	3,800			
<u>Sanitation, Safety & Hygiene</u>				
4242E Housekeeping	16,900			
4246E Special Clothing		11,000		
<u>Medical and Health Care Services</u>				
4263E Health Examinations	5,000			
4271E First Aid Training (Training)				
<u>Inmate Rights</u>				
4284E Legal Supplies and Supervision	32,400	100	400	
<u>Inmate Rules and Discipline</u>				
4322E Disciplinary Review	4,700			
<u>Mail and Visiting</u>				
4355D Visitor Transportation	8,400			
<u>Education and Vocational Training</u>				
4402E Educational Equipment (includes 4484, 4416, 4424)				423,700
<u>Library Services</u>				
4409 - 4418	14,300	39,300	6,500	
<u>Recreation and Inmate Activities</u>				
4419E Leisure Time Activities	40,200			

TABLE 9 ^{a/} (CONT.)

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Social Services & Counseling</u>				
4437E Program	29,300			
4438I Qualified Supervisor	24,800			
4440E To be addressed by Training Dept.				
<u>Release Preparation</u>				
see separate section				
<u>Citizen Involvement and Volunteers</u>				
4458E Volunteers	<u>9,400</u>	<u> </u>	<u> </u>	<u> </u>
TOTAL	231,000	50,400	20,900	423,700
GRAND TOTAL	726,000			

a/ Excludes training, education, work programs, vocational training and all department-wide standards.

CHAPTER 8

RIFLE HONOR CAMP

ORGANIZATIONAL UNIT DESCRIPTION

Rifle Honor Camp is a minimum security unit located at Rifle, Colorado. The nearest urban area is 60 miles away. Originally, it was one of three mobile camps operated out of the Delta Correctional Facility. Rifle is part of five operations known as Western Slope Correctional Facilities.

The stated purpose is to aid the offender in rebuilding solid ties between himself and his family and community; to help reintegrate him into community life and to assist with his successful placement back into society to enable him to abide by society's rules.

The progressively responsible behavior and attitudes of the resident are among the main requirements for moving to the next successive level, bringing more privileges and freedom of movement. An Incentive Program is designed to achieve resident management. Initially, each resident is assigned to the Diagnostic Unit which is concerned with orientation, testing and evaluation of the resident and is not a step in the Incentive Program.

A level Incentive Program is utilized as a resident management system in order to provide a transitional release alternative for a resident's re-entry into the community.

A new facility is scheduled for completion during the fall of 1979.

Fourteen full-time employees at Rifle include 1 correctional supervisor, 1 administrative clerk-typist, 2 correctional specialists, 7 correctional technicians and 3 correctional technicians. An allotment of 19 staff members are required in order to operate the facility efficiently.

The average age of residents is 25.1 years with an age range from 19-54 years. The sentences range from 3-20 years, with an average maximum sentence of 6.8 years.

39 percent of all crimes committed by residents were burglaries. Crimes against persons made up 16 percent while crimes against property were 84 percent.

Eighty percent of all residents have been identified as needing educational skills, job skills and drug abuse counseling. Colorado Mt. College provides a GED program and drug/alcohol counseling. Incentive Program provides on-the-job training and work ethic education experiences.

There are 13 staff members with an average age of 33.7 years and an average of 4.6 years with DOC.

The facility is projected to be a 100-man minimum security unit with 14 FTE.

COMPLIANCE COSTS

Rifle shows non-compliance with 49 cost standards, although many of these are grouped, and one set (pre-release programs) is not included since it is handled centrally. Functional areas are:

	No. of Standards
• Administration, Organization and Management	4
• Research and Evaluation	1
• Security and Control	5
• Supervision of Inmates	1
• Food Services	1
• Sanitation, Safety and Hygiene	2
• Medical and Health Care	1

• Inmate Rights	3
• Inmate Rules and Regulations	1
• Mail and Visiting	1
• Classification	1
• Education and Vocational Training	3
• Library Services	10
• Recreation and Inmate Activities	8
• Citizen Involvement and Volunteers	7

Administration, Organization and Management

Monitoring of program operation (Standard 4010) will require a half-time administrative assistant to free up the supervisors for performing these and related tasks (see also 4005, 4018, 4150, 4164, 4322). Standard 4017, provision of constructive programs, will require a quarter-time psychiatrist and a full-time recreational director. Membership in professional organizations (4026) and the costs associated with attendance at meetings will cost \$500.

Research and Evaluation

There is some issue as to whether this standard (4125 -- use of research performed by outside professionals) is a department-wide standard. Research needs articulated for Rifle include: significance of the honor camp unit; motivation; work ethic; and drug and alcohol studies.

Security and Control

Standards 4150 and 4164, security manuals and search policies, are included with 4010, as is 4186, testing emergency equipment. Security equipment (4165) is confined to identifying jackets to be used during escapes. An emergency generator (4185) is estimated at \$100,000

(7 buildings, 25,000 square feet).

Supervision of Inmates

Standard 4198 suggests that medical and other personnel visit living and activity areas on a weekly basis. A contracted physician is recommended for 2 hours/week at \$25/hour.

Food Services

New construction is planned which will provide the kitchen equipment required by Standard 4235.

Sanitation, Safety and Hygiene

Vermin and pests (Standard 4243) are apparently a problem but no remedy has been forthcoming. Uniforms for the kitchen crew (4246) are estimated at \$500.

Medical and Health Care Services

First-Aid trained personnel are required on each shift (4271). The Training Center should be taking care of this.

Inmate Rights

Legal library materials (Standard 4283) are required and their cost is estimated at \$5,000 (no detail). Legal library supplies (4284) are not priced, but one typewriter at \$400 is requested. Providing recreational opportunities (4289) will require a full-time recreation director and presumably a gymnasium.

Inmate Rules and Discipline

Compliance with Standard 4322, review of disciplinary hearings, would require an administrative clerk-typist to free up a hearing officer (included in Standard 4010), plus operating, supplies and travel costs. Personnel training in rules (4313) is to be handled by the training center.

Mail and Visiting

No costs are presented for Standard 4355, assisting visitors with transportation, since it is claimed Rifle inmates never receive any visitors. Visiting hours are 9-4 on Saturday and Sunday.

Classification

Allowing inmates to appear at classification hearings and providing 48 hours notice (Standard 4378) will require an additional FTE (Administrative Officer). The time will be allocated such that 40 percent is devoted to hearings, 60 percent to the review function.

Education and Vocational Training

No information is provided for Standards 4406-8 since the role of the camps has not been determined. However, some model participation rates and compliance costs are presented later in this report.

Library Services

The Rifle manager suggests that compliance with Standards 4409-4418 be attained by hiring a full-time transportation officer to drive the inmates to a "street" library. This cost is presented. The alternative is a library as Delta's, at \$60,000.

Recreation and Inmate Activities

Standards 4422-4429, provision of recreational opportunities for inmates, are included with Standard 4289 under Inmate Rights, but recreational equipment is estimated at \$10,000.

Citizen Involvement and Volunteers

The coordinator role required by Standards 4456-4462 is considered to be covered by Standard 4289. Estimates of \$1,000 and \$10,000 were obtained for equipment.

Total compliance (non-capital) costs for Rifle are estimated at \$234,000 of which \$110,000 is for personnel services (Table 10).

TABLE 10^a /

RIFLE HONOR CAMP
STANDARDS' COMPLIANCE COSTS

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Administration, Organization and Management</u>				
4010E Operations	7,500			
4017E Programs & Staff	28,600			
4018D Community Agency Participation (4010)				
4026D Participation in Professional Orgs.		5,000		
<u>Research & Evaluation</u>				
4125I Use of Research				
<u>Security & Control</u>				
4150E Security Manual (4010)				
4164E Search Policy (4010)				
4165E Security Equipment		1,000		
4185E Emergency Generator			100,000	
4186E Testing Emergency Equipment (4185)				
<u>Supervision of Inmates</u>				
4198E Visits - Medical	2,600			
<u>Food Services</u>				
4235E Kitchen Equipment (included in new construction)				
<u>Sanitation, Safety & Hygiene</u>				
4243E Vermin & Pests				
4246E Special Clothing		500		
<u>Medical and Health Care Services</u>				
4271E First Aid Training (Training)				
<u>Inmate Rights</u>				
4283E Legal Library		5,000		
4284E Legal Materials			400	
4289E Recreational Opportunities	23,300			264,000
<u>Inmate Rules & Discipline</u>				
4322E Disciplinary Hearings/Review	12,400	2,000		
<u>Mail & Visiting</u>				
4355D Visitor Transportation				
<u>Classification</u>				
4378E Hearings--Appearances & Notice	19,000			

TABLE 10 ^{a/} (CONT.)

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Educational & Vocational Training</u>				
4406E Programs-Instructors				
<u>Library Services</u>				
4409 - 4416	16,900			
<u>Recreation & Inmate Activities</u>				
4422 - 4429			10,000	+
<u>Religious Services</u>				
4430 - 4434 (handled off-grounds -- no cost)				
<u>Release Preparation</u>				
4445 - 4455 (see Pre-Release section)				
<u>Citizen Involvement & Volunteers</u>				
4456 - 4462 (4289)				
TOTAL	110,300	13,500	110,400	264,000
GRAND TOTAL	498,200			

a/ Excludes training, education, work programs, vocational training and all department-wide standards.

CHAPTER 9

COLORADO CORRECTIONAL CENTER - GOLDEN

ORGANIZATIONAL UNIT DESCRIPTION

Colorado Correctional Center, located in Golden, Colorado, is a minimum security facility located near Denver, in Golden.

The basic mission of Colorado Correctional Center is to create and maintain a continuous program in order to redirect the energies, ambitions and attitudes of inmates toward acceptable society standards, while ensuring a safe degree of institutional security and public protection. The programs can be broken down into four general areas: (1) work, (2) recreation, (3) education, and (4) guidance, to include casework and clinical services.

The total inmate capacity is 71, with job stations for inmates at Colorado Law Enforcement Training Academy, National Guard, State Forestry and Correctional Industries.

An LEAA grant of approximately \$300,000 has been awarded to CCC to renovate the facility and increase the total capacity to 100 beds.

COMPLIANCE COSTS

CCC-Golden is non-compliant with 26 cost standards (many deficiencies are being amended by the renovation project). Functional areas include:

	No. of Standards
• Training and Staff Development	1
• Physical Plant	1
• Food Services	2
• Sanitation, Safety and Hygiene	1
• Inmate Rights	3

• Inmate Rules and Regulations	1
• Education and Vocational Training	3
• Library Services	10
• Recreation and Inmate Activities	2
• Religious Services	2

Training and Staff Development

Weaponry training (Standard 4097) can be accomplished at CCC by providing compensatory time to three officers requiring 16 hours annual training to qualify.

Physical Plant

Standard 4143 calls for room furnishings. One hundred desks are needed.

Food Services

A part-time staff member (.6 FTE) is required to supervise operations (Standard 4223) and two cooks, working 60 percent of the time, are required (it was suggested that the cooks spend the balance of their time at Bails Hall and Fort Logan). Food service equipment (4235) including steam tables, utensils, grinders, tables, and fire extinguishers, is estimated at \$7,700.

Sanitation, Safety and Hygiene

Uniforms for the kitchen crew (8 inmates) will cost \$300 the first year and \$100 thereafter (4246).

Inmate Rights

Legal assistance (4283) is considered to be included in the renovation, but legal supplies and equipment (4284) are estimated at \$600+. Provision of 20 urinals will constitute compliance with healthful environment standard (4287).

Inmate Rules and Regulations

Training personnel in inmate rules will be handled by the training center (4313). However, training should be conducted at CCC since no relief positions are available.

Education and Vocational Training

According to CCC managers, the renovation will create the space necessary to comply with Standards 4394, 4395 and 4396. At present, inmates use community services.

Library Services

The table presents the costs for complying with Standards 4409-18. If the general camp model is used, these costs would approach \$60,000 instead of the \$51,000 indicated here.

Recreation and Inmate Activities

A full-time, qualified recreation director is required by Standard 4421 (covering also 4419, 20, 22, 28). Facilities and equipment are required by Standard 4424; equipment is estimated at \$7,800.

Religious Services

Providing access to religious programs (Standard 4430) may be accomplished by hiring .25 FTE Chaplain. Day room or dining space planned in the renovation will satisfy Standard 4434.

The total compliance costs for CCC-Golden are estimated at \$ 118,000, of which 53 percent is for personnel (Table 11).

TABLE 11 a/
 COLORADO CORRECTIONAL CENTER - GOLDEN
 STANDARDS' COMPLIANCE COSTS

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training & Staff Development</u>				
4097E Weaponry Training	500			
<u>Physical Plant</u>				
4143E Room Facilities (new construction)				
<u>Food Services</u>				
4223E Food Service Supervisors	26,400			
4235E Food Service Equipment			7,600	
<u>Sanitation, Safety & Hygiene</u>				
4246E Uniforms		300		
<u>Inmate Rights</u>				
4283E Legal Assistance (included in renovation)				
4284E Legal Supplies				
4287E Healthful Environment			1,600	
<u>Inmate Rules & Regulations</u>				
4313E Training in Inmate Rules	3,200			
<u>Education & Vocational Training</u>				
4394 - 4396 (space included in renovation -- use community facilities)				
<u>Library Services</u>				
4409 - 4418	8,000	35,000	7,600	
<u>Recreation and Inmate Activities</u>				
4421E	14,500			
4424E			7,800	800
<u>Religious Services</u>				
4430E Religious Programs	5,500			
4434E Religious Program Space (included in renovation)				
 TOTAL	 58,100	 35,300	 24,600	 800
GRAND TOTAL	118,800			

a/ Excludes training, education, work programs, vocational training and all department-wide standards.

CHAPTER 10

BAILS HALL

ORGANIZATIONAL UNIT DESCRIPTION

Bails Hall is a work release program located in Denver. The facility consists of three buildings placed in a categorical minimum Placement Center. All residents have met with a classification committee to determine their qualifications for the program. The program offers a three level incentive plan which progressively allows more freedom. The program offers assistance in the areas of employment, mental health, alcohol and drug abuse and educational counseling.

The total inmate capacity is 40. The staff consists of nine members including one supervisor, one secretary, two correctional specialists and five correctional officers. The average daily census for FY 1978 was 32.5. Resident's daily assessment fee is \$5.50 per day and daily cost per resident to the program is \$12.42, with a gross revenue resident assessment of \$43,406 (FY-78).

COMPLIANCE COSTS

Bails Hall requires additional resources for 12 standards (1 added), in the following areas:

	No. of Standards
• Administration	1
• Facility	5
• Medical Care and Health Services	2
• Citizen and Volunteer Involvement	2
• Communication and Coordination	1
• Additional Standards	1

Administration

Serving on the board of a community involvement committee (Standard 2026) would require 2.5 days/month of the Director's time; a .14 FTE supervisor and a .04 secretary would be required to make this time available.

Facility

Smoke detectors and a kitchen fire extinguisher are required to comply with local codes (2067). Maintaining clean facilities in good repair (2068) will require 1.0 FTE to supervise operations. Lighting the sleeping quarters (2070) is expected to cost \$50. Fifteen chairs are required as room furnishings (2043) and two washer-dryer sets are required to provide one set for every 16 residents (2081, added). An earlier purchase of partitions allowed compliance with 2071, which calls for 60 square feet/resident in sleeping areas.

Medical Care and Health Services

Standard 2116 requires First Aid equipment; a Red Cross First Aid Kit (\$175) will constitute compliance. First Aid training (2118) is requested for the Director and eight staff.

Citizen and Volunteer Involvement

Selecting and training volunteers is expected to require four days/month correctional officer time (Standard 2135). Supervising volunteers (2138) is expected to require an additional three days/month.

Communication and Coordination

Professional memberships (Standard 2171) in ACA and IHHA would achieve compliance with this standard.

Additional Standards

Equipment for recreational activities, including a T.V., pingpong, etc. (Standard 2176) would cost about \$2,000.

Total compliance costs for Bails Hall are estimated at \$ 26,000 (Table 12).

CONTINUED

1 OF 3

TABLE 12 a/
 BAILS HALL
 STANDARDS' COMPLIANCE COSTS

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Administration</u>				
2026E Community Involvement Comm.	1,100			
<u>Facility</u>				
2066E Sanitation & Health Codes			1,800	
2068I Clean, good repair	15,700			
2070E Lighting/Ventilation in Quarters			100	
2073E Room Furnishings			200	
2081E Laundry Facilities			1,700	
<u>Medical Care & Health Services</u>				
2116E First Aid Equipment		200		
2118E First Aid Training	100			
<u>Citizen & Volunteer Involvement</u>				
2135E Select, Train Volunteers	500			
2138E Supervise Volunteers	2,900			
<u>Communication & Coordination</u>				
2171I Professional Memberships				
<u>Additional Standards</u>				
2176I Recreation Activities			2,000	
 TOTAL	 20,300	 200	 5,800	 - 0 -
 GRAND TOTAL	 26,300			

a/ Excludes training, education, work programs, vocational training and all department-wide standards.

CHAPTER 11

FORT LOGAN

ORGANIZATIONAL UNIT DESCRIPTION

Fort Logan Community Corrections Center is a state operated, co-educational, adult pre-release center located on the grounds of the Fort Logan Mental Health Center in Denver, Colorado. An older brick duplex houses the facility which was remodeled to accommodate 26 adult inmates. Five of these inmates are females transferred from the CWCF and 21 are males transferred from various major correctional institutions throughout the state.

Employment is emphasized and assistance is provided through program resources and public and private agencies within the community. Residents are encouraged to develop their own resources by their own initiative in order to make a smoother transition to deinstitutionalization.

Two full-time counselors are assigned regular caseloads to which they provide individual counseling. Occasional counseling of small informal groups takes place as the need arises. Each resident is provided an individual treatment plan shortly after arrival at FLCCC. Residents are assessed a token fee of \$3.10 per day for lodging and a nominal fee for meals.

COMPLIANCE COSTS.

Fort Logan reports deficiencies in eleven standards requiring resources, in these functional areas:

	No. of Standards
• Administration	2
• Personnel	1
• Facility	4
• Medical Care and Health Services	2
• Citizen and Volunteer Involvement	1
• Evaluation	1

Administration

Standard 2006 calls for policy manual review, which will require one day annually of the Director's time. Serving on the community involvement committee (2026) is estimated to require two additional days. The Director's/supervisor's time is priced, but relief might be necessary.

Personnel

While the training center will be evaluating training standards, it is possible to estimate the relief coverage (1:1) required for compliance with in-service training (2054) -- approximately \$3,000.

Facility

Fire resistant doors are being installed to comply with Standard 2067. Keeping the facility clean and in good repair (2068) will require a .5 FTE maintenance person. Sleeping area size (2071) and privacy (2072) are included in the capital standards.

Medical Care and Health Services

First Aid equipment (2116) is estimated at \$175 for a Red Cross Kit. Training in First Aid (2118) would be a one-time cost whereby two staff receive formal training and then train the balance of the staff.

Citizen and Volunteer Involvement

A half-time correctional technician would be required to achieve and maintain citizen involvement (2134).

Evaluation

Independent evaluations (2175) are not performed; no plan has been developed.

Total (non-capital) compliance costs for Fort Logan are \$ 20,000 (Table 13).

TABLE 13 a/
FORT LOGAN
STANDARDS' COMPLIANCE COSTS

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Administration</u>				
2006E Policy Manual Review	100			
2026E Community Involvement Committee	300			
<u>Personnel</u>				
2054E 40 Hrs. Training/Education	2,900			
<u>Facility</u>				
2067E Fire Safety Regulations (included in renovation)				
2068I Facility -- Clean, Good Repair	7,900			
2071E Sleeping Area Size				+
2072I Sleeping Area Privacy				
<u>Medical Care and Health Care Services</u>				
2116E First Aid Equipment		200		
2118E First Aid Training	300			
<u>Citizen & Volunteer Involvement</u>				
2134I Citizen Involvement	8,000			
<u>Evaluation</u>				
2175I Independent Evaluation (no plan)				
 TOTAL	 19,500	 200	 - 0 -	 - 0 -
 GRAND TOTAL	 19,700			

a/ Excludes training, education, work programs, vocational training and all department-wide standards.

CHAPTER 12

PAROLE

ORGANIZATIONAL UNIT DESCRIPTION

The Office of Adult Parole is responsible for the supervision, tracking and provision of services to all adult offenders released from Colorado Correctional Facilities by the State Board of Parole and all offenders residing in Colorado.

The mission is to provide programs of supervision and guidance, protect the community from paroled individuals and to protect such individuals from themselves and others, and to aid those individuals in abiding by conditions of release imposed by the Board of Parole.

Case supervision includes individual counseling in areas such as mental health, employment, substance abuse or budgeting is a primary service offered by the agency. Group counseling, pertaining to special problem areas of clients may also be provided. Referral services include location and development of resources such as resource agencies for treatment of specialized problems.

The Office of Adult Parole is responsible for supervising and providing services for an average of 2,200 clients annually.

COMPLIANCE COSTS

The parole offices were treated as a single unit for standards evaluation. Eight standards require resources; a ninth, release preparation, is addressed centrally. Areas of deficiency are:

	No. of Standards
• Administration, Organization and Management	3
• Personnel	4
• Supervision	1

Administration, Organization and Management

Provision of instruction to staff on organization goals and objectives (Standard 3016) is expected to require 2 days of training annually for 4 supervisors, plus travel. An equipment inventory (3033) will require 1 day/year, but office equipment needed now totals \$18,000. Involving volunteers in parole activities (3040) will require 1.0 FTE administrative officer, .5 FTE secretary, and about \$200 in office equipment.

Personnel

Provision of adequate clerical support (3060) will require 3.0 FTE secretaries. Providing orientation (3065) to new staff (turnover is low) would require about 3 days of supervisors' time. Provision (in-house) of in-service (40 hour) training would require a full-time trainer, a half-time secretary and about \$17,000 in relief coverage. The development of the training program (3067) would require about 1/4 of the training officer's time from Standard 3065.

Supervision

Standard 3130 requires maintenance of an inventory of community agencies. The Greater Denver Metro Resource Booklet will be used.

Total compliance costs for Parole are \$122,000; \$104,000 (85%) for personnel and \$18,000 (15%) for equipment (Table 14).

TABLE 14 ^{a/}
 PAROLE
 STANDARDS' COMPLIANCE COSTS

<u>Standard Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Administration, Organization & Management</u>				
3016E Staff Instruction - Goals & Objectives	900	200		
3033E Review, Replace Equipment	100		17,700	
3040I Volunteer Involvement	19,700		200	
<u>Personnel</u>				
3060E Clerical Support	40,900			
3065E Orientation -- New Staff	300			
3066E In-Service Training	42,000			
3067I Development of Training Programs (3066)				
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL	103,900	200	17,900	- 0 -
GRAND TOTAL	122,000			

^{a/} Excludes training, education, work programs, vocational training and all department-wide standards.

Table 15 summarizes the compliance costs for each organizational unit, including capital, but excluding the department-wide standards discussed next. Personnel costs total \$2.7 million, supplies and equipment another \$1 million, while capital construction is \$4.4 million.

TABLE 15
COMPLIANCE COSTS SUMMARY
BY ORGANIZATIONAL UNIT

	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>	<u>Total</u>
Canon	\$ 1,376,000	\$ 207,000	\$ 71,000	-	\$1,654,000
Fremont	459,000	167,000	35,000		661,000
Diagnostic	226,000	32,000	20,000	\$ 675,000	953,000
CWCF	46,000	4,000	8,000	55,000	113,000
Buena Vista	82,000	2,000	147,000	2,984,000	3,215,000
Delta	231,000	50,000	21,000	424,000	726,000
Rifle ^a	110,000	14,000	110,000	264,000	498,000
CCC-Golden	58,000	35,000	25,000	1,000	119,000
Bails Hall	20,000		6,000		26,000
Fort Logan	20,000	-	-		20,000
Parole	104,000	-	18,000		122,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	\$2,732,000	511,000	461,000	\$4,403,000	\$8,107,000

^aexcludes library acquisition and equipment costs (see text).

CHAPTER 13

DEPARTMENT WIDE STANDARDS

Several standards or clusters of standards have become the responsibility of central office. Others, because their nature suggests a centralized approach, are included here under that rubric. The following areas appear in this section:

- Fiscal Management
- Library Services Coordinator
- Library Services
- Standards Monitor
- Citizen Involvement and Volunteers
- Inmate Work Programs
- Education Programs
- Vocational Training
- Pre-release Centers
- Training

Table 15 summarizes the systemwide compliance costs for these additional areas.

FISCAL MANAGEMENT

Standard 4051 calls for internal audits. To satisfy this requirement, a 1.0 FTE Accountant IV (with audit option) would be hired. Office space, equipment and supplies are not included.

LIBRARY SERVICES COORDINATOR

Required by Standard 4411, this individual would coordinate library services department-wide. Supplies, space, travel and equipment are not included.

LIBRARY SERVICES

Because the estimates appear with the organizational units, they are

not repeated here. However, Table 16, Library Services, is introduced. Using information provided by Jack Ludlow and inflating book costs to 1978-79 dollars, a range of cost estimates based on institutional populations was developed. The book acquisitions include a mix of reference, non-fiction, fiction, hardback and paper. Shelving estimates are adjusted to accommodate various sized collections. These estimates were used whenever an organizational unit required a library but had no plan of action.

STANDARDS MONITOR

This position is not suggested by the standards but by an associate superintendent. He recommends that standards' monitors be assigned to each major institution (4), one to the honor camps, and one to CCC and Parole. A correctional specialist position is suggested.

CITIZEN INVOLVEMENT AND VOLUNTEERS

A departmental approach to Standard 4456, having a staff member responsible for coordination, has been developed. One coordinator each is suggested for Canon, BV, CWCF and FCF, with another .75 for Bails Hall, Fort Logan and CCC (Correctional Specialist). A parole agent "C" (.9 FTE) would coordinate parole. Total costs = \$118,000. This cost is not included since each facility developed their own estimates.

INMATE WORK PROGRAMS

Standard 4386 requires "sufficient" employment opportunities for inmates but does not suggest what proportions of the population should be so involved, nor the work in which they should engage. Indeed, for work, education and vocational training, it was not possible to obtain estimates of the relevant populations.

In the absence of other information on program costs or participation rates, a "model" of sorts has been developed for Colorado in the areas of

TABLE 16
LIBRARY SERVICES ^{a/}

	Populations ^k								
	100	101-199	200-299	300-399	400-499	500-599	600-699	700-799	800-899
Staff ^b									
Librarian I	-0-	-0-	-0-	-0-	-0-	16,093	16,093	16,093	16,093
Library Technician	14,301	14,301	14,301	14,301	14,301	14,301	14,301	14,301	14,301
Books ^c	37,521	56,282	93,803	131,324	150,084	153,211	159,464	165,718	171,971
Magazines ^d	1,749	2,186	2,623	3,060	3,499	3,936	4,373	4,810	5,247
Newspapers ^e	1,749	2,186	2,623	3,060	3,499	3,936	4,373	4,810	5,247
Filmstrips ^f	1,749	2,186	2,623	3,060	3,499	3,936	4,373	4,810	5,247
Equipment ^g	2,628	2,842	2,945	4,033	4,397	6,555	7,023	7,755	8,174
Shelving ^h	3,823	5,733	9,555	13,377	15,288	15,607	16,244	16,881	17,518
Total	60,022	81,344	123,227	166,095	187,569	209,703	213,562	225,558	233,304
Space ⁱ (Sq. Footage)	(900)	(1,000)	(1,125)	(1,250)	(1,400)	(1,500)	(1,600)	(1,700)	(1,800)
7/ Annual Maintenance ^j	3,927	5,846	9,643	13,438	15,358	15,715	16,384	17,053	17,722

^aBased on Estimates prepared by Jack Ludlow, all costs in 1978 dollars.

^bBased on Salary + Fringe Benefits + PERA.

^c1978 dollars; 30 books/resident; mix of reference, fiction, non-fiction,; hardback & paperback.

^d20-40 titles under 500 population, up to 80.

^e3 - 6 titles under 500 population, up to 10.

^f25-50 titles under 500 population, up to 100; includes cassettes/discs & 16 mm films.

^gHighsmith 1978/79 Catalog; based on 100% utilization rate by population; includes staff furnishings.

^hBased on 21 linear ft/books; paperback racks.

ⁱ900-1400 Sq. Ft. under 500 population up to 1950.

^jShould include replacement book costs plus subscriptions (estimated here at 10% of books, magazines, newspapers, filmstrips).

^kAll estimates except first are made for midpoint of population.

work, education and vocational training. The figures are based on a cost analysis of the National Advisory Commission Report on Corrections, Cost Analysis of Correctional Standards: Institutional-Based Programs and Parole (Singer and Wright, Correctional Economics Center, 1976, updated by Funke and Wayson, 1979). Suggested participation rates are:

Work Programs	65%
Education	
• Secondary and pre-secondary	25%
• Post-secondary	10%
• Vocational education	15%

Table 17 displays FY 78-79 participation in Colorado. Participation (for some) in more than one activity is assumed.

Estimates are given as totals, as they were not readily susceptible of assignment to the four cost categories used elsewhere. Use of the appendices plus source documents would probably permit such a breakdown. There are several ways to estimate the cost of providing work experiences to inmates. The Standards and Goals report cited above assumed capitalization per worker upwards of \$15,000. It was decided here to use programs in existence in Colorado as the basis for the estimate (the obvious danger here is replicating obsolete or meaningless programs, but the intent was to be realistic and conservative). Estimates on work force, existing capital stock and new capital requirements were obtained for thirteen shops at Canon and Fremont (Buena Vista did not respond to the questionnaire). Existing capital was assumed to have 5 years of remaining life, new capital 10 years. Appendix 3, Production Cost Model, displays the summary information. The cost per worker varies from \$6,600 to \$1,400; the average is \$3,050 and is used in Table 18, Standards Accreditation Cost - Production. This cost represents

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A sample questionnaire appears as Appendix 4.

TABLE 17
PARTICIPATION ACTIVITIES

	Canon	D.U.	Fremont	CWCF	BV	Camps, CCC	Total
Education	40	-0-	31	20	103	-0-	194
Vocation	10	-0-	64	7	79	-0-	160
Production	145	-0-	108	22	30	97	402
Food/Laundry	66	?	65	15	64	27	237
Agriculture	2	-0-	72	---	25	11	110
Construction	9	-0-	54	---	8	18	89
Maintenance	83	?	62	7	41	22	215
Admin. Support	<u>9</u>	<u>?</u>	<u>1</u>	<u>4</u>	<u>7</u>	<u>5</u>	<u>26</u>
Totals	364		457	75	357	180	1,433

TABLE 18

STANDARDS ACCREDITATION COST
PRODUCTION

	Total ADA 1978-79	Prod. ^c ADA 1978-79	65% Participation	Variance	Ave ^a Prog Cost	Total Add'l Cost
Canon C.F.	846	231	550	319	3,050	972,950
Fremont C.F. ^b	502	300	326	26	3,050	79,300
Diagnostic Unit	100	-0-	65	65	3,050	198,250
Colorado Women's C.F.	62	41	40	---	3,050	
Buena Vista C.F.	515	134	335	201	3,050	613,050
Delta	87	158	126	---	---	
Rifle	39	158	126	---	---	
CCC-Golden	68	158	126	---	---	
						<hr/> 1,863,550 ^d

^aSee Appendix 3 for derivation of this figure.

^bIncludes ITC.

^cIncludes: manufacturing, food, laundry, agriculture, construction and administrative support.

^dExclusive of construction and acquisition costs.

an annual figure, but capitalization costs/worker appear in the Appendix, representing initial outlays required for various production activities (Appendix 5).

Compliance costs as shown in Table 18 were derived thus: 65 percent of each institution's 1978-79 ADA was calculated; from this was subtracted the number of inmates actually participating in manufacturing, food services, laundry, agriculture, construction and administrative support. In the case of Canon, Fremont, Diagnostic and Buena Vista, the variance was positive and so multiplied by \$3,050 to derive an annualized cost. The total approaches \$2 million but, it is stressed, is designed to be illustrative.

EDUCATION PROGRAMS

A similar, hypothetical approach was taken for the standards on Education. The average cost for pre-secondary education was derived from a DOC FY 1980 budget figure divided by the ADA for FY 1979. The resultant cost (\$2,500) is less than that suggested by Singer and Wright in 1976 (\$4,000 "loaded" cost). A cost of \$400/inmate/year for post-secondary education was chosen, based on 1978 figures for community college courses. Table 19, Standards Accreditation Cost - Education, is organized similarly to Production. A 35 percent figure was obtained from which actual enrollment (158 ADA in 1978-79) was subtracted. The education program costs were then applied to the variance. Total suggested education costs total \$1.4 million. The figure displayed in the summary table deletes \$80,000 for 5 FTE positions at CCF and FCF. No other facility reported any deficiencies or compliance costs.

VOCATIONAL TRAINING

The "model" is applied one more time, to vocational training. The basis for the estimates are some newly funded DETA training programs. Allowing

TABLE 19

STANDARDS ACCREDITATION COST
EDUCATION

	Total ADA- 1978-79	Education ADA 1978-79	35% ^a Pre+Post Secondary	Variance	Pre- Secondary Costs	Post Secondary Costs	Total Costs
Canon	846	40	296	256	445,312	29,696	475,008
Fremont C.F.	502	31	176	145	252,228	16,820	269,048
Diagnostic Unit	100	0	35	35	60,883	4,060	64,943
Colorado Women's C.F.	62	20	22	2	3,479	232	3,711
Buena Vista	515	103	180	77	133,942	8,932	142,874
Delta	87	-0-	68	68	118,286	7,888	126,174
Rifle	39						
CCC-Golden	68						
							1,081,758

Average Program Cost

- a. Pre-Secondary \$2,450^b
b. Post Secondary 400^c

^aProportion based on 25% participation in pre-secondary education; 10% participation in post-secondary. See Singer & Wright, op cit.

^bBased on DOC FY 1980 budget of \$425,076 and FY 1979 ADA of 194. Singer & Wright estimated these costs at \$4,000 in 1976.

^cSinger & Wright, op cit.

for front-end costs and some equipment depreciation, average client year costs are a modest \$1,400 (Appendix 6). Table 20, Standards Accreditation Cost - Vocational Education, assumes a 15 percent participation rate and applies the average program cost to the variance. Suggested compliance costs total \$215,000.

PRE-RELEASE CENTERS

Standards 4445-4455 call for a full range of pre-release services. Formal pre-release services no longer exist in Colorado, but two approaches were developed for purposes of this report and are summarized in Table 21, Pre-Release Centers. The author is grateful to Alex Wilson (option 1) and Herman Abeyta (option 2) for taking the time to "staff" these potential centers. The estimates for supplies, equipment and building are the author's (included for illustrative purposes) and in addition, are not complete, e.g., utilities charges are unknown.

Option 1 is a regional approach, creating six 38-bed facilities for an estimated annual released population of 900-1000. Each center is self-contained, but draws on the services of pre-release coordinators who serve as links between the institutions and the centers. The small capacity is seen as a way to personalize, or individualize the pre-release preparation.

Option 2 utilizes the Industrial Training Center in its original function. The ADA is estimated at 100, and various lengths of stay, depending on the level of security to which the inmate is going, are planned. While the ITC building is "free" to the pre-release function, funds will be required to house the displaced ITC population. Assuming 225 square feet/resident (medium program space option) x 120 residents x \$48/ft., replacing the population would cost \$1.3 million. This cost should be considered

TABLE 20

STANDARDS ACCREDITATION COST
VOCATIONAL EDUCATION

	Total ADA 1978-79	VOC PROG ADA 1978-79	15% Partic. Rate	Variance	Average ^a Program Cost	Total ^c Add'l Cost
Canon C.F.	846	10	127	117	1,436	168,012
Fremont C.F. ^b	414	64	62	---	---	---
Diagnostic Unit	100	-0-	15	15	1,436	21,540
Colorado Women's C.F.	62	7	9	2	1,436	2,872
Buena Vista C.F.	515	79	77	---	---	---
Delta	87	-0-	13	13	1,436	18,668
Rifle	39	-0-	6	6	1,436	8,616
CCC-Golden	68	-0-	10	10	1,436	14,360
	2,191	160	319	163		234,068

First Year Costs: $\$2100 \times 163 = \$342,000$

Subsequent Years: $\$234,000 + \text{inflation}$

^a See Appendix 6 for derivation of this figure.

^b Excludes ITC.

^c An ongoing year cost; capital charges are distributed; first year renovation and purchases would increase the average to slightly over 2100 for FY 79-80.

TABLE 21
PRE-RELEASE CENTERS (Stds 4445 - 4455)

OPTION 1: REGIONAL PRE-RELEASE CENTERS (6 at 38 beds each)^a

<u>Personnel^b</u>		<u>Supplies^c</u>		<u>Equipment^c</u>		<u>Building</u>
1. Correctional Supervision (Step 1) 1.0 FTE	\$ 21,444	Gasoline (20,000 miles)	\$ 1,050	12 Desks	\$ 2,255	1. 200 sq. ft. X 38 residents (dormitory) X 1.25 (high pro-
2. Correctional Specialist (Step 1) 4.0 FTE	74,303	Insurance		12 Chairs	945	gram space
3. Correctional Technician- (Step 1) 6.0 FTE	96,558	Office Supplies	4,000	1 Elec. Typewr.	800	option)=250 sq.
4. 1 Clerical (Secretary A)	10,769	Books, Magazines, Newspapers	2,700	1 File Cab.	150	ft. X 38
	\$203,074	Telephone		3 Bookcases	471	9500 sq. ft.
X 6 centers	\$1,218,444	Bedding, Towels	1,200	Station Wagon	4,476	3. X \$48/ft.
+ Pre-Release Coordinators		H H Supplies	1,000	3 Tables	297	= \$456,000
Corr. Specialist		Food (\$3/day)	42,000	Movie Projector	784	X .25 (equip.,
1.0 (Canon Complex)	37,152	Fuel		Screen	40	furnishings,
1.0 (Wester Slope + B.V.)				Filmstrip Viewer	295	furniture)
	\$1,255,596	X 6 centers	\$312,000	Cassette Player	104	= \$114,000
					\$11,000	\$570,000
				X 6 centers	\$66,000	(site acquisition,
						preparation, con-
						tingencies & fees
						not included)
						\$3,420,000

^a Source: ALEX WILSON

^b All salary figures include fringe benefits and PERA.

^c Estimates taken from: Division of Purchasing, "Estimated Cost Comparisons for Selected Commodities", Aug. 31, 1978, DOC Corr. Industries Supply List + Prices quoted for Standards Analysis (1978-79 dollars). The equipment & supplies estimates are intended only as illustrative.

TABLE 21 (CONT.)

OPTION 2: SINGLE FACILITY (ADA = 100)^a

<u>Personnel</u>		<u>Supplies</u>	<u>Equipment</u>	<u>Building</u>
1. Parole Supv. II (Step 1) 1.0 FTE	\$ 24,232	(See Option 1; estimated at 50% + fuel, telephone, etc.)	(Should exist but an allowance is included) + station wagon	Utilize ITC
2. Parole Agent II (B) 2.0 FTE	30,672			
3. Secretary IB (Step 1) 1.0 FTE	13,000			
4. Admin. Clerk A (Step 1) 1.0 FTE	10,769			
5. Operations Mgr. (Corr. Specialist) 1.0 FTE	18,576			
6. Corr. Specialist 1.0 FTE	18,576			
7. Corr. Technician 1.0 FTE	16,093			
8. Corr. Officer (Step 1) 3.2 FTE	46,824			
9. Commun. Coord. (Corr. Spec.) 3.0 FTE	55,727			
	<u>\$234,469</u>	<u>\$156,000</u>	<u>\$15,000</u>	<u>-0-</u>

^a Source: HERMAN ABEYTA

with option 2.

Total Costs:

Option 1: \$5.0 million

Option 2: \$1.7 million (including replacement of ITC)

Annual non-capital costs:

Option 1: \$1.3 million

Option 2: \$.4 million

TRAINING

Training requirements permeate the ACA standards. Fifteen standards address training in adult institutions, five in community residential programs and five in parole services (see Appendix 7). Language ranges from specific: "written policy and procedure provide that all new employees receive 40 hours of orientation ... and an additional 40 hours ..." to vague: "all personnel who deal with inmates receive sufficient training so they are thoroughly familiar with the rules ... sanctions ... rationale (of inmate conduct)." At present it is unclear how all of the various training requirements will be satisfied, but two kinds of information are presented here: Training Center compliance cost estimates for the more explicit training standards, and suggested analytical techniques for determining additional training costs. It should be noted that, although it appears that community residential and parole employees are included in the staff counts for training, no specific plans for developing other than adult institution staff training have been put forward. Therefore, developmental costs may be higher than planned.

There are three basic areas of training cost:

- developmental costs

- ongoing training staff and program costs
- relief coverage and related participant costs

This report is concerned with the last two costs.

Training Center Estimates

The Training Center has responsibility for development, conduct of training sessions and relief coverage, transportation and associated costs. Current training staff number three, with eight Training Relief officers. In 1978-79, 20,412 training hours were provided to 704 persons (average = 29 hours) (Table 22). System-wide, the average was 19 hours/person. Plans of action prepared by the training center thus far account for 97,000 training hours. Adding in crisis intervention, emergency training and first aid raises this figure to 147,000 (Table 23), over 130 hours/employee. Additional training standards cited in the appendix are not specifically addressed. It is not clear at this time if or how these additional training requirements may be integrated with the planned training. More hours may or may not be necessary and are not included here.

Training standards for parole and community residential are not specifically mentioned, but the numbers of personnel for the adult institutional standards suggest implicit inclusion (see later notes on developmental issues).

Staffing for Training

In order to arrive at required training staff, the Center estimated class size, number of classes and simultaneity of classes. A team-teaching approach is recommended (with good reason). In order to comply with standards 4090-4098, the Center estimates that 9440 classroom hours

TABLE 22

TRAINING 1978-79 ^a

	<u>Training Type</u>	<u>No. Eligible Employees</u>	<u>No. Trained</u>	<u>Training Hours</u>
40	Basic 40		93	3475
40	Crisis Intervention		186	7328
	• CO	54	3	
	• CCF	284	129	
	• FCF	105	71	
	• BV	130	84	
	• DL, RF, CCC	47	39	
	• CWCF	33	32	
	• DU	27	15	
	• Parole	107	70	
	• C. Ind.	207	72	
8	First Aid	100	137	1096
4	Weapons	300	305	1148
8	Leadership/Comm.	160	124	992
8	Inst. Boards	90	46	368
8	Case Mgmt./MH	100	180	1400
Ave 6.5	Spec. Training		704	4605
				<hr/> 20,412
	Average training hours/employee:		19.4	
	Total employees		1093	

^a from Training Center

TABLE 23

ACA TRAINING STANDARDS

<u>Std.</u>	<u>Description</u>	<u>No. of Hours</u>	<u>No. of Employees</u>	<u>Total Hours</u>
4090	New Employee Training/Yr (2053, 3065)	80	120	9600
4091	In-Service (2054, 3066)	40	1000	40000
4092	Direct Contact Current + New (60 + 940?)	40	800	32000
4093	Adm./Manag. Staff	40	240	9600
4096	See 4092			
4097	Weaponry	4	500	2000
4098	Physical Force	8	500	4000
?	Crisis Intervention	40	1000	40000
4181-3	Emergency Training	16	500	8000
4271	First Aid	8	200	1600
				<hr/>
				146,800
4181	Emergency Plans			
4182	SWAT Training			
4313	Inmate Rules			

(author correction included) are required. Available staff training hours are estimated at 50 percent of total employment hours, the balance to be spent on administration, curriculum development, and other attendant activities. This figure, 948, applied to the 9440 classroom hours, suggests 10 instructors, so the Center's estimate of 11 appears relevant. When the additional standards are entered (see Table 23), the number of instructors rises to 13 if all train half-time, or 10 if all train 2/3 time (which is a possibility as staff increase). In any case, the Training Center's estimate of 11 instructors, 1 Training Director and 1 Assistant Director is realistic enough to be incorporated into the estimates (approximately seven times more training is called for in the standards than was supplied last year). Personnel, supplies, equipment and space costs appear in Table 25.

Relief Coverage

Also included is a factor for relief. The Center estimate that 60 percent of trainees require relief coverage. Relief needs are difficult to calculate, however, since honor camps and community facilities require 1:1 coverage for security staff, while e.g., Buena Vista only requires 1:3. In addition, management and administrative staff are difficult to relieve and may have to leave their posts vacant. The Center is requesting a total of 52 relief positions (44 plus the 8 now on staff) to provide coverage for the new training workload. Based on 1720 available officer hours annually, this would yield 89,440 relief hours (not counting travel time) or 60 percent of the 146,800 training hours calculated by IEPS. (This figure is not contested; rather, see following section for other estimation methods.) A correctional officer, Step 4 is estimated (by IEPS) as the relevant person and salary range. The net change in relief personnel costs is about \$729,000.

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This estimate is higher than the Center's, due to an error in the original calculations.

TABLE 24
STANDARDS' TRAINING HOURS

1. Training Center Estimates^a

<u>Standard</u>	<u>Student Hours</u>	<u>No. Annual Classes</u>	<u>Total Classroom Hours</u>
4090	80	12	960
4091	40	40	1600
4092	40	32	1280
4093	40	12	480
4097	4	50	200
4098	8	25	200
Subtotal			4720
(x instructors/class)			x 2
Total			9440
÷ 948 available teaching hours			10 FTE

2. IEPS Estimates

4090	80	12	960
4091	40	40	1600
4092	40	32	1280
4093	40	12	480
4097	4	50	200
4098	8	25	200
Crisis Intervention	40	20	800
4181-3	16	25	400
4271	8	20	160
Subtotal			6080
(x instructors/class)			x 2
Total			12160
÷ available teaching hours			a. 948 13 FTE b. 1270 10 FTE

^afrom Training Center Plans of Action; arithmetical errors corrected.

TABLE 25
TRAINING COSTS

	<u>Number</u>	<u>Cost</u>	<u>Total Cost</u>
<u>Personnel</u>			
Director	1.0	22768	
Assistant Director	1.0	22001	
Instructors (Training Asst B, Step A)	11.0	173080	
Clerical	2.0	23662	
Evaluator	1.0	19657	
	<hr/>		<hr/>
	16 FTE		261,000
Supplies and Operating Expenses ^a			68,000
<u>Equipment</u> ^b			33,000
<u>Space</u>			
9200 sq. ft. at \$55			506,000
Relief Coverage	52 FTE	16576	862,000
Total			1,730,000
less current expenditures	(93,000 office + 133,000)		(226,000)
Total Additional Training Costs			1,504,000
Total After First Year			1,000,000

^aBased on FY '79-80 Budget Estimate x 4 (due to quadrupling of FTE)

^bDesks, AV and other equipment from Plans of Action (estimate)

Total new training costs, including construction, are estimated at \$1.5 million for an increase of about 125,000 training hours.

Alternative Methods

The training estimate derived above is aggregated across the department of corrections. Derivation of organizational unit costs, or even validation of the estimates might be accomplished in another way. Data on each facility should be collected along the following dimensions:

- number of security, program, administrative staff (by type)
- turnover by type of staff (hires, terminations)
- training requirements for each type of staff, e.g., 40 hours in-service, 8 hours first aid, etc.
- relief requirements for each personnel group, and
- training hours, type provided last year to each individual or personnel group.

It is then possible to precisely estimate training needs by organizational unit and personnel group within the organizational unit. A suggested format appears on the next page; the last column looks at the cost to the individual. If relief is used, the net training hours are divided by the relief ratio, e.g. 3:1, 3:4, etc. This method has the advantage of contributing to the extra planning required at the institutional level because of new, substantial training requirements; in addition, it can serve as a monitoring device as well.

Variations on this method include aggregation by position (department-wide and applying turnover rates at position), rather than departmental, level. Or, more precise aggregate estimates could be used (there appears to be conflicting information on the exact amount of DOC employees and the number eligible for training). Given the potential magnitude of

ATTACHMENT 1

INSTITUTE FOR ECONOMIC & POLICY STUDIES, INC.

Cost Analysis Worksheet

Date: _____
 Page 1 of 6
 Initials: _____

Organization: _____
 (state/subunit)

Standard: 4091 -- Annual Training
4092 -- Direct Contact Personnel

Resources: State CEC

<u>Personnel</u>	<u>x</u>	<u>Personnel</u>
<u>Equipment</u>	<u>x</u>	<u>Supplies</u>
<u>New Facilities</u>	<u>x</u>	<u>Equipment</u>
<u>Renovation</u>	<u>x</u>	<u>Facilities</u>

Computation (Indicate personnel, supplies, equipment, facilities)

A. Participant Costs of Annual Training for staff with direct and continuing inmate contacts

1. Participant Salary Costs:

Positions by Job Title	X	Hours Required	=	Total Hours Required	minus	Training Hours Last FY	=	Net Hours Required	X	Beginning Hourly Rate	=	Total Salary Costs
	X	80 hrs.	=		minus		=		X		=	
	X	80 hrs.	=		minus		=		X		=	
	X	80 hrs.	=		minus		=		X		=	
	X	80 hrs.	=		minus		=		X		=	
	X	80 hrs.	=		minus		=		X		=	
	X	80 hrs.	=		minus		=		X		=	

Total Participant Salary Costs: (a) \$ _____

2. Fringe benefits: _____ % X line (a) (b) \$ _____

3. Total Participant Costs: line (a) + line (b) (c) \$ _____

training costs, more accuracy is preferred to less.

Planning for Training

While no developmental costs are presented in this report, a few verbal notes are included. The massive amounts of training called for by the Standards offer either an opportunity or a problem to a Department of Corrections. Training Centers are not at the top of priority lists and, without planning, the tendency may be to underfund the developmental side and end up with "more of the same" training. The spirit of the standards is suggestive of a new training approach, wherein the employees (particularly the security staff) learn more than physical force, restraint and weaponry, and in fact become a more integral part of the organization. The standards represent an opportunity to structure training around the positive, or rehabilitative features of corrections, moving in part away from a restraint focus. (This is, of course, quite obvious for honor camps, community residential programs and parole.)

All of this is to point to the unique position of the training function -- unique in the sense that it needs to be treated specially, not as another set of seniority positions. A multitude of resources exist outside corrections that may be brought to bear on issues and problems. This is the time to build that involvement.

TABLE 26

DEPARTMENT-WIDE STANDARDS SUMMARY

<u>Area</u>	<u>Cost</u> ^a
Fiscal Management	\$ 25,000
Library Services Coordinator	25,000 ^b
Standards Monitors	(127,000)
Citizen Involvement and Volunteers	(118,000)
Inmate Work Programs	1,864,000 ^c
Education Programs	1,002,000 ^{c,d}
Vocational Training	234,000
Pre-Release Centers	1.7 - 5 million
Training	1,500,000
TOTAL	<hr/> \$6.4 million - \$9.7 million

^aAll figures rounded to thousands.

^bNot included in totals.

^cDependent on the assumptions set forth in the text

^dNet of \$80,000 planned expenditures for CCF and FCF.

CHAPTER 14

CAPITAL STANDARDS

This section addresses the new construction and renovation necessary to comply with ACA physical plant standards. Much of Colorado's more significant building efforts were already underway when this project began. For reasons discussed earlier, these costs are not included in the estimates except as a notation. Such projects include: "new max," new close, Rifle, Fremont remodeling, Buena Vista and Golden remodeling, and renovations at Fort Logan and Bails Hall. The costs for these projects alone approximate \$20 million.

However, standards requirements on cell size and recreational opportunities do create the need for additional capital expenditures. The estimates provided herein follow established correctional architecture and cost estimation principles. They are close to "personalized" estimates performed after site survey and are intended to be used for planning purposes. However, it is noted that the margin of error is higher for renovation than new construction and those figures should be viewed more cautiously. All estimates include labor and materials and are adjusted to reflect prevailing Colorado prices. Some DOC estimates are included as well. Appendix 9 presents an overview.

DIAGNOSTIC UNIT

Designated to remain on the grounds of "old max," the Diagnostic Unit requires some renovation and new construction to meet ACA standards. Standard 4143 requires natural light in cells; cutting the thick concrete walls and installing windows is estimated at \$1000/cell x 120 cells. Renovation of cell house 3 for library space is estimated at

\$800 (DOC). This seems low, but does not include furnishings or equipment. Another estimate, using IEPS figures, is based on a 900 square foot minor renovation at \$15/square foot. Finally, D.U. needs a gymnasium to comply with Standard 4424 (and also to provide activities for inmates who will be spending more time outside their cells -- see Standard 4142). An estimate of 67.4 square feet/inmate for gymnasium x 100 inmates yields 6,700 square feet at \$65/foot for maximum security construction. Costs would be somewhat higher if ADA rises to 120 persons. A DOC estimate of 12,000 square feet at \$40/foot yields another estimate, displayed in parentheses (Butler-type construction).

COLORADO WOMEN'S CORRECTIONAL FACILITY

Six segregation cells (Standard 4023) are 70 square feet. One solution is to extend into the hallway another 1.5 feet. If this is done, the cost/cell for moving or replacing the wall and hardware is about \$7,000/cell.^{7/}

BUENA VISTA

Standard 4142 requires 60 square foot cells and 80 square feet for segregation (4203). At present, 258 cells measure 54 square feet; 54 in A+0; 72 in West wing, 114 in North wing and 18 in Segregation (these must be 80 square feet). For A+0, West and Segregation, the halls are large enough to permit expansion of the cell length, one foot for A+0 and West and 4.5 for Segregation. The cell dimensions will change thus:

A+0, West:	9 x 6 to 10 x 6	(126 cells)
Segregation:	9 x 6 to 13.5 x 6	(18 cells)

^{7/}

All cell expansions include normal construction costs plus a 25% factor for renovation in small areas.

North wing cells can also be expanded in the same fashion; however, 49 cells in North do not receive natural light and new construction will be necessary in addition to the renovation.

North: (a) 9 x 6 to 10 x 6 (65 cells)

(b) new construction (49 cells)

The new construction costs are based on living/housing space of 232 square feet/inmate (the space enjoyed by the current North population). Construction costs are estimated at Colorado prices.

DELTA

Delta requires program space (4284 legal, 4402 educational, and 4416 library) and a gymnasium (4424). It was unclear whether trailers could be renovated for program use; and a later source suggested an all-purpose building, one-half of which could be used as recreation space. In the absence of additional information, a figure of 6700 square feet was used (100 x 67 square feet, as for the Diagnostic Unit -- gymnasium only) for all functions. New minimum security construction was assumed.

RIFLE

Rifle is less clear on needs, since the new construction provides some program space and the Manager prefers to use outside library services. Recreation space is needed and in the absence of further space information all that can be said is that funds will be necessary (+). An all-purpose education unit (4289) is estimated at \$200,000.

COLORADO CORRECTIONAL CENTER

CCC-Golden has not expressed interest in a new gymnasium but would like a tennis court. A cost of \$600 for a latex court is suggested.

FORT LOGAN

Five of the 26 residents live in a room which is too small for partitions, even with a reduced population (2071). There will be a compliance cost but the formulas used earlier cannot be applied accurately to such small numbers.

The capital standards are summarized in Table 27 and total about \$4.4 million. These are inclusive of engineering and design fees and a factor for construction on occupied correctional premises. Added to this should be the costs for the pre-release center (depending on option selected) and the Training Center construction. (This is, of course, in addition to the \$20 million (estimate) already committed to Colorado Corrections.) To all capital figures one should add financing charges.

TABLE 27
CAPITAL STANDARDS COMPLIANCE COSTS^{a/}

	<u>Cost</u>	<u>Source</u>
<u>Diagnostic</u>		
4143	120,000 (60,000)	DOC (IEPS)
4416	12,000	IEPS
4424	379,000 (480,000)	IEPS (DOC)
	<hr/>	
	511,000	
 <u>CWCF</u>		
4203	42,000	IEPS
 <u>Buena Vista</u>		
4142		
a. Renovation	998,000	IEPS
b. New construction	1,137,000 ^b	IEPS
4203	126,000	IEPS
	<hr/>	
	2,261,000	
 <u>Delta</u>		
4284, 4402, 4416, 4424	321,000	IEPS
 <u>Rifle</u>		
4289	200,000	DOC
4424	+	
 <u>CCC-Golden</u>		
4424	600	DOC
 <u>Fort Logan</u>		
2071	+	
 Subtotal	3,335,000	
 Engineering and Design Fees at 7%	233,000	
 Correctional Contingency Fee at 25%	834,000	
 TOTAL	4,402,000	

^aAll IEPS estimates are adjusted to Colorado prices.

^bIncludes built-ins and furnishings.

CHAPTER 15

SUMMARY AND CONCLUSIONS

Standards compliance costs for Colorado range between \$14.5 and \$17.8 million. Tables 15 and 26 - 31 display the data by cost category, organizational unit, individual standard and standards category.^{8/}

ASSUMPTIONS

Although carefully derived in the individual estimates, "grand totals" should be regarded as approximations for reasons discussed below and in the executive summary. Programmatic service costs (work, education and vocational training) are not readily susceptible of partitioning into resource categories. Although the Appendicies present background data which might be so partitioned, these figures are meant to be suggestive rather than definitive. Two critical assumptions -- participation rates and marginal costs = average costs -- underlie these particular estimates. Should Colorado select different participation rates or inaugurate programs with different resource combinations, then these estimates would change.

In some cases, standards' costs are estimated by category, rather than individual standards. Examples are education, training and work (above) and library standards. This follows plans of action which were prepared by category and was generally followed when there was no compliance for an entire category of standards. Partitioning by standards is meaningless in such cases (e.g., establishing hours for library visitation when no library exists).

^{8/} The wide range is caused by the variation in the two pre-release center options. Note: These figures do not include construction projects already underway.

TABLE 28

TOTAL STANDARDS COMPLIANCE COSTS

	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
Organizational Units	\$2,732,000	\$511,000	\$461,000	\$4,403,000
Department-wide:				
Training	1,000,000			504,000
Fiscal/Library	50,000			
Work <u>a/</u>	- - -	\$1,864,000 - - -		
Education <u>a/</u>	- - -	\$1,002,000 - - -		
Vocational <u>a/</u>	- - -	\$234,000 - - -		
Pre-release	\$234,000 - \$1,222,000	\$156,000 - \$312,000	\$15,000 - \$66,000	<u>b/</u> \$1,300,000 - \$3,420,000
Subtotal	\$4,016,000 - \$5,005,000	\$667,000 - \$823,000	\$476,000 - \$527,000	\$6,207,000 - 8,327,000
Subtotal Work Education Vocation		-- 3,100,000 --		
Total		\$14,464,000 - -	\$17,780,000	

a/ Inclusive of all cost categories
b/ ITC replacement costs

Generally, the figures given here may be regarded as total standards compliance costs only if the same care used to derive individual estimates is exercised when implementing standards in the aggregate. Hence, the stress on using this report as a planning tool rather than simply as a "bottom line" for the curious.

RESOURCE COSTS

Tables 15 and 28 present standards by organizational unit and cost category. Of the approximate \$16 million (on average), nearly half (44 percent) is required to comply with capital standards. The most substantial capital deficiencies occur at Buena Vista, where complying with cell space and natural right requirements will cost about \$3 million. Most of the capital costs at other organizational units have to do with recreation and other program requirements.

Personnel costs total between \$4 and \$5 million (add another \$1 - 2 million for education, training and work programs). The facility most in need of personnel is Canon, at \$1.4 million. (Note: Although "Old Max" is to be replaced by "New Max" and "Close", it is not at all clear that these personnel requirements will dissipate. The contribution of physical plant to staffing requirements was beyond the purview of this report.) Every organizational unit requires some additional staff to meet the standards; over 200 FTE positions are implied by the data. The other major personnel cost occurs for training standards. At least a seven-fold increase in training hours is necessary to comply with the many training standards. Even conservatively estimated, substantial relief and training staff positions are required. Supplies and equipment are not inconsequential. The multitude of small needs adds up to over \$1 million and is probably understated.

STANDARDS AND CATEGORIES

Tables 29 - 31, in conjunction with the individual organizational unit and department-wide standards' tables, present the state-wide compliance costs, arrayed by standard, standards' category and cost category. These tables permit examination of particular standards by type -- essential, desirable, important -- and may be useful for planning. The costs presented in Tables 29 - 31 are exclusive of pre-release, education, training and work programs and staff training, and total \$8 million for adult institutions. Of this, one-third is required for personnel (\$2.6 million).

A look at the standards' categories reveals that Security requires the greatest resources, followed by Classification, Recreation and Special Management Inmates. Physical Plant, at \$3.2 million is the most costly category. However, Library Services, which are needed at most facilities, account for 8 percent of total institutional compliance costs; Recreational standards are nearly 9 percent.

Compliance costs for Bails Hall, Fort Logan, and Parole add \$168,000 to the previous total. The majority of costs (73 percent) are to improve parole services, with personnel (85 percent of all parole costs) the major item. Bails Hall and Fort Logan require \$46,000 totally, with the majority in personnel. About 3 - 4 FTE positions are suggested but distributed across several standards, as Table 30 shows.

CONCLUSION

There are numerous ways of displaying information on standards' compliance costs. Many of the tables and appendices represent the same data arranged in different ways, presumably to help guide implementation.

TABLE 29

COLORADO ADULT INSTITUTIONS
STANDARDS COMPLIANCE COSTS BY STANDARDS AND CATEGORY

<u>Standards Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>	<u>Standard Total</u>
<u>Administration</u>					
4005E Administrative Manual	1,100				1,100
4009E Operations Manual ^a	500				500
4010E Monitor Operations	7,500				7,500
4014E Quarterly Report ^b	15,000				15,000
4017E Constructive Programs	32,900				32,900
4026D Association Membership		5,000			5,000
Category Total	57,000	5,000	-0-	-0-	62,000
<u>Training & Staff Development</u>					
4097E Weaponry Training	500				500
4099I Continuing Education	33,600				33,600
Category Total	34,100	-0-	-0-	-0-	34,100
<u>Physical Plant</u>					
4142I Cell Size	57,400			2,818,000	2,875,400
4143E Cell Furnishings			8,400	158,400	166,800
4146E Preventive Maintenance	106,000		10,000		116,000
Category Total	163,400	-0-	18,400	2,976,400	3,158,200
<u>Security</u>					
4150E Security Manual ^c	21,100				21,100
4152E Surveillance Outside			7,800		7,800
4153E Watch Towers	17,100		500		17,600
4162E Security Device Maintenance	24,100				24,100
4163E Searches for Contraband ^d	206,200		1,300		207,500
4164E Policy for Searches ^e	11,000				11,000
4165E Control of Firearms		1,400			1,400
4166E Condition of Security Equipment ^f	4,900				4,900
4167E Issued Weapons			17,800		17,800
4172E Areas for Weapons			400		400
4177E Post Orders	4,800				4,800
4181E Emergency Plan Execution	37,300				37,300
4182I Specially Trained Unit	126,500				126,500
4185E Emergency Power ^g			100,000		100,000
4186E Emergency Equipment Testing	200				200
Category Total	453,200	1,400	127,800	-0-	582,400

TABLE 29 (CONT.)

Standards CategorySupervision of Inmates

4195E Staff Member Assignment	85,800				85,800
4197E Daily Inspection	45,800				45,800
4198E Visit & Living Areas	6,400				6,400
Category Total	138,000	-0-	-0-	-0-	138,000

Special Management Inmates

4203I Segregation Unit Conditions				222,000	222,000
4209E Staff Visits	12,100				12,100
4210E Visits and Mail	75,000				75,000
4213E Shave and Shower Frequency	40,500				40,500
4214E Hygienic Living Conditions	27,800		3,900		31,700
4216E Legal Materials	26,400				46,500
4222E Psychological Assessment	46,500				46,500
Category Total	228,300	-0-	3,900	222,000	454,200

Food Services

4223E Full-Time Supervisor	26,400				26,400
4235E Equipment Meets Standards	22,000		132,600	-0-	154,600
Category Total	48,400	-0-	132,600	-0-	181,000

Sanitation

4241E Fire Drills	2,000				2,000
4242E Housekeeping	16,900				16,900
4245E Issue of Clothing		15,000			15,000
4246E Special Clothing		16,700			16,700
4247E Issue of Bedding		500			500
4249E Daily Clothing Exchange	16,900	45,400			62,300
4250D Personal Laundry Usage	17,000		5,800		22,800
4251E Shower Frequency	35,500				35,000
Category Total	88,300	77,600	5,800	-0-	171,700

TABLE 29 (CONT.)

<u>Standards Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>	<u>Standard Total</u>
<u>Medical</u>					
4253E Medical & Dental Services	74,300		15,000		89,300
4263E Periodic Examinations	5,000				5,000
4264E Medical and Dental Records	19,300				19,300
4271E First Aid Training	16,100				16,100
4279E Psychiatric Consultation	46,100				46,100
Category Total	160,800	-0-	15,000	-0-	175,800
<u>Inmate Rights</u>					
4283E Inmate Legal Assistance		5,000			5,000
4284E Supplies for Legal Matters	32,600	300	4,300		37,200
4287E Healthful Environment ^h			1,600		1,600
4289E Recreational Opportunities	23,300			264,000	287,300
4297E Institution Rules	800	3,000			3,800
Category Total	56,700	8,300	5,900	264,000	334,900
<u>Rules</u>					
4313E Personnel Training	3,200				3,200
4317E Disciplinary Report Requirements	2,800				2,800
4318E Investigating Rule Violations	2,100				2,100
4322E Review of Hearings	17,100	2,000			19,100
Category Total	25,200	2,000	-0-	-0-	27,200
<u>Mail</u>					
4342E Holding of Mail	14,300				14,300
4350E Visiting Policy	12,000				12,000
4352E Informal Communication	16,900				16,900
4355D Visitor Transportation	30,800				30,800
Category Total	74,000	-0-	-0-	-0-	74,000

TABLE 29 (CONT.)

<u>Standards Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>	<u>Standard Total</u>
<u>Reception</u>					
4357E Adequate Facilities	229,500				229,500
4364E Classification Time Frame	21,400				21,400
Category Total	250,900	-0-	-0-	-0-	250,900
<u>Classification</u>					
4375E Special Needs Inmates	11,300		500		11,800
4378E Inmates at Hearings	240,500		19,800		260,300
4382E Administrative Segregation Review	49,800		2,000		51,800
4385I Pre-Institutional Assessment	3,600				3,600
Category Total	305,200	-0-	22,300	-0-	327,500
<u>Ed. & Voc. Training</u>					
107 4393E Education Through High School	42,900				42,900
4395E Education and Voc. Training	7,200				7,200
4402E Specialized Equipment ¹				423,700	423,700
Category Total	50,100	-0-	-0-	423,700	473,800
<u>Library Services</u>					
4409E Library Services Provided ^j	70,600	253,100	39,800		363,500
4411E Full-Time Staff Member	22,000				22,000
4416E Design and Appearance	30,400	153,600	22,200	15,800	222,000
4417I Minimum Provisions		4,300			4,300
4418E Interlibrary Loan	300	4,300	1,100		5,700
Category Total	123,300	415,300	63,100	15,800	617,500

TABLE 29 (CONT.)

<u>Standards Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>	<u>Standard Total</u>
<u>Recreation</u>					
4419E Comprehensive Program	40,200				40,200
4420E Athletic & Cultural	32,200		2,000		34,200
4421E Full-Time Director	14,500				14,500
4422I Inmates as Program Assistants ^k			10,000		10,000
4424E Facilities & Equipment			15,600	501,100	516,700
4427E Specific Program	14,700				14,700
4428E Resources for Activities	30,700		14,700		45,400
Category Total	132,300	-0-	42,300	501,100	675,700
<u>Religious</u>					
4430E Access to Programs	5,500				5,500
Category Total	5,500	-0-	-0-	-0-	5,500
<u>Social Services</u>					
4437E Appropriate Program	66,500				66,500
4438I Trained Supervisor	24,800				24,800
4440E Qualified Counselors	9,300	1,000			10,300
Category Total	100,600	1,000	-0-	-0-	101,600
<u>Release</u>					
4453E Temporary Release Requirements	18,600				18,600
Category Total	18,600	-0-	-0-	-0-	18,600
<u>Citizen Involvement</u>					
4456E Staff Member Responsible	63,000				63,000
4458E Cross Section of Volunteers	9,400				9,400
4459E Volunteer Orientation	1,700				1,700
Category Total	74,100	-0-	-0-	-0-	74,100
GRAND TOTAL	\$2,588,000	\$510,600	\$437,100	\$4,403,000	\$7,938,700

TABLE 29 (CONT.)

FOOTNOTES

^a

Includes costs for 4018, 4150 and 4164 at Rifle.

^b

Includes costs for 4021 and 4198 at Diagnostic Unit.

^c

Includes costs for 4164, 4180 and 4350 at Canon.

^d

Includes costs for 4203 at Canon and 4182 at Fremont.

^e

Includes costs for 4180 at Buena Vista.

^f

Includes costs for 4097 at Canon.

^g

Includes costs for 4186 at Rifle.

^h

Includes costs for 4456-4462 at Rifle.

ⁱ

Includes costs for 4416, 4424 & 4484 at Delta.

^j

Includes costs for 4409-4418 at Canon, Delta & Golden and 4409-4416 at Rifle.

^k

Includes costs for 4422-4429 at Rifle.

TABLE 30

COLORADO HALFWAY HOUSES: BAILS HALL & FORT LOGAN
STANDARD COMPLIANCE COSTS BY STANDARD AND CATEGORY

<u>Standards Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>	<u>Standard Total</u>
<u>Administration</u>					
2006E Manual Review	100				100
2026E Community Involvement	<u>1,400</u>				<u>1,400</u>
Category Total	1,500	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	1,500
<u>Personnel</u>					
2054E Annual Training	<u>2,900</u>				<u>2,900</u>
Category Total	2,900				2,900
<u>Facility</u>					
2066E Facility Health Codes			1,800		1,800
2068I Facility Cleanliness & Repair	23,600				23,600
2070E Light and Ventilation			100		100
2072I Privacy					
2073E Resident Provisions			200		200
2081E Washer and Dryer			<u>1,700</u>		<u>1,700</u>
Category Total	<u>23,600</u>	<u>-0-</u>	<u>3,800</u>	<u>-0-</u>	27,400
<u>Medical Care & Health Services</u>					
2116E First Aid Equipment		400			400
2118E First Aid Training	<u>400</u>				<u>400</u>
Category Total	400	<u>400</u>	<u>-0-</u>	<u>-0-</u>	800
<u>Citizen & Volunteer Involvement</u>					
2134I Securing Citizen Involvement	8,000				8,000
2135E Citizen Involvement Program	500				500
2138E Volunteer Services Supervisor	<u>2,900</u>				<u>2,900</u>
Category Total	11,400	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	11,400
<u>Additional Standards</u>					
2176I Recreation and Leisure			<u>2,000</u>		<u>2,000</u>
Category Total			2,000		2,000
GRAND TOTAL	<u>39,800</u>	<u>400</u>	<u>5,800</u>	<u>-0-</u>	46,000

TABLE 31

COLORADO PAROLE
STANDARD COMPLIANCE COSTS BY STANDARD AND CATEGORY

<u>Standards Category</u>	<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>	<u>Standard Total</u>
<u>Administration, Organization & Mgmt.</u>					
3016E Goals Training	900	200			1,100
3033E Equipment Needs	100		17,700		17,800
3040I Volunteer Program	<u>19,700</u>		<u>200</u>		<u>19,900</u>
Category Total	<u>20,700</u>	<u>200</u>	<u>17,900</u>	<u>-0-</u>	<u>38,800</u>
<u>Personnel</u>					
3060E Clerical Support	40,900				40,900
3065E Initial Orientation	300				300
3066E Training and Education ^a	<u>42,000</u>				<u>42,000</u>
Category Total	<u>83,200</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>83,200</u>
GRAND TOTAL	<u>103,900</u>	<u>200</u>	<u>17,900</u>	<u>-0-</u>	<u>122,000</u>

^{a/} Includes costs for 3067.

Although the standards compliance costs for the first year represent well over half the DOC budget allocation, would-be implementers are cautioned. The temptation to despair is very great if one only looks at totals; the tendency to contest the exact magnitude of the cost figures is equally great if one reads all the appendices and consults the standards. The use of this report lies somewhere in between these extremes. Indeed, this report, besides displaying in one place just about every piece of correctional cost information in the State of Colorado, is really designed as a planning tool, or to use the vernacular, a device for prioritization. It is possible, using this document, to isolate standards by type (essential, desirable, important), by program area (education, vocational, training), by cost category (personnel) or simply by standard alone. The choice is really that of the legislature and the Department -- they can use this report to select the "order" of implementation -- whether first to institute educational programs at Canon or to buy washers and dryers for Buena Vista -- whether to first fund improvements to physical plant or to concentrate on improved staffing. The figures presented here only represent the total expense of standards compliance. Eventually, if total compliance is obtained, Colorado will have spent the monies indicated. For the present, the report ties compliance attainment to specific resources and dollar outlays as a way of guiding new expenditures.

The "guidance" issue constitutes the other message or use of the report. The estimates outlined herein represent total required funds only if the connections between resources, expenditures and compliance tasks remain intact. If personnel are required to accomplish certain standards -

related tasks, care should be exercised to assure that those tasks are in fact performed. It is precisely this gap between resource allocation and outcome which has helped to produce parsimonious legislatures.

The participatory nature of this analysis -- resource estimates provided by users -- lends great validity to the figures. In a sense, the causality has been established; the effect must be planned, nurtured and monitored.

Appendix 1: Financial Summary of
Colorado Correctional System

APPENDIX 1A

FINANCIAL SUMMARY OF COLORADO CORRECTIONAL SYSTEM
1977-1978^a

Organizational Unit	Total	Total Excluding Capital	Personal Services			Services other than Personal ^e	Capital	
			Total	Salaries and Wages ^b	Fringe Benefits ^c		Capital Main-tenance ^f	New Capital
Buena Vista	\$2,360,252	\$2,133,878	\$2,008,787	-	-	-	\$ 125,091	\$211,838 \$14,536
Fremont	3,572,219	2,378,833	1,572,838	\$1,404,947	\$167,891	-	805,995	469,155 7,657
Canon	5,562,873	4,824,155	3,589,557	3,158,670	417,289	\$ 13,598	1,234,598	725,240 13,478
Women's	764,712	716,574	595,137	531,676	63,461	-	121,437	44,541 3,597
Delta	388,034	375,101	335,932	-	-	-	39,169	835 7,098
115 Rifle	132,953	106,500	96,928	-	-	-	9,572	112 26,341
Diagnostic	935	714	-	-	-	-	714	221 -
Centralized Services	1,451,722	1,438,492	1,020,102	740,128	152,126		418,390	2,786 10,444
Bails Hall	208,594	189,058	160,022	-	-	-	29,036	19,382 154
Fort Logan	149,104	146,116	135,528	-	-	-	10,588	2,988 -
Parole	1,481,327	1,415,818	1,359,569	-	-	-	56,249	58,197 7,312

NOTES TO APPENDIX 1A

^aActual expenditures

^bIncludes full-time classified service payments, overtime classified service payments, shift differential, etc.

^cIncludes state payments to public employees retirement, health insurance, and life insurance, annual leave -- retirement, termination, death payments, etc.

^dProfessional and contracted fees

^eExamples are office supplies, clothing and uniform allowance, travel, rents for equipment, library books, periodicals and subscriptions, etc.

^fMaintenance and repair of equipment, motor vehicles, building and grounds, building and equipment rental

^gPurchase of office furniture and equipment, motor vehicles, kitchen and laundry equipment, etc.

APPENDIX 1B

FINANCIAL SUMMARY OF COLORADO CORRECTIONAL SYSTEM
1978-1979^a

Organizational Unit	Total	Total Excluding Capital	Personal Services			Services other than Personal ^e	Capital	
			Total	Salaries and Wages ^b	Fringe Benefits ^c		Capital Main-tenance ^f	New Capital ^g
Buena Vista	\$4,579,099	\$4,568,738	\$2,439,128	\$ -	\$ -	\$ -	\$2,129,619	\$ 10,361
Fremont	2,328,170	2,174,539	1,705,501	1,514,584	190,917	-	469,038	144,418 9,213
Canon	7,227,104	6,900,662	4,509,645	4,030,212	412,898	57,535	2,391,017	291,301 35,141
Women's	198,629	758,562	661,414	590,563	70,851	-	97,148	32,516 7,551
Delta	768,487	752,428	481,398	-	-	-	271,030	- 16,059
117 Rifle	476,035	425,995	234,006	-	-	-	191,989	- 50,040
Diagnostic Center	591,816	580,674	521,641	435,646	55,225	30,770	59,033	1,419 9,723
Bails Hall	228,564	204,198	159,739	-	-	-	44,459	22,481 1,885
Fort Logan	158,490	153,988	145,156	-	-	-	8,832	3,939 563
Parole	1,595,095	-	1,463,038	-	-	-	51,366	61,759 18,932

NOTES TO APPENDIX 1B

^aActual expenditures

^bIncludes full-time classified service payments, overtime classified service payments, shift

^cIncludes state payments to public employees retirement, health insurance, and life insurance, annual leave -- retirement, termination, death payments, etc.

^dProfessional and contracted fees.

^eExamples are office supplies, clothing and uniform allowance, travel, rents for equipment, library books, periodicals and subscriptions, etc.

^fMaintenance and repair of equipment, motor vehicles, building and grounds, rent, etc.

^gPurchase of office furniture and equipment, motor vehicles, kitchen and laundry equipment, etc.

APPENDIX 1C

FINANCIAL SUMMARY OF COLORADO CORRECTION SYSTEM
1979-1980^a

Organizational Unit	Total	Total Excluding Capital	Personal Services			Services other than Personal	Capital	
			Total	Salaries and Wages ^b	Fringe Benefits ^c		Capital Main- tenance ^f	New Capital ^g
Buena Vista	\$4,474,078	\$4,470,106	\$2,232,419	-	-	-	\$2,237,687	- \$ 3,972
Fremont	2 026,799	2,022,789	1,766,061	-	-	-	256,728	- 4,010
Canon	5,668,376	5,661,143	4,896,701	-	-	-	746,442	- 7,233
Women's	718,746	718,121	641,002	-	-	-	77,119	- 625
Delta	810,955	790,462	413,754	-	-	-	376,708	- 20,493
Rifle	526,167	526,167	224,284	-	-	-	301,883	- -
Diagnostic	460,093	460,093	414,703	-	-	-	45,390	- -
CCC-Golden	356,069	356,069	244,156	-	-	-	111,913	- -
Industrial Training Center	235,933	235,933	227,685	-	-	-	8,248	- -
Parole	1,443,434	1,396,719	1,359,826	-	-	-	36,893	\$28,963 17,752

NOTES TO APPENDIX 1C

^aPlans

^bIncludes full-time classified service payments, overtime classified service payments, shift

^cIncludes state payments to public employees retirement, health insurance, and life insurance, annual leave -- retirement, termination, death payments, etc.

^dProfessional and contracted fees.

^eExamples are office supplies, clothing and uniform allowance, travel, rents for equipment, library books, periodicals and subscriptions, etc.

^fMaintenance and repair of equipment, motor vehicles, building and grounds, etc.

^gPurchase of office furniture and equipment, motor vehicles, kitchen and laundry equipment, etc.

Appendix 2: Standards Compliance Costs

APPENDIX 2A
CANON CORRECTIONAL FACILITY
STANDARDS COMPLIANCE COSTS

Standard	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Training & Staff Development</u>										
(see training section)										
excluding										
4097E	Weaponry Training -- see 4166									
<u>Security and Control</u>										
4150E	Security Manual (see 4164, 4180, 4181, 4150)	CorrOff Step 4	.4 FTE	\$ 6750						
4153E	Watchtowers (conflict, not shown defic) kerr=no HBJ=	CorrOff Step 4	10.2 FTE	17125	Whistle	2		Pagers (open channel communication)	2	\$ 450
4162E	Inspection	Technician	1.3 FTE	24148						
4163E	Contraband-Search (4182 & 4203)	Corr Lt. (security supv)	5.1 FTE	126220				Metal detectors	3	810
4164E	Contraband (included in 4150)		.1 FTE							
4165E	Firearms				Gloves	20 pr	\$ 360			
4166E	Firearms Inventory(4097)	OrdinanceOff	.25FTE	4930						
4180E	Emergency Plans (4150, 4164)	(included in 4150)	.05FTE							
4181E	Execution of Plans	All employees	<u>overtime</u>	17453						
		x one day	200 days							
4182I	Disturbances (4153)		<u>overtime</u>							
	1. Initial	Corr.Lt.	.06 FTE							
	2. Ongoing	Corr.Lt.	4.5 FTE	126,516						
		Trainer	.6							
4186E	Emergency Equipment	Corr.Off. Step 4	.009FTE	152						
<u>Supervision of Inmates</u>										
4197E	Inspect Institution	Corr.Lt.	.85 FTE	21037						
<u>Special Management Inmates</u>										
4203I	Segregation inspection (included in 4163)		.25 FTE							
4209E	Visits to Segregation	AdminAsst B (free up supv)	.125FTE	1875						
		Nurse or Phys Asst (Nurse II)	.5 FTE	10217						

APPENDIX 2A (CONT.)

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Special Management Inmates (cont'd)</u>										
4210E	Visitation Privileges-Segregation	Corr.Supervisor	.8 FTE	\$ 74920						
		C.O. Step 4	1.6 FTE							
		Corr. Technician	.8 FTE							
		C.O. Step 4	.8 FTE							
4213E	Segregation-shave/shower	C.O. Step 4	.4 FTE	40502						
		C.O. Step 4	2.0 FTE							
4214E	Segregation - laundry, hair, etc.									
	Barber Shop	CorrSupv	1.0 FTE	27824				Barberchairs	6	\$ 3900
	Laundry	C.O. Step 4	.2 FTE							
4216E	Legal Materials (4217)	LawLibrarian	.9 FTE	19800				Legal Materials not specified		
		(Lib II Step 4)						26,400		
4217E	Reading Materials (4216)	" "	.3 FTE	6600						
4222E	Psychological Assessment	Psychiatrist	1.0 FTE	46528						
<u>Sanitation, Safety and Hygiene</u>										
4246E	Special clothing - kitchen									
4249E	Daily Clothing Exchange?									
									</	

APPENDIX 2A (CONT.)

Standard Weight	Description	Type	Personnel		Total	Type	Supplies		Type	Equipment	
			Time				Number	Total		Number	Total
<u>Inmate Rights</u>											
4284E	Access to Materials - legal					Misc.Xeroxing	\$ 100		Manual Typewriter	3	\$ 1650
						1st year			Typing Tables	3	
4297E	Rules for Inmates	C.O. Step 4	.05 FTE	\$ 829		Manual	1000	3000	Chairs	3	
						" after	500	1500			
<u>Mail and Visiting</u>											
4342E	Holding of Mail	Mail Clerk (C.O. Step 1)	1.0 FTE	14333							
4350E	Visiting Policies (4150)	(14 hours/year; included in 4150)									
4352E	Visiting Procedures	C.O. Step 4	1.0 FTE	16876							
4355D	Visitor Transportation	C.O. Step 4	1.2 FTE	20251					Bus	1	
<u>Reception & Orientation</u>											
4357E	Separate Facility-New Inmates	C.O. Step 4	13.6 FTE	229514							
4364E	Classification	Corr.Spec.	1.0 FTE	21443							
<u>Classification</u>											
4378E	Notice Hearings	Corr.Spec.	10.0 FTE	221534					Dictaphone/Transcriber	10	19750
		Clerical	3.0 FTE						Desks	10	
									Chairs	10	
									Typewriters	10	
4382E	Segregation-Review	Corr.Spec.	2.0 FTE						Dictaphone, Desk, Chair,		
		Clerical	1.0 FTE	49760					Typewriter (1 each)		2025
<u>Library Services</u>											
4409 - 4418	Comprehensive Library Services	Librarian I	1.0 FTE								
		Librarian Techn	1.0 FTE	30394		Books, Magazines, \$177,218			Shelving, furnishings		25692
						Newspapers, Film, etc.					
						(Annual maintenance costs estimated @\$18,000)					

APPENDIX 2A (CONT.)

Standard Weight	Description	Type	Personnel		Type	Supplies		Type	Equipment	
			Time	Total		Number	Total		Number	Total
<u>Recreation and Inmate Activities</u>										
4427E	Programs for Inmates (4428)	Coordinator	1.0 FTE	\$ 14744						
4428E	Program Requirements	#59 Corr.Spec. Step 1	.5 FTE	9287				Dictaphone Selectric	1 1	\$ 1700
<u>Social Services & Counseling</u>										
4437E	Social Service Programs	#59 Corr.Spec. Step 1	2.0 FTE	37150						
<u>Citizen Involvement and Volunteers</u>										
4456E	Staff	Vol. Coord/Corr. Spec Secy-Gr. 40 Step 1	1.0 FTE .5 FTE	24491	Office Supplies	?		Desk Dictaphone Chair	1 1 1	

APPENDIX 2B
PREMONT CORRECTIONAL FACILITY
STANDARDS COMPLIANCE COSTS

Standard Weight	Description	Type	Personnel		Total	Type	Supplies		Type	Equipment	
			Time				Number	Total		Number	Total
<u>Physical Plant</u>											
4146E	Preventive Maintenance	Electr. Maint.	1.0 FTE	105,987 ^{*/}					Pickup truck(used)	2	10,000
		Step 4							Tools		
		Plumber Maint.	1.0						Drills		
		Step 4							Welder		
		Maint. Mech.	2.0						Lawnmower		
		(est. as plumber)									
		Janitor	1.0								
		(est. as plumber Step 1)									
		Yardman	1.0								
		(es. as plumber Step 1)									
		Secy IB	1.0								
		Step 4)									
<u>Security & Control</u>											
4150E	Security Manual Review, update	Publ. Spec. A	1.0	14,301							
		Step 4									
4163E	Searches	Corr. Off.	5.1	80,069							
		Step 4									
4181E	Training-Emergency Plans	all C.O.(Step 4	1)80 FTE	12,657							
		used as average)	x 16 hrs								
			= .75 FTE								
			2) 80 FTE	6,413							
			x 8 hrs								
			= .38 FTE								
4182I	Disturbance Unit	No Info									
		?see 4163?									

^{*/} FCF, CWCF and CCF exterior

APPENDIX 2B (CONT.)

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Sanitation, Safety, Hygiene</u>										
4246E	Special Clothing									
4249E	Daily Clothing Exchange	C.O. Step 4	1.0FTE	16,876		Kitchen White Duck Uniform 3x Clothing 1242	-- 11,874	Additional Facilities? Soap?		
4251E	Showers 3x/week	Corr. Techn C.O. Step 4	1.0 1.0	35,452						
<u>Medical & Health</u>										
4279E	Psychiatric Consultation (out of 1.0 for Canon City complex)	Psychiatrist	.3 FTE	15,044						
<u>Inmate Rights</u>										
4284E	Legal Supplies & Materials						100	Typewriters	4	1,200
<u>Inmate Rules & Regulations</u>										
4313E	Training - new personnel -- See Training									
<u>Mail & Visiting</u>										
4350E	Review & Update Policies (all policies)	Adm. Asst B	.8	12,003						
<u>Educational & Vocational Training</u>										
4393E	Education Programs	Teacher	3.0	42,903						
4395E	Program Availability	Spec. Ed. Paraprof (teacher)	.5 FTE	7,150						
<u>Library Services</u>										
4409E	Comprehensive Services									
4416E	Library Facilities			30,394			153,583			22,162
4417I	Library Services									
<u>Recreation & Inmate Activities</u>										
4420E	Recreation Activities	Corr. Techn.	3.0	32,186				Hobby & Craft		2,000
<u>Social Services & Counseling</u>										
4440E	Counseling	Corr. Spec.	.5	9,308		Videotapes, Manuals, misc.	1,000			
<u>Citizen Involvement & Volunteers</u>										
4456E	Staff Member Responsible	Adm. Asst. Corr. Techn.	.09 2.0	38,502						

CONTINUED

2 OF 3

APPENDIX 2C
DIAGNOSTIC UNIT
STANDARDS COMPLIANCE COSTS

Standard Weight	Description	Type	Personnel		Total	Type	Supplies		Type	Equipment	
			Time				Number	Total		Number	Total
<u>Administration, Organization & Management</u>											
4005E	Manual (4009)	Supv. time	.05 FTE	1,072							
		(average)	(80 hrs/yr)								
4009E	Operations Manual (4005)	(average of	.025 FTE	536							
		FTE time)	(40 hrs/yr)								
4014E	Quarterly Reports	Corr. Techn	.025 FTE	3,997							
	(4021; 4198)	Step 4	OR								
		Adm Asst	1.0	15,004							
		(Clerk B, Step 4)	(see text)								
4017E	Programs	Teacher	.3 FTE	4,290							
4021I	Internship Program	(.1 FTE Adm. Asst. included in	4014)								
<u>Physical Plant</u>											
4142I	Cell Size -- Time in Cell	Corr.Off.	3.4 FTE	57,378							
		Step 4									
4143E	Lighting - switches							Light switch & Labor	120		8,400
	Natural Light (See Capital Standards)										
4163E	Searches							Metal Detectors	2		450
<u>Supervision of Inmates</u>											
4195E	Inmates Assigned to Staff	Corr. Spec.	4.0	85,774							
		Step 4									
4197E	Inspections	Corr. Spec.	1.0	21,444							
		Step 4									
4198E	Inspections	(Adm. Asst. included in	4014)								
<u>Sanitation, Safety & Hygiene</u>											
4241E	Fire Drills	Corr. Offc.	.12	2,025							
		Step 4	(208 hrs/yr)								
			(2 ofcrx2 hrs/wk)								
4245E	Inmate Clothing/Supplies					Jackets	450	Sewing Machine	1		--
						Hats	450				
						Shirts	100	-7-			
						Pants	100				
						Mattress	120				
						Towels	600				

APPENDIX 2C (CONT.)

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Sanitation, Safety & Hygiene (cont'd)</u>										
4246E	Special Clothing				Kitchen white duck uniform	105	1) 1,470 2) 490			
4247E	Bedding & Linen				Mattress	120	468			
4249E	Laundry Services				Covers					
4250D	Laundry Facilities	Corr. Tech. Step 4	.85 FTE	16,986	Jump suits	450				
					Inst clothing	400				
					Soap			Washer	2	850
					I.D. Stamp					
<u>Medical & Health Care Services</u>										
4253E	Medical & Dental Services	?								
4279E	Psychiatric Consultation	Psych.	.06 FTE	3,009 (3 hrs/wk)						
<u>Inmate Rights</u>										
4284E	Legal Supplies	Corr. Techn.	.01 FTE	200				Manual Typewriter	2	600
<u>Classification</u>										
4375E	Special Needs Inmates (4385)	Programmer Specialist	.75 FTE	11,263	Supplies		?	Desk, Chair	1 ea.	500
		Secy 1B	.1							
		Step 2								
4385I	Pre-Institutional Assessment (4375)	Programmer Specialist	.25	3,573	Supplies		?			
		Secy 1B	.02							
		Step 2								
<u>Library Services</u>										
4409E	Comprehensive Library Services	Librarian I Step 4	.05	953	Book purchase		1,575			
4418E		Libr. Techn. Step 4	.02	330	Paperbacks	1000	4,337	Shelving		1,105
					News. Subscr.	3		Table		
					Mag. Subscr.	10		Chair		
					Cards, Tabs.			Typewriter	1	
					Pockets, etc.					

APPENDIX 2C (CONT.)

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Recreation & Inmate Activities</u>										
4424E	Facilities & Equipment	--	See Capital Standards						Chess	12
									Handballs	365
									Checkers	12
									Weights	1
									Basketballs	6
									Volleyballs	6
									BBall net	2
									VBall net	2
<u>Religious Services</u>										
4433E	Special Diets							Meals/yr. 1971/yr		
<u>Citizen Involvement & Volunteers</u>										
4459E	Volunteer Orientation		Programmer	1.25FTE	1,650					
			Specialist							

APPENDIX 2D
 COLORADO WOMEN'S CORRECTIONAL FACILITY
 STANDARDS COMPLIANCE COSTS

Standard										
Weight	Description	Type	Time	Total	Type	Number	Total	Type	Number	Total
<u>Training and Staff Development</u>										
4092E	Staff training -- See Training									
<u>Security and Control</u>										
4152E	Surveillance perimeter							TV Cameras		\$7,818
								Wire		
								Cable		
								Metal Gun Locker	345	
								8 Compartment		& installation
4172E	Weapons Storage									
<u>Special Management Inmates</u>										
4203I	Segregation Housing (see Capital costs.)									
<u>Inmate Rules & Discipline</u>										
4317E	Disciplinary Reports	CorrSpec	.125	\$2,788						
		Step 4								
4318E	Rule Violations (4317)	" "	.1 FTE	2,144						
<u>Library Services</u>										
4409E	Library Services							AV equip-		
4411E	Full time Staff member	Libr II	1.0 FTE	22,001				ment	\$1,345	
4417I	Library Services							Reference		
								Collection		
								Books	3,000	
<u>Release Preparation and Temporary Release</u>										
4453E	Temporary Release	CorrTech		18,576						
		Step 4								

APPENDIX 2E
BUENA VISTA CORRECTIONAL FACILITY
STANDARDS COMPLIANCE COSTS

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Training and Staff Development</u>										
4091E	Employee Training	--	See Training							
<u>Physical Plant</u>										
4142I	Cell Size	--	See Capital Standards							
<u>Security & Control (4203)</u>										
4164E	Search Policy (4180)		Admin Clerk Typist A, Step 1	1.0	11,008					
4167E	Weapons							.38 pistols .243 rifles	15 } 4 }	3,800
4180E	Written Emergency Plans (included in 4164)									
4181E	Emergency Training		C.O. Step 4	0.4	675					
			(average, overtime relief)							
<u>Special Management Inmates</u>										
4203I	Cell Size	--	See Capital Standards					Desks, Chairs	18 ea	--
<u>Food Services</u>										
4235E	Facilities & Equipment		Food Service Worker B, Step 4	2.0	22,616			Kitchen Equipment		125,000
<u>Sanitation, Safety & Hygiene</u>										
4246E	Uniforms						Kitchen white 105 1) 1,470 duck 2) 490			
4250D	Laundry Facilities							Washers, Dryers, Irons 4 ea Ironing Boards & Installation		4,850
<u>Medical & Health Care Services</u>										
4264	Medical & Dental Records		Admin Clerk Typist Step 4	.67	8,496					
4271E	First Aid Training		Nurse 1A, Step 4	1.0	16,093					
<u>Mail & Visiting</u>										
4355D	Visitor Transportation		C.O. Step 4	.125	2,110	Insurance		Station Wagon	1	--

APPENDIX 2E (CONT.)

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Inmate Work Programs</u>										
4386E	Programs	--	See Work Program Standards							
<u>Recreation & Inmate Activities</u>										
4428E	Program Requirements		Canteen Officer 1.0	\$21,351						\$13,000
<u>Release Preparation</u>										
4448D	Use of Parolees	--	See text.							

APPENDIX 2F
DELTA HONOR CAMP
STANDARDS COMPLIANCE COSTS

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Training and Staff Development</u>										
4099I	Continuing Education	Relief All Staff	253 days	\$33,600						
<u>Physical Plant</u>										
4143E	Cell furnishings							Desks, chairs		
4144I	Dorm furnishings							Lockers		
<u>Security and Control</u>										
4167E	Weapons-issue							Helmets, shotguns,		\$14,035
4168E	Firearms Storage							radios, etc.		
4177E	Post Orders Review	AdminOff II	.25 FTE	4,764						
<u>Supervision of Inmates</u>										
4197E	Inspections (4198)	CorrOff Step 4	.2 FTE	3,375						
4198E	Inspections by Supervisors	ChiefExec Asst DeptHeads	.03 FTE .08 FTE .01 FTE	3,786						
<u>Sanitation, Safety and Hygiene</u>										
4242E	Housekeeping	CorrOff Step 4	1.0 FTE	16,876						
4246E	Special Clothing -- kitchen					White duck uniform	36 \$ 504(1st year) 168(ongoing)			
	" " -- outside					Outside clothing	70 10500(1st year) 15750(ongoing)			
<u>Medical and Health Care Services</u>										
4263E	Health Examinations	Transport Officer (cost 4)	.3 FTE	5,063						
4271E	First Aid Training (see Training0									
<u>Inmate Rights</u>										
4284E	Legal Supplies and Supervision	Libr I	1.7 FTE	32,391	General Legal		100	Manual Typewriter	1	400
<u>Inmate Rules and Discipline</u>										
4322	Disciplinary Review	Admin Off III Step 4	.25 FTE	4,683						

APPENDIX 2F (CONT.)

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Mail and Visiting</u>										
4355D	Visitor Transportation	CorrOff Step 4	.5 FTE	\$ 8439						
<u>Education and Vocational Training</u>										
4402E	Educational Equipment				General Supplies			Rooms or 8x16 trailer Carrels A.V.I.S. EQ. Admin Office		
<u>Library Services</u>										
				14301			\$39270			\$6,451
<u>Recreation and Inmate Activities</u>										
4419E	Leisure Time Activities	Recreation Director (CorrTech Step 4)	1.0 FTE					Gym and Athletic Equipment	7,844 (from CCC estimate)	
		Assistant (C.O. Step 4)	1.0 FTE	40205						
<u>Social Services & Counseling</u>										
4437E	Program	Counselors	2.0 FTE	29267						
4438I	Qualified Supervisor	CorrSupv	1.0 FTE	24750				Trailer(24x65)		
4440E	To be addressed by Training Dept.									
4440E	" " " "									(6 relevant staff)
<u>Release Preparation</u>										
see separate section										
<u>Citizen Involvement and Volunteers</u>										
4458E	Volunteers (4459,4460)	AdminOff II Step 4	.5 FTE	9365						
<u>All Purpose Facility</u>										
4409 - 4418				14300			39,300			6,500

**APPENDIX 2G
RIFLE HONOR CAMP
STANDARDS COMPLIANCE COSTS**

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Inmate Rights</u>										
4283E	Legal Library					Library Materials	5,000			
4284E	Legal Materials					Supplies	?	Manual Typewriter	1	400
4289E	Recreational Opportunities	Rec. Dir. (Corr. Techn. Step 4)	1.0 FTE	23,333		(See Capital Standards)				
<u>Inmate Rules & Discipline</u>										
4322E	Disciplinary Hearings/Review	(officer included in 4010)				Operating Supplies	1,000			
		Admin Clerk- typist Step 4	1.0	12,402		Travel	1,000			
<u>Mail & Visiting</u>										
4355D	Visitor Transportation	?								
<u>Classification</u>										
4378E	Hearings-Appearances & Notice (4322, 4010)	Admin Ofcr I Step 4	1.0	19,054						
<u>Educational & Vocational Training</u>										
4406E 08	Programs-Instructors	No information								
<u>Library Services</u>										
4409 - 4416		Transp. Off. I (C.O. Step 4)	1.0	16,876						
		(See also Library Standards)								
<u>Recreation & Inmate Activities</u>										
4422-4429	Recreation Programs (included in 4289)	(see Capital Standards)						Recreation Equip		10,000
<u>Religious Services</u>										
4430-4434	Religious Programs (handled off grounds; considered no cost)									
<u>Release Preparation</u>										
4445-4455	Pre-Release Programs (see Pre-Release Section)									
<u>Citizen Involvement & Volunteers</u>										
4456-4462	Citizen/Volunteer Programs (Coordinator included in 4289)									

APPENDIX 2G (CONT.)

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Administration, Organization & Management</u>										
4010E	Operations (4005, 4018, 4150, 4164, 4322)	Adm. Clerk B (Step 4)	.5 FTE	7,502						
4017E	Programs & Staff	Psychiatrist	Est..25 (Contract)	28,576						
		Recreation	1.0							
		Corr Spec Step 1								
		Vol. Coord (w/recre)								
4018D	Community Agency Participation (included in 4010)									
4026D	Participation in Professional Organizations									
						Membership Fees	5,000			
						ACA, CCA, Travel				
<u>Research & Evaluation</u>										
4125I	Use of Research	?Department-Wide?								
<u>Security & Control</u>										
4150E	Security Manual (included in 4010)									
4164E	Search Policy (" ")									
4165E	Security Equipment									
						Identifying	20	1,000		
						Jackets				
4185E	Emergency Generator									
4186E	Testing Emergency Equipment (included in 4185)									100,000
<u>Supervision of Inmates</u>										
4198E	Visits - Medical	Physician	2 hrs/wk (contract)	2,600						
<u>Food Services</u>										
4235E	Kitchen Equipment (included in new construction)									
<u>Sanitation, Safety & Hygiene</u>										
4243E	Vermin & Pests									
4246	Special Clothing									
						Kitchen White	36	1)504		
						Duck		2)168		
<u>Medical and Health Care Services</u>										
4271E	First Aid Training (See Training Standards)									

APPENDIX 2H
COLORADO CORRECTIONAL CENTER - GOLDEN
STANDARDS COMPLIANCE COSTS

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Training & Staff Development</u>										
4097E	Weaponry Training	16 hrs. x 3 C.C.s	.03 FTE	542						
<u>Physical Plant</u>										
4143E	Room Facilities (4144)	(new construction)						Desks	100	--
<u>Food Services</u>										
4223E	Food Service Supervisors	Food Supv. I, Step 4	.6	9,656						
		Cook I, Step 4	1.2	16,731						
4235E	Food Service Equipment							Steam Table, Slicer guide, Utensils, Grinding Equip, Pastry Table, Meat Block Fire Extinguishers		7,575
<u>Sanitation, Safety & Hygiene</u>										
4246E	Uniforms				Kitchen white duck	24	1) 336 2) 112			
<u>Inmate Rights</u>										
4283E	Legal Assistance	(included in renovation)								
4284E	Legal Supplies							Manual typewriter, file, table	1 ea	?
4287E	Healthful Environment							Chairs	4	
<u>Inmate Rules & Regulations</u>										
4313E	Training in Inmate Rules overtime-relief		.15	3,217				Urinals	20	1,600
		(2 hrs/mo x 11 staff x 12 months)								
<u>Education & Vocational Training</u>										
4394-6	Programs	(space included in Renovation use community facilities)								

APPENDIX 2H (CONT.)

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total		
<u>Library Services</u>												
4409 - 4418	Library Services	Librarian	.5 FTE	8,047	Books	1,500	35,039	Com'l Overhead Projector Copy Machine (transp) Screen Slide Projector	}	7,555		
<u>Recreation & Inmate Activities</u>												
4421E	Recreation Director (4419-4420, 4422, 4428)	Recreation Dir.	1.0	14,508								
4424E	Recreational Facilities & Equipment (see Capital standards)							Pool Table Ping pong Weights Volleyball equipment Tennis equipment Etc.			}	7,844
<u>Religious Services</u>												
4430E	Religious Programs	Chaplain IA, Step 4	.25	5,500								
4434E	Religious Program Sapce (included in Renovation - Day room or Dining Space)											

APPENDIX 2I
BAILS HALL
STANDARDS COMPLIANCE COSTS

Standard Weight	Description	Type	Personnel Time	Total	Type	Supplies Number	Total	Type	Equipment Number	Total
<u>Administration</u>										
2026E	Community Involvement Comm.	Corr.Supv., Step 4	.02FTE	495						
		Secy IB, Step 4	.04	600						
		(6 hrs/mo.)								
<u>Facility</u>										
2066E	Sanitation & Health Codes									
2068I	Clean, good repair	Maintenance	1.0	15,734					Smoke Detectors	12
2070E	Lighting/Vent. in Quarters								Kitchen Fire Ext.	1
2073E	Room Furnishings									50
2081E	Laundry Facilities								Chairs	15
									Washers, Dryers	2 ea.
										1,700
<u>Medical Care & Health Services</u>										
2116E	First Aid Equipment (2117)									
2118E	First Aid Training	overtime/relief	2.5 days	129	Kit	1	175			
<u>Citizen & Volunteer Involvement</u>										
2135E	Select, Train Volunteers	C.O. Step 4	.03 FTE	506						
2138E	Supv. Volunteers	C.O. Step 4	.17	2,864						
			(2 days/mo)							
<u>Communication & Coordination</u>										
2171I	Professional Memberships				ACA	9	--			
					IIIIA					
<u>Additional Standards</u>										
2176I	Recreation Activities								TV	
									Pingpong	
									furniture	
									Basketball	
									Chess, Checkers	1,950

APPENDIX 2J

FORT LOGAN

STANDARDS COMPLIANCE COSTS

Administration

2006E Policy Manual Review
2026E Comm. Involvement Committee

<u>Personnel</u>		Supervisor	2 days/yr.	254
2054E	40 Hrs. Training/Education	relief/overtime		
		Supervisor	.02 FTE	
		Staff	.02 (x7)	2,853
		Secretary	.02 (.5)	

Facility

2067E	Fire Safety Regulations (included as Renovation)		
2068I	Facility -- Clean, Good Repair	Maint. Techn .5 FTE	7,867
		(est as plumber)	

2071E Sleeping Area Size -- See Capital Standards
2072I Sleeping Area Privacy --See Capital Standards

Medical Care and Health Services

2116E	First Aid Equipment (2117)			Kit	1	175
2118E	First Aid Training	Staff	4 days	290 (initial cost only; not recurring)		

Citizen & Volunteer Involvement

21341	Citizen Involvement	Corr.Techn. Step 1	.5 FTE	8,047
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Evaluation

2175I Independent Evaluation (no plan)

APPENDIX 2K

PAROLE

STANDARDS COMPLIANCE COSTS

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Appendix 3: Production Cost Model

APPENDIX 3
PRODUCTION COST MODEL ^{a/}

SHOP	FTE ^b	Capital ^c (Existing)	Capital ^d (New)	Total	Number Inmates ADA CAP.		Average Annual Cost
Print	65,818	10,650	15,800	92,268	14	14	6,591
Furniture	38,054	14,206	150	52,410	28	35	1,497
Forestry	19,479	20,520	1,800	41,799	12	24	1,742
Sewing	42,847	5,406	807	49,060	23	25	1,962
Auto. Maint.	38,054	1,322	200	39,576	9	9	4,397
Equip. Repair	47,735	1,516	187	49,438	6	8	6,180
Landscaping	48,065	262	200	48,527	18	20	2,426
Sheetmetal	23,594	6,426	530	30,550	8	10	3,055
Welding	18,576	2,702	360	21,638	5	16	1,352
Metal Fabric.	89,505	84,420	10,000	183,925	46	75	2,452
Metal Sign	24,749	12,200	2,065	39,014	10	10	3,901
Machine Shop	40,002	3,442	14,650	58,094	25	35	1,660
Auto Shop	18,231	768	515	19,514	5	8	2,439
Average							3,050

^aInformation derived from Canon and Fremont, IEPS questionnaire July, 1979, excludes inmate pay.

^bIncludes salary fringe and PERA.

^cTaken @20% value (5 yr. life).

^dTaken @ 10% value (10 yr. life).

Appendix 4: Correctional Industries Questionnaire

APPENDIX 4

Correctional Industries QUESTIONNAIRE

This questionnaire requests information about staff, inmates, and equipment in your shop. Please give your best estimates for equipment--both present value and new purchase price.

Please return as soon as possible.

I. Name of shop _____

II. Number of FTE's _____

III. Job titles of FTE's

Salary

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

IV. Existing equipment

Description

Year of
Purchase

\$ value

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

(use reverse side if more space is needed)

APPENDIX 4 (CONT.)

v. What items in (IV) above require replacement? Specify.

Description	\$ value
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

VI. What additional equipment would you need for your shop?

Description	\$ value
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

VII. Number of inmates working in shop _____

VIII. Maximum number of inmates your shop can use efficiently _____

IX. Comments: _____

Thank you!

Gail Funke

Gail Funke
IEPS

Appendix 5: Capitalization Per Worker
Selected Shops

APPENDIX 5
CAPITALIZATION PER WORKER
SELECTED SHOPS⁵

Shop	Existing Capital	New Capital	Total Capital	Number Workers	Investment/ Worker
Print	53,250	158,000	211,250	14	15,089
Furniture	71,030	1,500	72,530	35	2,072
Forestry	10,260	18,000	28,260	24	1,178
Sewing	27,030	8,070	35,100	25	1,404
Auto Maint.	6,610	2,000	8,610	9	957
Equip. Repair	7,580	1,870	9,450	8	1,181
Landscaping	1,810	2,000	3,810	20	191
Sheet Metal	32,130	5,300	37,430	10	3,743
Welding	13,510	3,600	17,110	16	1,069
Metal Fabric.	422,100	100,000	522,100	75	6,961
Metal Sign	61,000	20,650	81,650	10	8,165
Machine Shop	17,210	146,500	163,710	35	4,677
Auto Shop	3,840	5,150	8,990	8	1,124

^aSource: IEPS Questionnaire, July 1979.

Appendix 6: Vocational Training
Models

APPENDIX 6
VOCATIONAL TRAINING: MODELS

Colorado DETA Programs

	Cost Student/Yr.	First Year	Subsequent Years
Business Ed.	1,273	1,273	1,273 + sal
Word Processing		2,795	2,695 + sal
Micrographics		1,488	1,376 + sal
Graphic Arts		1,233	1,048
Bus Refurb		5,137	1,529
Bus Education	694	<u>694</u>	<u>694</u> + sal
		2,103	1,436 Ave/Student/Yr.
Range	2,800	--	700 *if instr. \$ do <u>not</u> include FB, average rate would be \$100

^aSource: 1979 DETA PROG PLAN

Some Minnesota Costs

	Budget	ADA	Average
@MSP: (Voc. Ed.)	501,200	135	3,712
Reform (Voc. & Sez Ed.)	942,000	204	4,618
VOC			7,233 2,496
ED			4,228 3,568
VOC Range	7,233-2,496		
EDUC			

^aMS DOC 3,568-4,228

Appendix 7: Training Cost Standards

APPENDIX 7
TRAINING COST STANDARDS

- 4090 - Written policy and procedure provide that all new employees receive 40 hours of orientation prior to job assignment and and additional 40 hours of training during the first year of employment; provisions acknowledge and give credit for prior training received. (Essential)
- 4091 - Written policy and procedure provide that all employees continue to receive a minimum of 40 hours of training each year after the first year. (Essential)
- 4092 - Written policy and procedure provide that all employees who work in direct and continuing contact with inmates receive 80 additional hours of training in their first year of employment and 40 additional hours each year thereafter. This training covers, at a minimum, security procedures; supervision of inmates; report writing; inmate rules and regulations; rights and responsibilities of inmates; fire and emergency procedures; first aid; communications skills; special needs of minorities, women and ex-offenders; and problem-solving and guidance. (Essential)
- 4093 - Written policy and procedure provide that the institution's administrative and managerial staff receive at least 40 hours of additional training each year. This training covers, at a minimum, administrative and management theory and practice; decision-making processes; labor law; employee-management relations; the interaction of elements of the criminal justice system; and relationships with other service agencies. (Essential)
- 4096 - All personnel who work with inmates in disciplinary detention and administrative segregation and with special needs inmates receive specialized training. (Essential)
- 4097 - All personnel authorized to use firearms are training in weaponry on a continuing, in-service basis, and are required to qualify annually. (Essential)
- 4098 - All security and custodial personnel are trained in approved methods of using physical force to control inmates, where necessary. (Essential)
- 4101 - Library and reference services are available to complement the training and staff development program. (Essential)
- 4102 - Space and equipment required for the training and staff development program are provided. (Essential)

APPENDIX 7 (CONT.)

- 4103 - The budget includes funds for reimbursing staff for additional time spent in training, or for replacement personnel when training occurs on the job. (Essential)
- 4181 - All institution personnel are trained in the execution of written emergency plans. (Essential)
- 4182 - Written policy and procedure provide for the special training of a unit of employees to assist in the event of disturbances. (Important)
- 4313 - All personnel who deal with inmates receive sufficient training so that they are thoroughly familiar with the rules of inmate conduct, the sanctions available, and the rationale for the rules. (Essential)
- 4440 - Counseling is provided by qualified, trained counselors. (Essential)
- 3065 - Written policy and procedure require an initial orientation for all new employees immediately upon reporting for work. (Essential)
- 3066 - All staff members receive a minimum of 40 hours of relevant training and education annually. (Essential)
- 3067 - In-service education and training programs are planned and developed jointly by the agency and appropriate city, county, state and federal agencies, colleges and universities, and community organizations. (Important)
- 3149 - Where probation and parole officers are authorized to arrest offenders, written policy and procedure govern such practices; all officers making arrests are trained in arrest practices. (Essential)
- 2053 - The agency provides initial orientation for all new employees during the first week of employment. (Essential)
- 2054 - In addition to administrative staff meetings, all staff participate in relevant training and educational activities at least 40 hours annually. (Essential)
- 2056 - The training and staff development program of the agency uses community resources. (Important)

Appendix 8: Buena Vista

APPENDIX 8
BUENA VISTA

1. A+O: present capacity = 54 at 54 sq. ft./cell (9 x 6)

Extend 1' into hall (10 x 6)
 Cost/cell = \$ 80 x 60 sq. ft. = \$4,800
 Cost/wing = \$4800 x 54 = \$259,200

2. Segregation: present capacity = 18 at 54 sq. ft. (9 x 6)

A. Extend (13.5' x 6') = 81 sq. ft.
 \$80 x 81 = \$6480 x 18 cells = \$116,640

B. 3/2
 18 - 12 = 81 sq. ft. x \$80 x 12 = \$77,760

3. West: 72 cells (9 x 6)

Extend 1' into hall (10 x 6)
 Cost/cell = \$80 x 60 sq. ft. = 4800 x 72 = \$345,600

4. North: 114 cells
 - 49 not rec'g natural light
 = 65 cells (9 x 6)

Extend 1' = 10' x 6'
 Cost/cell = \$80 x 60 sq. ft. x 65 cells = \$312,000

5. North: New construction

49 cells
 x 232 sq. ft./inmate
 x \$100 = \$23,200 x 49
 = \$1,136,800

Formula:
 Existing North: 68 x 108 = 7344
 + 33.3 x 44.5 = 1482
 8826
 x 3 floors
 26478
 + 114
 = 232 cells

Appendix 9: Summary of Capital Deficiencies - Colorado

APPENDIX 9
SUMMARY OF CAPITAL DEFICIENCIES - Colorado

(Source: Plans of Action, June 1, 1979)

STANDARD

Buena Vista Fremont Canon City Women's CF Delta Rifle Diag. & Recept. CCC-Golden

Administration

4017 Constructive Programs

NRC

C*

Training

4092 Direct Contact Training

C

Research

4126 Design Review

N

4127 Medical Experiments

N

4128 Private Agency Support

N

Physical Plant

4142 Cell Size

NRC

C

4143 Cell Furnishings

C

C

RC

4144 Dormitory Requirements

C

4146 Preventive Maintenance

R

4149 Number in Facility

C

Security

4173 Unloading Firearms

C

4176 Toxic Materials

C

Special Mgmt Inmates

4203 Segregation Unit Conditions

NC

C

C

Food Services

4235 Equip. Meets Stds.

R

N

R

Sanitation

4238 Annual Inspection

R

4240 Fire Prevention Regulations

R

*"N" designates standards where the state indicated new construction is required for compliance; "R", where renovations are necessary. Standards potentially requiring capital (C) were selected by IEPS staff.

APPENDIX 9 (CONT.)

<u>STANDARD</u>	<u>Buena Vista</u>	<u>Fremont</u>	<u>Canon City</u>	<u>Women's CF</u>	<u>Delta Rifle</u>	<u>Diag. & Recept.</u>	<u>CCC-Golden</u>
<u>Education & Vocational Trng.</u>							
4393 Education thru High School		C					C
4395 Educ. & Voc. Training		C	C				
4402 Specialized Equipment		RC	C				
<u>Library Services</u>							
4409 Library Services Provided			NR		N	NR	R
4410 Policy for Selection							R
4411 Full-Time Staff Member							R
4412 Supervising Staff Member							R
4413 Available Daily			NR				R
4414 Personnel Requirements							R
4415 Determine Needs			NR				R
4416 Design & Appearance		NRC	NRC		C	C	RC
4417 Minimum Provisions							R
4418 Interlibrary Loan							R
<u>Recreation</u>							
4419 Comprehensive Program					C	NRC	NR
4420 Athletic & Cultural		C			C		NRC
4421 Full-Time Recreation Dir.							NR
4422 Inmates as Program Assistants							NR
4423 Interact with Community							NR
4424 Facilities & Equipment					NC	C	NRC
4425 Personnel Requirements							NR
4426 Assess Needs							NR
4427 Specific Program							NR
4428 Pers. & Financial Requirements							NR
4429 Community Activities							NR

APPENDIX 9 (CONT.)

<u>STANDARD</u>	<u>Buena Vista</u>	<u>Fremont</u>	<u>Canon City</u>	<u>Women's CF</u>	<u>Delta</u>	<u>Rifle</u>	<u>Diag. & Recept.</u>	<u>CCC-Golden</u>
4241 Fire Drills								R
4243 Control of Vermin						N		
4249 Daily Clothing Exchange			R					
4250 Personal Laundry Usage	C		NRC				C	
4251 Shower 3 Times/Week	C							
4252 Hair Care Services						NC		
<u>Medical</u>								
4253 Medical & Dental Services			C				C	
4274 Disabled & Infirm	RC							
4277 Psychotic Inmate Facs.								C
<u>Inmate Rights</u>								
4280 Access to Courts								R
4283 Legal Assistance		C				C		RC
4284 Supplies for Legal Matters							N	R
4287 Healthful Environment		C				C		RC
4288 Medical & Dental Care							C	
4289 Recreational Opportunities						C		
<u>Mail and Visiting</u>								
4353 Extended Visits		C	RC					
<u>Reception</u>								
4361 List of Personal Property								C
<u>Inmate Work Programs</u>								
4386 Employment Opportunities	R							
<u>Religious Services</u>								
4430 Access to Programs								NR
4431 Staff Member Supervision								NR
4433 Publications & Diet								NR
4434 Facilities Provided						C		NRC
4436 Contact Representatives							RC	NR

Appendix 10: Glossary of Terms

APPENDIX 10

GLOSSARY OF TERMS

Administrative Segregation - Used as close supervision when it is necessary to segregate certain inmates from the general population, for relatively extensive periods of time, to assure the safety and security of the institution and for the protection of the inmates or others.

Adult Correctional Institution - A confinement facility, usually under state or federal auspices, which has custodial authority over adults sentenced to confinement for more than one year.

Agency - The unit of a governing authority which has direct responsibility for the execution of a corrections program, including the implementation of policy as set by the governing authority.

Appropriation/Appropriated Funds - Enacted by Congress which sets up a federal program or agency either indefinitely or for a given period of time.

Authorization/Authorized Position - Basic substantive legislation/Full time equivalent position for which funding is approved by the legislature.

Average Daily Population - Refers to the population of inmates at a particular facility or within an entire correctional system. This figure takes into account both new admissions and releases, and, therefore, is generally higher than the inmate population at a given point in time. It is best derived by summing the population over some time period (month, year) then dividing by the appropriate number of days.

Camp/Ranch/Farm - Any of several types of similar confinement facilities, usually in a rural location, which contains adults convicted of a felony or a misdemeanor.

Capital Costs - Refers to costs for alterations to physical plant required for standards' compliance; may be renovation or construction of new facilities.

Correctional Facility - A building, or part thereof, set of buildings, or area enclosing a set of buildings or structures, operated by a government agency for the custody and/or treatment of adjudicated, and committed persons, or persons subject to criminal proceedings.

CEC Cost Factors, including:

Personnel Time - (minor) The new activities mandated by this standard will require additional staff time of less than one-half person year.

(major) The new activities mandated by this standard will require additional staff time of one-half person year or more.

Supplies - (minor) Less than \$100 per year. (major) \$100 per year or more.

Equipment - Office, security, communications, or other equipment is required to comply with the standard.

APPENDIX 10 (CONT.)

CEC Cost Factors, including: (cont'd)

Space/Facilities - Will require either new construction or the renovation of existing facilities.

Purchase of Services - Contracting for services rendered.

Chief Executive Officer - The person in charge of the institution or agency, usually called the Warden, Superintendent, or Director.

Classification - A process for determining the needs and requirements of those for whom confinement has been ordered, and for assigning them to housing units and programs according to their needs and existing resources.

Compliance - When an organizational unit meets a particular standard or set of standards.

Cost Allocation - Derivation of compliance costs associated with a particular standard, especially when a single resource is distributed among several standards.

Cost Analysis - The process whereby standards' compliance costs are derived; includes cost allocation, assessment of resource requirements and inclusion of all associated costs.

Criminal Justice Agency - Any government agency or subunit of which the principal activities consist of the prevention, detection, and investigation of crime; the apprehension, detention, and prosecution of alleged offenders; the confinement or official correctional supervision of accused or convicted persons, or the administrative or technical support of the above functions.

Criminal Justice System Costs - Direct outlays for, or the imputed value of goods and services provided by agencies, organizations or by individuals.

Deficiency - Exists when a facility, organizational unit, program, or procedure does not meet a particular standard. In this case, a change must be made in the current level of operations in order to comply with the standard.

Disciplinary Detention - Confinement of an inmate to an individual cell, separated from the general population, as a result of a hearing before impartial hearing officer(s), in which the inmate has been found to have committed a rule(s) violation(s).

Discounting - Expressing the dollar value of future costs or benefits in today's terms. Permits, e.g., comparisons when benefits occur in the future but costs are incurred now.

Documentation Preparation - The agency complies with the standard, but lacks documentation to support compliance.

Extent of Non-Compliance - The degree to which a facility does not meet the minimum requirements of a standard ranging from meeting some of the requirements (partial non-compliance) to meeting none of the prescribed conditions (total non-compliance).

APPENDIX 10 (CONT.)

External Costs - Direct outlays for, or the imputed value of, goods and services provided by all agencies, organizations, or individuals external to the criminal justice system.

Facility - The actual physical setting in which a program or agency functions.

Field Services - See Parole Agency.

Fringe Benefit Costs - Allowances and services provided to employees as compensation in addition to regular wages and salaries. For the purposes of this study, the definition includes retirement (state), FICA, health insurance, life insurance, disability insurance, unemployment insurance, workmen's compensation, vacation days allowance, holiday allowance, clothing and food.

Full Time Equivalent(FTE) - The number of personnel or employees that are required to carry out a particular function, or 'cover' a particular post. For example, two half-time employees are equivalent to one full-time staff; or 4.5 FTE's are required to cover a particular post (based on three shifts times seven days a week).

Governing Authority - For public/government agencies, this is the administrative department or division to whom the agency reports; it is the policy-setting body. For private agencies, this is the board of directors or board of trustees which sets policy.

Halfway House - A residential facility located in the community which provides early release opportunities for inmates and similar services to pre-trial and pre-sentence clients, probationers, parolees, ex-offenders and out-clients.

Hearing - A proceeding in which arguments, witnesses or evidence are heard by a judicial officer or administrative body.

Hidden Costs - Costs that are not easily identifiable, since they are not listed in the obvious category, e.g., indirect costs or costs incurred by another state agency for accounting.

Indirect Costs - Generally costs associated with but not directly attributable to a particular activity. Manufacturing or administrative overhead, or accounting services occur in addition to direct costs such as labor, capital and raw materials.

Information System - The concepts, personnel, and supporting technology for the collection, organization, and delivery of information for administrative use.

Major Rule Violation - Punishable by sanctions such as confinement to quarters, placement in more secure housing, transfer to another institution, loss of job, loss of "good time", or any change that would affect time of release or discharge.

Marginal Cost - Refers to the increment or change in total costs occasioned by a change in output. The marginal cost of increasing the inmate population is only the food, clothing and other additional services those individuals require; generally less than average cost but may be equal or more.

Minor Rule Violation - Punishable by sanctions such as reprimand, loss of commissary, entertainment or recreation privileges, restitution, or extra duty.

APPENDIX 10 (CONT.)

New Procedures - No procedure exists, as required by the standard, or existing procedure(s) requires modification to comply with the standard.

No Cost Standard - Requires no allocation of resources (expenditures) to achieve and maintain compliance.

Obligation - Contracts and other binding commitments made federal agencies pay out money for products, services, or other purposes. Obligations incurred may not be larger than budget authority.

Operating Costs - This category includes all those costs necessary to operate an organizational unit other than personal services, fringe, and capital costs.

Opportunity Costs - A measure of the cost that results from the fact that when one activity is undertaken another activity must be foregone.

Organizational Unit/Sub-unit - A subset of a larger organization, such as a correctional facility within a state Department of Corrections.

Out-Client - Offenders, alcoholics, drug abusers, mentally disabled and other community residents who reside at a place other than a residential facility, but who receive services offered by the program.

Parent Agency - The administrative department or division to whom the institution reports; it is the policy-setting body.

Parole Agency - An agency which may or may not include a parole authority, and of which the principal functions are the supervision of adults placed on parole.

Parole Authority - The decision-making body which has the responsibility to grant, deny or revoke parole.

Partition of Cost Estimates - This phrase is used to differentiate between the various estimates based on several factors, such as budgetary purposes, decision criteria, reallocated resources or conflicting documentation.

Plans of Action - Developed by the Commission, these are the primary instruments utilized by the states to assess their status, determine their resource needs and develop a timetable for compliance in the standards accreditation process.

Policy - A definite, stated course or method of action which guides and determines present and future decisions and activities.

Pre-Release Center - A residential facility which provides early release opportunities in the community for inmates allowing them to work, receive training, or pursue educational objectives before final release to the community.

Program - The plan or system through which a correctional agency works to meet its goals; often requiring a distinct physical setting.

Program Changes - This category on the plan of action means that a change in current level or kind of program activity is required by the standard in order to comply.

APPENDIX 10 (CONT.)

Protective Custody - That portion of an adult correctional institution, whereby inmates are voluntarily segregated from the general population since there is possible threat of harm to them.

Sally Port - A square or rectangular enclosure situated in the perimeter wall or fence of the institution, containing gates or doors at both ends, only one of which opens at a time.

Security - The degree of restriction of inmate movement within a correctional facility, usually divided into maximum, medium and minimum levels.

Serious Incident - A situation involving an inmate, employee or visitor including occurrence of an injury requiring medical attention or containing an imminent threat to institution security and/or safety.

Special Management Inmates - Inmates whose behavior presents a serious threat to the safety and security of the institution, the inmate, the staff or the general inmate population.

Special Needs Inmates - Inmates whose mental and/or physical condition require special handling and treatment by staff.

Standard Weight - Essential, important and desirable designations given to each of the CAC standards. In order for a state to acquire accreditation 90% of the essential standards must be attained, 80% of the important and 60% of the desirable.

State Designated Cost Factors, including: (See CEC Cost Factors)

Equipment - (See CEC Cost Factors) This category includes not only equipment, but supplies as well.

New Facilities - Where it has been determined that construction of new facilities will be necessary in order to meet standards.

Renovated Facilities - In the case where renovation of existing facilities will be necessary to comply with standards.

Additional Funds - Any financial resources not already included in the above items, e.g., purchase of services. etc.

Surrogate Measure - In research terms, an indicator used as a substitute or proxy for the item which one originally intended to measure, i.e., a secondary source of data when the primary data source is unavailable. For example, if there is no prior history for a particular work program in one state, similar capital/operating cost figures may be obtained from another state program already in existence.

Training - A method of enhancing the performance of personnel, including such activities as management seminars and instructional workshops on management information, research and evaluation data.

Turnover Rate - The ratio of terminated employees to the total number employed for a specified period of time.

APPENDIX 10 (CONT.)

Work Release - A formal arrangement, sanctioned by law, whereby an inmate is permitted to leave confinement to maintain approved and regular employment in the community, returning to custody during non-working hours.

Written Policy - No policy exists, as required by the standard, or existing policy requires updating or modifying to comply with the standard.

**Appendix 11: Adult Correctional Institution
Standards Categories**

APPENDIX 11

ADULT CORRECTIONAL INSTITUTION STANDARDS CATEGORIES

<u>Abbreviation</u>	<u>Title</u>
Administration	Administration, Organization and Management
Fiscal	Fiscal Management
Personnel	Personnel
Training	Training and Staff Development
Planning	Planning and Coordination
Management & Information	Management Information Systems
Research	Research and Evaluation
Records	Records
Physical Plant	Physical Plant
Security	Security and Control
Supervision	Supervision of Inmates
Special Management Inmates	Special Management Inmates
Food Services	Food Services
Sanitation	Sanitation, Safety and Hygiene
Medical	Medical and Health Care Services
Rights	Inmate Rights
Rules	Inmate Rules and Discipline
Mail & Visiting	Mail and Visiting
Reception	Reception and Orientation
Money and Property Control	Inmate Money and Property Control
Classification	Classification
Work Programs	Inmate Work Programs
Ed. and Voc. Training	Educational and Vocational Training

APPENDIX 11 (CONT.)

Abbreviation

Title

Library

Library Services

Recreation

Recreation and Inmate Activities

Religious

Religious Services

Social Services

Social Services and Counseling

Release

Release Preparation and Temporary Release

Citizen Involvement

Citizen Involvement and Volunteers

Appendix 12: Standards Descriptions

APPENDIX 12A

STANDARDS DESCRIPTIONS -- ADULT INSTITUTIONS

Administration, Organization and Management

4001	Establishment
4002	Philosophy & Goals
4003	One Executive Officer
4004	Policy Formulation
4005	Administrative Manual
4006	Administrative Subunits
4007	Channels of Communication
4008	Mission Description
4009	Operations Manual
4010	Monitor Operations
4011	Program Analysis
4012	Annual Goal Formulation
4013	Legal Assistance
4014	Quarterly Report
4015	Monthly Meetings
4016	System of Communication
4017	Constructive Programs
4018	Community Agencies
4019	Courts and Parole
4020	Legislative Cooperation
4021	Internship Program
4022	College Consultation
4023	Public Information
4024	Media Access
4025	Comprehensive Report
4026	Association Membership
4027	Employee-Management

Fiscal Management

4028	One Fiscal Officer
4029	Fiscal Authority
4030	Fiscal Officer
4031	Bonded Employees
4032	Inmate Welfare Fund
4033	Community Services
4034	Budget Request
4035	Budget Responsibility
4036	Justifying Budget Request
4037	Monitor Expenditures
4038	Budget Revisions
4039	Budget Hearings
4040	Space Requirements
4041	Accounting System
4042	Annual Review
4043	Accounting Procedures
4044	Secure Monies

APPENDIX 12A (CONT.)

Fiscal Management (cont'd)

4045	Reports of Monies
4046	Checks and Vouchers
4047	Property Inventory
4048	Stores Inventory Control
4049	Personnel Records & Payroll
4050	Purchase of Supplies
4051	Audits
4052	Insurance Coverage
4053	Commissary
4054	Commissary Controls

Personnel

4055	Employment and Promotion
4056	Annual Policy Review
4057	Manual Requirements
4058	Manual Availability
4059	Education Substitutes
4060	Affirmative Action Program
4061	Affirmative Action Implementation
4062	Equal Employment Opportunities
4063	Direct Contact Personnel Requirements
4064	Reexamine Assigned Positions
4065	Personnel Record
4066	Confidentiality of Records
4067	Challenge File Information
4068	Staff Grievance Procedure
4069	Executive Officer Appointment
4070	Executive Officer Specifications
4071	Executive Officer Qualifications
4072	Executive Officer Term
4073	Probationary Term
4074	Permanent Status
4075	Performance Review
4076	Department Head Qualifications
4077	Paraprofessionals
4078	Employment of Ex-offenders
4079	Equal Treatment
4080	Competitive Salary Levels
4081	Employment From Outside
4082	Merit Pay Increases
4083	Solicitation of Suggestions
4084	Reimbursement of Expenses
4085	Administrative Leave
4086	Code of Ethics
4087	Confidentiality of Information

Training and Staff Development

4088	Training Supervision
4089	Training of Trainers
4090	New Employee Training

APPENDIX 12A (CONT.)

Training and Staff Development cont'd

- 4091 Annual Training
- 4092 Direct Contact Training
- 4093 Administrative Training
- 4094 Advisory Training Committee
- 4095 Committee Responsibilities
- 4096 Detention Personnel Training
- 4097 Weaponry Training
- 4098 Physical Force Techniques
- 4099 Continuing Education
- 4100 Annual Evaluation
- 4101 Library Services
- 4102 Space and Equipment
- 4103 Reimbursement of Staff
- 4104 Public and Private Agencies

Planning and Coordination

- 4105 Range of Plans
- 4106 Long Range Plans
- 4107 Executive Officer Responsibility
- 4108 Monitor Progress
- 4109 Interrelated Functions
- 4110 Personnel, Space and Equipment
- 4111 Manpower, Planning
- 4112 Federal, State and Regional

Management Information Systems

- 4113 Information Retrieval
- 4114 Review All Aspects
- 4115 Thorough Procedure
- 4116 Regular Reports
- 4117 Identify Needs
- 4118 Security of System
- 4119 Other Agencies
- 4120 Evaluation Criteria
- 4121 Inmate Classifications
- 4122 Population Summaries

Research and Evaluation

- 4123 Research Activities
- 4124 Operational Personnel
- 4125 Outside Professionals
- 4126 Design Review
- 4127 Medical Experiments
- 4128 Private Agency Support
- 4129 Use of Findings

APPENDIX 12A (CONT.)

Records

4130	Case Records Management
4131	Case History
4132	One Master File
4133	Daily Report
4134	Case Record Requirements
4135	Identify Contents
4136	Master File Kept Current
4137	Safeguard Case Records
4138	Information Release
4139	Information Release Form

Physical Plant

4140	Decentralized Units
4141	Design Capacity
4142	Cell Size
4143	Cell Furnishings
4144	Dormitory Requirements
4145	Staff Accessibility
4146	Preventive Maintenance
4147	Proximity of Population Center
4148	Dormitory Usage
4149	Number in Facility

Security and Control

4150	Security Manual
4151	Secure Perimeter
4152	Surveillance Outside
4153	Watch Towers
4154	Armed Employee Assignments
4155	Outside Armed Supervision
4156	Sally Ports
4157	Designated Points for Traffic
4158	Control Center
4159	Inmate Count
4160	Temporary Absences
4161	Regulation of Movement
4162	Security Device Maintenance
4163	Searches for Contraband
4164	Policy for Searches
4165	Control of Firearms
4166	Condition of Security Equipment
4167	Issued Weapons
4168	Firearms Depository
4169	Equipment Distribution
4170	Report Firearms Discharge
4171	Injuries by Weapons
4172	Areas for Weapons
4173	Unloading Firearms
4174	Control of Keys
4175	Control of Tools

APPENDIX 12A (CONT.)

Security and Control

4176	Toxic Materials
4177	Post Orders
4178	Read Post Order
4179	Escape Procedures
4180	Emergency Plans
4181	Emergency Plan Execution
4182	Specially Trained Unit
4183	Evaluation of Special Unit
4184	Job Action Plan
4185	Emergency Power
4186	Emergency Equipment Testing
4187	Inmate Control
4188	Physical Force
4189	Instruments of Restraint
4190	Institution Vehicles
4191	Personal Vehicles
4192	Inmate Transportation

Supervision of Inmates

4193	Classification System
4194	Movement of Inmates
4195	Staff Member Assignment
4196	Counseling by Staff
4197	Daily Inspection
4198	Visit Living Areas
4199	Shift Reports

Special Management Inmates

4200	Disciplinary Detention
4201	Administrative Segregation
4202	Protective Custody
4203	Segregation Unit Conditions
4204	Non-Isolated Segregation
4205	Clothing
4206	Basic Personal Items
4207	Usual Items and Activities
4208	Meals
4209	Staff Visits
4210	Visits and Mail
4211	Detention Telephone Privileges
4212	Seg Telephone Privileges
4213	Shave and Shower Frequency
4214	Hygienic Living Conditions
4215	Exercise
4216	Legal Materials
4217	Reading Materials
4218	Programs and Services
4219	Permit Log

APPENDIX 12A (CONT.)

Special Management Inmates (cont'd)

4220 Supervision of Staff
4221 Staff Selection Criteria
4222 Psychological Assessment

Food Services

4223 Full-Time Supervisor
4224 Dietary Standards
4225 Institution-Produced Products
4226 Advance Menu Preparation
4227 Special Diets
4228 Meal Records
4229 Budgeting Practices
4230 Time Between Meals
4231 Food as Reward
4232 Appeal of Food
4233 Non-Regimented Conditions
4234 Weekly Inspections
4235 Equipment Meets Standards
4236 Personnel Health Regulations

Sanitation, Safety and Hygiene

4237 Fire and Safety Officer
4238 Annual Inspection
4239 Water Supply
4240 Fire Prevention
4241 Fire Drills
4242 Housekeeping
4243 Control of Vermin
4244 Waste Disposal
4245 Issue of Clothing
4246 Special Clothing
4247 Issue of Bedding
4248 Clothing Records
4249 Daily Clothing Exchange
4250 Personal Laundry Usage
4251 Shower Frequency
4252 Hair Care Services

Medical and Health Care Services

4253 Medical and Dental Services
4254 Licensed Physicians
4255 Licensure of Personnel
4256 Equipped Facility
4257 Emergency Services
4258 Advance Arrangements
4259 Preliminary Health Evaluation
4260 Performance of Evaluation

APPENDIX 12A (CONT.)

Medical and Health Care Services (cont'd)

4261	Comprehensive Health Evaluation
4262	Sick Call
4263	Periodic Examinations
4264	Medical and Dental Records
4265	Record Confidentiality
4266	Pharmacist
4267	Dispensing of Drugs
4268	Inmates Receive Medication
4269	Illness or Surgery
4270	Death
4271	First Aid Training
4272	Emergency Medical Care
4273	Women's Health Care Needs
4274	Disabled and Infirm
4275	Treating Emotional Disturbances
4276	Team for Emotionally Disturbed
4277	Psychotic Inmate Facilities
4278	Services for Retarded
4279	Psychiatric Consultation

Inmate Rights

4280	Access to Courts
4281	Access to Attorneys
4282	Confidential Contacts
4283	Inmate Legal Assistance
4284	Supplies for Legal Matters
4285	Personal Abuse
4286	Use of Name
4287	Healthful Environment
4288	Medical and Dental Care
4289	Recreational Opportunities
4290	Medical Testing
4291	Non-Medical Testing
4292	Regular Searches
4293	New Crime Searches
4294	Discrimination
4295	Voluntary Participation
4296	Rules of Conduct
4297	Institution Rules
4298	Rule Interpretation
4299	Handling Minor Violations
4301	Grievance Procedures
4302	Classification Policy
4303	Freedom in Grooming
4304	Religious Practice

APPENDIX 12A (CONT.)

Inmate Rights (cont'd)

- 4305 Visits
- 4306 Communication and Correspondence
- 4307 Access to Public
- 4308 Co-educational Institutions
- 4309 Sex Discrimination

Inmate Rules and Disciplines

- 4310 Prohibited Acts
- 4311 Rulebook
- 4312 Positive Wording
- 4313 Personnel Training
- 4314 Disciplinary Procedures
- 4315 Minor Misbehavior
- 4316 Disciplinary Reports
- 4317 Disciplinary Report Requirements
- 4318 Investigating Rule Violations
- 4319 Prehearing Detention
- 4320 Statutory Detention
- 4321 Copies of Disciplinary Decision
- 4322 Review of Hearings
- 4323 Appeal Decisions
- 4324 Waive Hearings
- 4325 Major Violation Discipline
- 4326 Hearings of Major Violations
- 4327 Notice of Major Violations
- 4328 Major Violation Hearing Time Span
- 4329 Presence at Major Violation Hearing
- 4330 Staff Member Representation
- 4331 Witnesses & Evidence
- 4332 Major Violation Detention
- 4333 Not Guilty of Major Violation
- 4334 Minor Violation Discipline
- 4335 Minor Violation Hearing
- 4336 Copy of Minor Violation
- 4337 Minor Violation Hearing Timespan
- 4338 Presence at Minor Violating Hearing
- 4339 Not Guilty of Minor Violation

Mail and Visiting

- 4340 Inmate Correspondence
- 4341 Volume of Mail
- 4342 Holding of Mail
- 4343 Mail Censorship
- 4344 Inspection of Mail
- 4345 Disposition of Contraband
- 4346 Sealed Letters
- 4347 Postage Allowance
- 4348 Forwarding of Mail
- 4349 Access to Telephone

Mail and Visiting (cont'd)

- 4350 Visiting Policy
- 4351 Number of Visitors
- 4352 Informal Communication
- 4353 Extended Visits
- 4354 Special Visits
- 4355 Visitor Transportation

Reception and Orientation

- 4356 Reception Policy
- 4357 Adequate Facilities
- 4358 Admitting Procedures
- 4359 Admission Reports
- 4360 Medical Quarantine
- 4361 List of Personal Property
- 4362 Reception Unit Program
- 4363 Orientation Language
- 4364 Classification Time Frame

Inmate Money and Property Control

- 4365 Specify Property
- 4366 Control Property
- 4367 Property Control Policy
- 4368 Personal Funds
- 4369 Interest-Bearing Accounts
- 4370 Interest Accrual
- 4371 Audit Inmate Accounts

Classification

- 4372 Classification Plan
- 4373 Manual
- 4374 Inmate Involvement
- 4375 Special Needs Inmates
- 4376 Program and Status Review
- 4377 Determining Status
- 4378 Inmates at Hearings
- 4379 Inmates Initiate Reviews
- 4380 Refusal to Participate
- 4381 Administrative Segregation Hearing
- 4382 Administrative Segregation Review
- 4383 Administrative Segregation Release
- 4384 Pre-Parole Report
- 4385 Pre-Institutional Assessment

APPENDIX 12A (CONT.)

Inmate Work Programs

4386	Employment Opportunities
4387	Job Market Relevance
4388	Work Day Structure
4389	Labor Organizations
4390	Inmates Paid
4391	Incentives
4392	Compensation Rate

Education and Vocational Training

4393	Education Through High School
4394	Population Needs
4395	Education and Vocational Training
4396	Counseling for Placement
4397	Educational Personnel
4398	Measure Effectiveness
4399	Program Assessment
4400	Licensed Teachers
4401	Inmates Working as Teachers
4402	Specialized Equipment
4403	Flexible Scheduling
4404	Community Educational Programs
4405	Functional Social Skills
4406	Relevant Vocational Programs
4407	Licensed Vocational Instructors
4408	Community Vocational Resources

Library Services

4409	Library Services Provided
4410	Policy for Selection
4411	Full-Time Staff Member
4412	Supervising Staff Member
4413	Available Daily
4414	Library Personnel
4415	Determine Needs
4416	Design and Appearance
4417	Minimum Provisions
4418	Interlibrary Loan

Recreation and Inmate Activities

4419	Comprehensive Program
4420	Athletic and Cultural
4421	Full-Time Director
4422	Inmates as Program Assistants
4423	Interact with Community
4424	Facilities and Equipment
4425	Recreation Personnel

APPENDIX 12A (CONT.)

Recreation and Inmate Activities (cont'd)

- 4426 Assess Needs
- 4427 Specific Program
- 4428 Resources for Activities
- 4429 Community Activities

Religious Services

- 4430 Access to Programs
- 4431 Staff Member Supervision
- 4432 Religious Personnel
- 4433 Publications and Diet
- 4434 Facilities Provided
- 4435 Personnel Access
- 4436 Contact Representatives

Social Services and Counseling

- 4437 Appropriate Program
- 4438 Trained Supervisor
- 4439 Coordinated Counseling
- 4440 Qualified Counselors
- 4441 Involves All Personnel
- 4442 Caseload Determination
- 4443 Case Conferences
- 4444 Substance Abuse Programs

Release Preparation and Temporary Release

- 4445 Preparation Program
- 4446 Graduated Release
- 4447 Transitional Assistance
- 4448 Use of Parolees
- 4449 Temporary Release
- 4450 Escorted Leaves
- 4451 Unescorted Leaves
- 4452 Work Release
- 4453 Temporary Release Requirements
- 4454 Work Housing

Citizen Involvement and Volunteers

- 4456 Staff Member Responsible
- 4457 Program Director
- 4458 Cross Section of Volunteers
- 4459 Volunteer Orientation
- 4460 Inmate Orientation
- 4461 Volunteer Identification
- 4462 Written Agreement
- 4463 Volunteer Qualifications

APPENDIX 12A (CONT.)

Citizen Involvement and Volunteers (cont'd)

4464 Policy Development
4465 Discontinuing Services

APPENDIX 12B

STANDARD DESCRIPTIONS -- HALFWAY HOUSES

Administration

- 2001 Legal Entity
- 2002 Annual Meetings
- 2003 Implement Policies
- 2004 Single Administrative Officer
- 2005 Policy Manual
- 2006 Manual Review
- 2007 Operations Manual
- 2008 Monitor Programs
- 2009 Staff Supervision
- 2010 Conflicts of Interest
- 2011 Political Practices
- 2012 Organizational Chart
- 2013 Funding & Regulatory Agencies
- 2014 Goals & Policies
- 2015 Activities Report
- 2016 Legal Assistance
- 2017 Constitution
- 2018 Local Governing Authority
- 2019 Tax Status
- 2020 By-laws
- 2021 By-law Requirements
- 2022 Governing Authority Meetings
- 2023 Record of Meetings
- 2024 Licensing Requirements
- 2025 Authority to Operate
- 2026 Community Involvement

Fiscal Management

- 2027 Annual Budget
- 2028 Budget Reviews
- 2029 Budget Request
- 2030 Budget Revisions
- 2031 Fiscal System
- 2032 Program Function Budget
- 2033 Annual Audit
- 2034 Document Distribution
- 2035 Fiscal Policies
- 2036 Insurance Coverage
- 2037 Inventory Control
- 2038 Purchasing Policy
- 2039 Wage Documentation

Personnel

- 2040 Personnel Policies
- 2041 Policy Requirements
- 2042 Policy Availability
- 2043 Job Descriptions
- 2044 Affirmative Action

APPENDIX 12B (CONT.)

Personnel (cont'd)

- 2045 Implement Affirmative Action
- 2046 Ex-Offender Employment
- 2047 Grievance Procedures
- 2048 Personnel Record
- 2049 Confidentiality of Records
- 2050 Challenge File Information
- 2051 Performance Evaluation
- 2052 Employment & Promotion
- 2053 Initial Orientation
- 2054 Annual Training
- 2055 Continuing Education
- 2056 Uses Community Resources
- 2057 Competitive Salary Levels
- 2058 Employee Benefits
- 2059 Sexually Integrated Staff
- 2060 Government Requirements
- 2061 Administration Education
- 2062 Experience & Education Substitutes
- 2063 Paraprofessionals

Facility

- 2064 Zoning Ordinances
- 2065 Building Codes
- 2066 Facility Health Codes
- 2067 Fire Safety
- 2068 Facility Cleanliness & Repair
- 2069 Public Transportation
- 2070 Light & Ventilation
- 2071 Floor Space
- 2072 Privacy
- 2073 Resident Provisions
- 2074 Decoration of Quarters
- 2075 Counseling Space
- 2076 Group Meeting Space
- 2077 Visiting Area
- 2078 Toilet Facilities
- 2079 Wash Basin Facilities
- 2080 Shower/Bathing Facilities
- 2081 Washer & Dryer

Intake

- 2082 Intake Policies
- 2083 Information Form Requirements
- 2084 Intake Policy Distribution
- 2085 Agency Reasons for Referral Agency
- 2086 Agency Reasons for Individual
- 2087 Discussion of Program

APPENDIX 12B (CONT.)

Program

2088 Services Provided
2089 Identifies Needs
2090 Fosters Community Resources
2091 Evaluate Community Agencies
2092 Services for Self-Sufficiency
2093 Finding Employment
2094 Financial Assistance
2095 Education & Vocational Training
2096 Rule Interpretation
2097 Rules & Discipline
2098 Rules Posted
2099 Personalized Program
2100 Personalized Program Changes
2101 Progress Review
2102 Staffing Pattern
2103 Available Staff Person
2104 Resident Grievances
2105 Increasing Family/Community Involvement
2106 Community Group Activities

Food Service

2107 Nutritional Standards
2108 Food Sanitation Codes
2109 Advanced Planned Menus
2110 Plan Reviewed
2111 Dining Area Suitability
2112 Food Handler Hygiene
2114 Food Storage
2115 Special Diets

Medical Care & Health Services

2116 First Aid Equipment
2117 Inventory of Supplies
2118 First Aid Training
2119 Medical Services Provided
2120 Medical Back-up Plans
2121 Community Health Care Agencies
2122 Communicable Disease
2123 Special Medical Problems
2124 Urine Surveillance
2125 Controlled Substances

Special Procedures

2126 Written Emergency Plan
2127 Posted Emergency Plan
2128 Quarterly Emergency Drills

APPENDIX 12B (CONT.)

Special Procedures (cont'd)

- 2129 Job Action Plan
- 2130 Resident Authority
- 2131 Physical Force
- 2132 Searches
- 2133 Absconders

Citizen & Volunteer Involvement

- 2134 Securing Citizen Involvement
- 2135 Citizen Involvement Program
- 2136 Cross-Section of Volunteers
- 2137 Volunteer Orientation & Training
- 2138 Volunteer Services Supervisor
- 2139 Professional Services
- 2140 Liability Claims

Out-Client Services

- 2141 Intake for Out-Clients
- 2142 Out-Client Information Form
- 2143 Policy Distribution
- 2144 Program Reasons for Referral Agency
- 2145 Program Reasons for Individual
- 2146 Orientation
- 2147 Services Defined
- 2148 Responsible Personnel
- 2149 Hours Policy
- 2150 Out-Client Grievances
- 2151 Out-Client Records
- 2152 Information Collection Includes Out-Clients

Records

- 2153 Case Record
- 2154 Case Record Requirements
- 2155 Case Record Entries
- 2156 Case Record Safeguards
- 2157 Case Record Auditing
- 2158 Records Marked Confidential
- 2159 Policy on Confidentiality
- 2160 Maintenance Time
- 2161 Information Release
- 2162 Policy on Information Release
- 2163 Information Release Form
- 2164 Performance Report

Communication & Coordination

- 2165 Public Information
- 2166 Non-Criminal Justice System
- 2168 Consultation Documentation
- 2169 Legislator Cooperation
- 2170 University Collaboration
- 2171 Professional Association Membership

APPENDIX 12B (CONT.)

Evaluation

- 2172 Information Collection
- 2173 Evaluation Study Usage
- 2174 Collaboration on Information Gathering
- 2175 Independent Evaluation

Additional Standards

- 2176 Recreation & Leisure
- 2177 Control Movement
- 2178 Account for Whereabouts
- 2179 Case Assignment
- 2180 Prevention of Absconding
- 2181 Transportation
- 2182 Continual Staffing
- 2183 Temporary Release
- 2184 Temporary Leave Authorization
- 2185 Temporary Leave Operation
- 2186 Work/Study Authorization
- 2187 Work/Study Operation
- 2188 Work/Study Manual
- 2189 Job Placement
- 2190 Program Reimbursement
- 2191 Transportation Assistance
- 2192 Work/Study Housing
- 2193 Release Program Availability
- 2194 Work/Study Rules
- 2195 Poor Adjustment Sanctions

APPENDIX 12C

STANDARDS DESCRIPTIONS -- PAROLE

Administration, Organization and Management

3001	Improper Influence
3002	Political Practices
3003	Organizational Responsibility
3004	Agency Responsibilities
3005	Pretrial Service
3006	Agency Administrator Function
3007	One Administrative Officer
3008	Organizational Chart
3009	Administrative Subunits
3010	Channels of Communication
3011	Staff Meetings
3012	Specialized Units
3013	ROR Program
3014	Agency Administrator Responsibilities
3015	Goals and Objectives
3016	Goals Training
3017	Goal Development Participation
3018	Criminal Justice Agency Consultation
3019	Policy Review
3020	Policy Communication to Staff
3021	Monitor Field Operations
3022	Administrative Manual
3023	Administrative Manual Review
3024	Cost-Effectiveness Analysis
3025	Written Duties
3026	Monitor Exercise of Authority
3027	Supervisory Ratio
3028	Written Supervisory Responsibilities
3029	Legal Assistance
3030	Comprehensive Report
3031	Field Facility Location
3032	Space Management Program
3033	Equipment Needs
3034	Legislative Cooperation
3035	Criminal Justice Agency Collaboration
3036	College Collaboration
3037	Public Information Program
3038	Dissemination of Information
3039	Securing Citizen Involvement
3040	Volunteer Program

APPENDIX 12C (CONT.)

Personnel

3041	Agency Administrator Appointment
3042	Administrator Qualifications
3043	Agency Administrator Qualifications
3044	Agency Administrator Term
3145	Employment and Promotion
3046	Affirmative Action Program
3047	Affirmative Active Implementation
3048	Probation/Parole Officer Qualifications
3049	Experience and Education Substitutes
3050	Paraprofessionals
3051	Ex-Offender Employment
3052	Employee Probationary Term
3053	Permanent Status
3054	Personnel Policies
3055	Personnel Records
3056	Personnel Record Confidentiality
3057	Challenge Information
3058	Performance Review
3059	Probation/Parole Officer Function
3060	Clerical Support
3061	Competitive Salary Levels
3062	Employee Benefits
3063	Lateral Entry
3064	Merit Pay Increases
3065	Initial Orientation
3066	Training and Education
3067	In-service Education Programs
3068	Continue Education
3069	Administrative Leave
3070	Acceptance of Gifts
3071	Probation/Parole Officer Weapons
3072	Staff Grievance Procedures

Fiscal Management

3073	Budget Policy
3074	Agency Administrator Responsibility
3075	Linking Function and Cost
3076	Budget Hearings
3077	Monitor Expenditure
3078	Solicitation of Suggestions
3079	Collection and Disbursement
3080	Offender Funds
3081	Bonded Employees

Case Records

3082	Case Record Management
3083	Master File
3084	Significant Events
3085	Content Identification

APPENDIX 12C (CONT.)

Case Records (cont'd)

- 3086 Case Record Accessibility
- 3087 Safeguard Case Records
- 3088 Performance Summary

Management Information Systems

- 3089 Information Retrieval
- 3090 Review All Aspects
- 3091 Regular Reports
- 3092 Identify Needs
- 3093 Information System Security
- 3094 Agency Collaboration
- 3095 Definition of Recidivism
- 3096 Overall and Immediate Performance

Planning and Coordination

- 3097 Long-Range Goals
- 3098 Agency Administrator Responsibility
- 3099 Planning, Budgeting and Program Management
- 3100 Criminal Justice Planning
- 3101 Noncriminal Justice Agencies
- 3102 Assess Personnel Needs
- 3103 Pretrial Intervention

Research

- 3104 Relevant Research Activities
- 3105 Research Direction
- 3106 Internal Research
- 3107 Public Safety
- 3108 Supplemental Fiscal Supprt
- 3109 Privacy of Offenders
- 3110 Disseminate Research Findings
- 3111 Pretrial Service Evaluation

Supervision - Probation and Parole Agencies

- 3112 Supervision Program Purpose
- 3113 Workload Formula
- 3114 Field Officer Supervision
- 3115 Regular Case Conferences
- 3116 Field Supervision Review
- 3117 Probationer/Parolee Classification
- 3118 Development of Objectives
- 3119 Review Supervision Plan
- 3120 Personal Contact
- 3121 Contact Offender Acquaintances

APPENDIX 12C (CONT.)

Supervision - Probation and Parole Agencies (cont'd)

3122 Availability of Services
3123 Number of Offender Contacts
3124 Review Classification Levels
3125 Reassess Value of Reports
3126 Special Case Services
3127 Collective Service Needs
3128 Community Resources
3129 Public and Private Agencies
3130 Inventory Community Agencies
3131 Employment Assistance
3132 Financial Assistance
3133 Educational and Vocational Support
3134 Leisure Time Activities
3135 Confidentiality of Status
3136 Financial Obligations
3137 Apprehension of Criminals
3138 Conditions of Probation/Parole
3139 Written Conditions
3140 Acknowledge Receipt of Conditions
3141 Review Criminal Violations
3142 Justification of Resolution
3143 Resolve Minor Violations
3144 Investigate Arrests & Violations
3145 Special Probation/Parole Conditions
3146 Alternative Intervention Measures
3147 Location of Absconders
3148 Recovered Absconders
3149 Arrest by Probation/Parole Officer
3150 Physical Force
3151 Searches by Field Officers
3152 Grievance Procedure
3153 Offenders as Informers
3154 Transfer of Offender Policy
3155 Out-of-State Transfer
3156 Guidelines for Transfer
3157 Transfer Liaison

Supervision - Parole Agencies Only

3158 Verification of Program
3159 Advance Information for Agency
3160 Advancement of Parole Dates
3161 Delays Enroute to Programs
3162 Community Residential Centers
3163 Initial Contact
3164 Termination of Parole
3165 Change Parole Conditions
3166 Arrest for Serious Violation
3167 Local Detention
3168 Parole Violation Reports
3169 Differing Recommendations

APPENDIX 12C

Supervision - Parole Agencies Only (cont'd)

3170	Local Institution Parolees
3171	Supervision of Mandatory Releases
3172	Assist Discharges
3173	Release Preparation
3174	Means of Support
3175	Graduated Release
3176	Furlough Requests
3177	Pre-Parole Assistance by Parolees

Supervision - Probation Agencies Only

3178	Investigation Function
3179	Priority of Supervision
3180	Misdemeanant Offenders
3181	Initial Supervision Interview
3182	Early Termination Criteria
3183	Early Termination Policy
3184	Annual Review of Probation Period
3185	Special Supervision Reports
3186	Major Violations Reported
3187	Types of Reported Violations
3188	Arrest Warrants
3189	Violation of a Condition
3190	Revoking Authority
3191	Payment Schedules
3192	Costs of Probation

Presentence Investigation and Report

3193	Purpose of Presentence Report
3194	Resource Assignment
3195	Investigations, Reports and Sentencing Alternatives
3196	Agency Administrator Supervision
3197	Circumstances for Presentence Investigation
3198	Staff for Information Collection
3199	Supervision Plan
3200	Alternative Sentencing Dispositions
3201	Process Presentence Reports
3202	Different Presentence Report Formats
3203	Special Conditions of Probation
3204	Confinement
3205	Court Reviews Presentence Report
3206	Supervisory Review of Presentence Report
3207	Confidentiality of Presentence Reports
3208	Institution Receives Presentence

Appendix 13: Sample Data Collection Forms

APPENDIX 13
SAMPLE DATA COLLECTION FORMS

COMMISSION ON ACCREDITATION FOR CORRECTIONS

PLAN OF ACTION

1. Standard number _____
2. Extent of noncompliance: _____partial _____total
3. Statement of deficiencies:

4. Resources required to achieve compliance:

- _____ written policy
- _____ new procedures
- _____ documentation preparation
- _____ additional personnel
- _____ equipment
- _____ programmatic changes/innovations
- _____ new facilities
- _____ renovated facilities
- _____ additional funds, other than above

5. Activities required to achieve compliance:

Tasks	Designated Staff	Person Hours	Completion Date
a.			
b.			
c.			

STANDARDS' DATA-SOURCE WORKSHEET

<u>STANDARD</u>	<u>COST ELEMENT</u>	<u>DATA/INFORMATION NEED(S)</u>	<u>DATA SOURCES</u>	<u>COMMENTS</u>
196				

APPENDIX 13 (CONT.)

INSTITUTE FOR ECONOMIC & POLICY STUDIES, INC.

Cost Analysis Worksheet

Date: _____
Page _____ of _____
Initials: _____

Organization: _____
(state/subunit)

Standard: _____

Resources:

State

CEC

____ Personnel
____ Equipment
____ New Facilities
____ Renovation

____ Personnel
____ Supplies
____ Equipment
____ Facilities

Computation (Indicate personnel, supplies, equipment, facilities)

Sources

END