

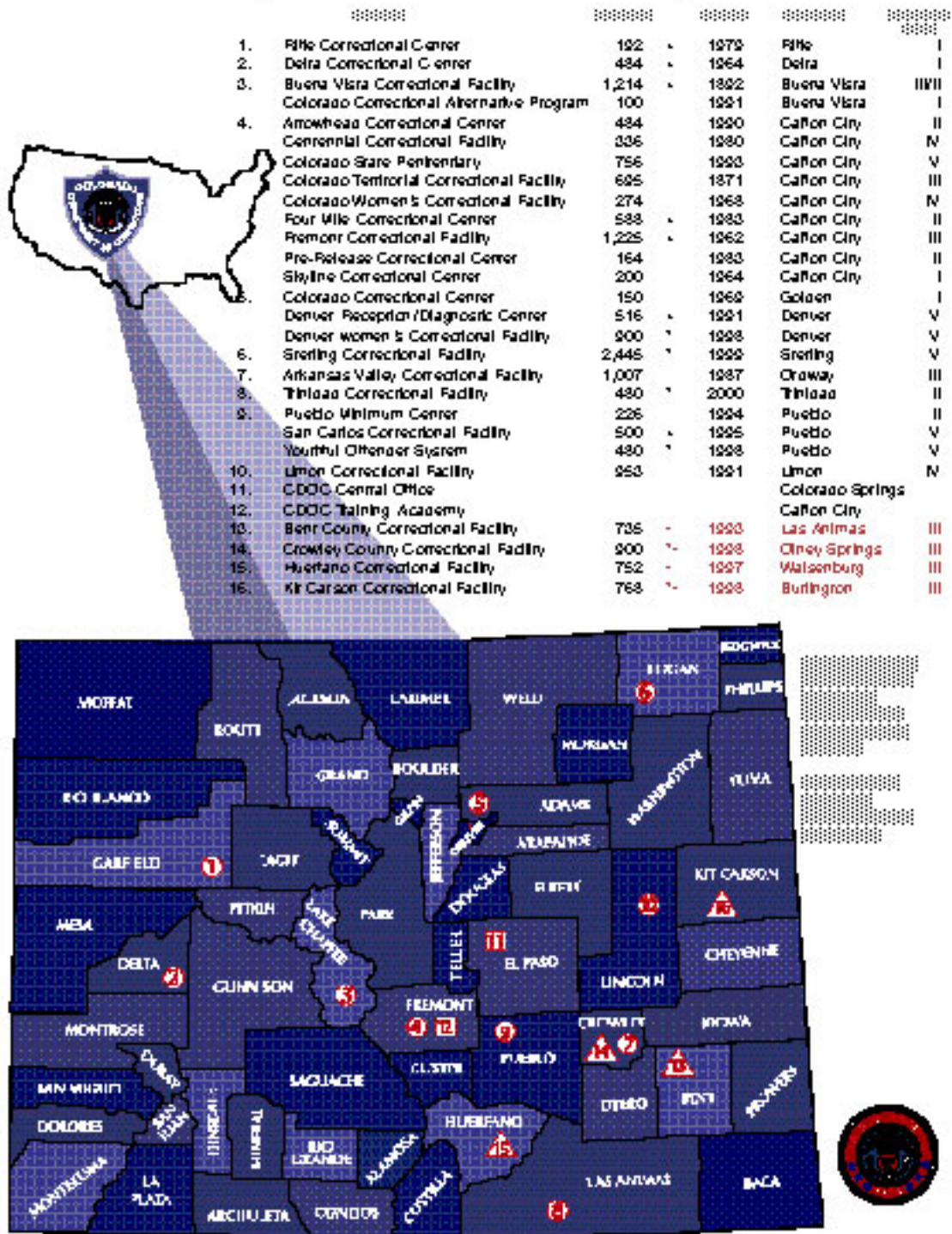
**Colorado
Department of
Corrections
Annual
Report**



Bill Owens
Governor

John W. Suthers
Executive Director

Colorado Department of Corrections Map of Facilities





CDOC

Mission Statement

The Colorado Department of Corrections provides protection and public safety by managing offenders in controlled environments of prisons, community-based facilities and parole programs that are safe, humane, appropriately secure, and provide work and self-improvement opportunities to assist offenders in community reintegration.



Visit our web site!

www.doc.state.co.us

FROM THE EXECUTIVE DIRECTOR JOHN W. SUTHERS



It is my privilege to present to you the Annual Report of the Colorado Department of Corrections for 2000-2001. The law-abiding citizens of Colorado deserve to know that those who are convicted of crimes will be punished and that our correctional system is efficient and effective.

Our department's mission is to confine offenders at a level of custody secure enough to ensure the safety and protection of the public. Our responsibility is to also provide offenders within the State's correctional institutions with the supervision, discipline, training, and programming necessary to prepare them for reintegration into society. Our goal is to be the best Department of Corrections in the United States.

As this annual report demonstrates, the Department of Corrections has taken a number of positive steps in 2000-2001. I anticipate the information contained in this report will provide the public with an interesting insight into the complexity of the correctional system as well as the outstanding effort that has been demonstrated by the DOC staff to ensure public protection and meet the needs of a growing and diverse offender population.

The Department of Corrections appreciates your continuing support and encouragement.

John W. Suthers

MEET THE EXECUTIVE DIRECTOR — JOHN W. SUTHERS

John W. Suthers is a lifetime resident of Colorado. He graduated magna cum laud from the University of Notre Dame with a degree in Government in 1974 and from the University of Colorado Law School in 1977. From 1977 to 1981, he served as a deputy and chief deputy district attorney in Colorado Springs. From September of 1979 to January 1981, he headed the Economic Crime Division of the DA's office and co-authored a nationally published book on consumer fraud and white-collar crime.

In January of 1981, Mr. Suthers entered private practice and became a litigation partner in the Colorado Springs firm of Sparks Dix, P.C. He remained with the firm until November of 1988 when he defeated an incumbent to be elected District Attorney of the Fourth Judicial District. He was elected to a second term as District Attorney in November of 1992. At the conclusion of that second term in January of 1997, he returned to Sparks Dix, P.C. as Senior Counsel in charge of the firm's litigation section.

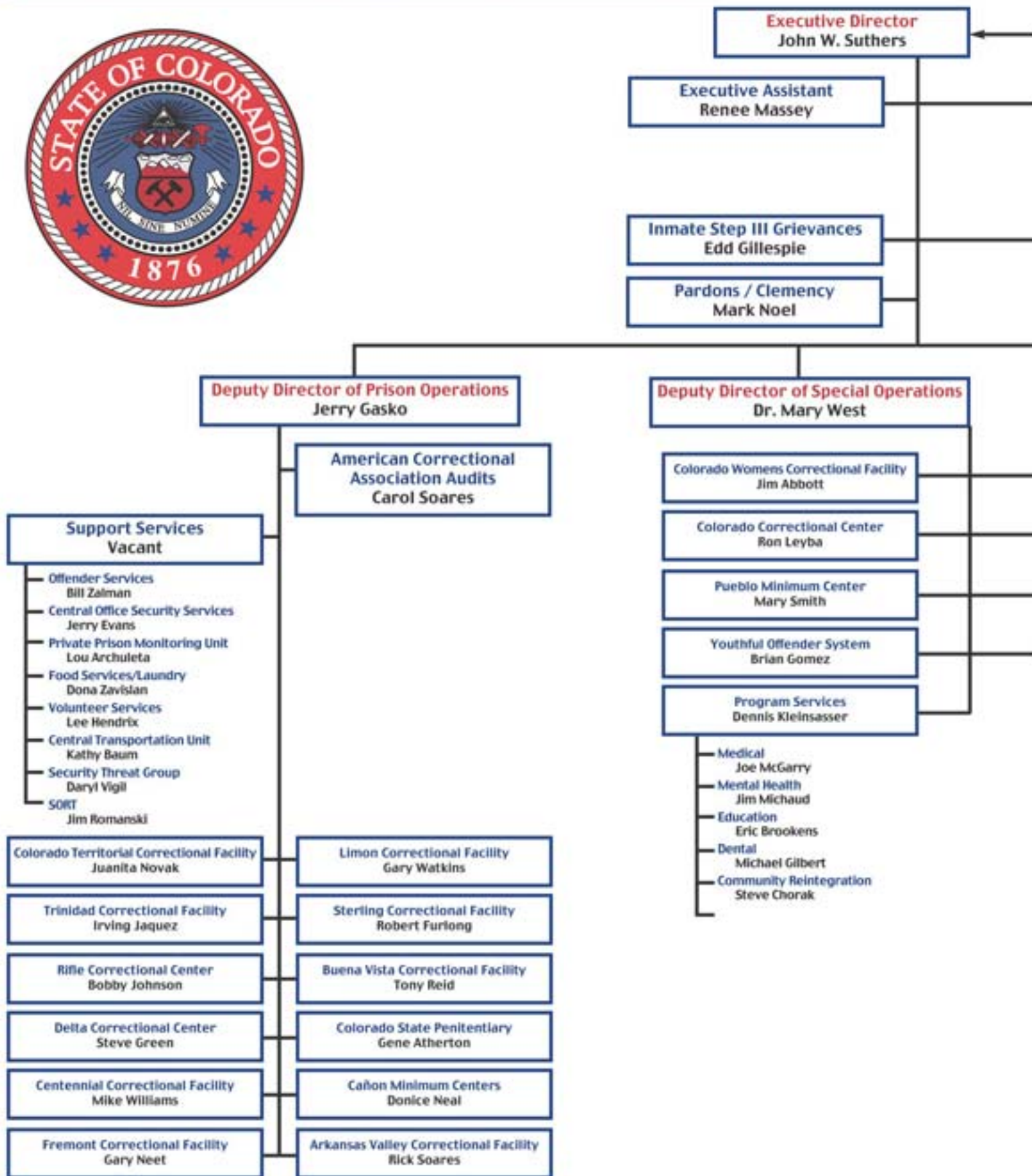
On January 12, 1999 Mr. Suthers was appointed Executive Director of the Colorado Department of Corrections by Colorado Governor Bill Owens. Mr. Suthers has served on the boards of numerous civic organizations. He has served as President of the El Paso County Bar Association in 1990-91 and as Senior Vice President of the Colorado Bar Association in 1996-97. He served as President of the Colorado District Attorney's Council in 1994-95. In 1993, he was appointed by the Colorado Legislature to serve as a Colorado delegate to the National Conference on Uniform State Laws and served until January of 1997. He is presently a member of the Governor's Clemency Advisory Board.



TABLE OF CONTENTS

Map of CDOC Facilities	Inside Cover	Offender Services	28-29
CDOC Mission Statement	i	Offender Population Management	
CDOC Web Address	ii	Offender Classification	
From The Director	iii	Offender Case Management	
Meet the Executive Director	iv	Disciplinary Process	
Table of Contents	1	Offender Time/Release Operations	
Organizational Chart	2-3	Court Services/Jail Backlog	
Meet the Deputy Directors	4-5	Detainer Operations	
CDOC Employee of the Year	5-6	Interstate Corrections Compact	
Office of the Executive Director		Offender Records	
Division of Public Affairs - Alison Morgan	6	Centralized Transportation Unit	
Public Information Officer		Security Threat Group Management	
Victim Notification Program		Office of Security Services	29
Meet the Wardens	7	Private Prison/Licensing Unit	30
Office of the Executive Director		Security Auditing Unit	30
Office of the Inspector General - Mike Rulo	8	Special Operations Response Team	30
ADMINISTRATION		Volunteer Services	31
Business Office/Accounting	9	Photos from the Training Academy	31
Canteen Services	9	Who Is An Offender	32
Correctional Industries	10-11	Custody vs. Security	33-34
Corrections Training Academy	12	FACILITIES	
Facility Management Service	13	Arkansas Valley Correctional Facility	35-36
Finance & Budget	13-14	Buena Vista Correctional Complex	36-37
Information Technology Division	14	Buena Vista Correctional Facility	
Legal Services	15	Buena Vista Minimum Center	
Office of Human Resources	15-16	Colorado Correctional Alternative Program	
Office of Planning & Analysis/ Policy Administration	16	Canon Minimum Centers	38
Purchasing & Warehousing	16-17	Arrowhead Correctional Center	
Utilities, Energy Management & Water		Four Mile Correctional Center	
Resource Management Program	17	Skyline Correctional Center	
SPECIAL OPERATIONS		Pre-Release Center	
Division of Adult Parole & Community Corrections	18-20	Centennial Correctional Facility	39
Intensive Supervision Parole		Colorado Correctional Center	39-40
Risk Assessment Management		Colorado State Penitentiary	41
Sex Offender Lifetime Supervisions Program		Colorado Territorial Correctional Facility	42-43
Interstate Compact Operations		Colorado Women's Correctional Facility	44-45
Division of Correctional Programs	21-25	Delta Correctional Center	45
Clinical Services		Denver Reception & Diagnostic Center	46
Dental Services		Denver Womens Correctional Facility	46-47
Mental Health Services		Fremont Correctional Facility	47-48
Drug & Alcohol Treatment Services		Limon Correctional Facility	48-49
Pharmacy Services		Pueblo Minimum Center	49
Laboratory Services		Rifle Correctional Center	50
Radiology Services		San Carlos Correctional Facility	50
Community Reintegration Program		Sterling Correctional Facility	51-52
Correctional Education Program		Trinidad Correctional Facility	52
Sex Offender Treatment Program		Youthful Offender System	53
PRISON OPERATIONS		CDOC BY THE NUMBERS	
Central Office Security Operations	26	Departmental Escapes	54-55
DOC Accreditation Program	26	Admission and Release Trends	55
DOC Armory/Weapons Ranges	26	Admissions and Releases by Types	56-57
Escape Team	27	Monthly Population/Capacity Report	58
Food Service & Laundry		Age Trends - 50 & over	59
Programs Administration	27	FTE	60
		Total Appropriations	61
		Population Projections	62
		Notes	63-64

COLORADO DEPARTMENT OF CORRECTIONS



JANUARY 1, 2001 ORGANIZATIONAL CHART



Parole Board
Don VanPelt

Division of Public Affairs
Alison Morgan

Public Information Officer
Christy Gonzales

Victim Services
Rose Young

Inspector General
Mike Rulo

Deputy Director of Administration
Brian Burnett

Denver Reception & Diagnostic Center
Joan Shoemaker / Bill Bokros

Denver Womens Correctional Facility
Joan Shoemaker / Noble Wallace

San Carlos Correctional Facility
Mary Smith

Community Corrections & Parole
Jeaneene Miller

Planning & Analysis
Scott Hromas

Legal Services
Brad Rockwell

Budget & Finance
Kathy Walker

Business Operations
Dennis Diaz

Information Technology
Gary Saddler

TQM/Strategic Planning
Ross Kimbrel

Human Resources
Madline SaBell

Training
Cherrie Greco

Special Projects
John Gillogley

Canteen
Fran Fox

Facility Management Services
Nolin Renfrow

Division of Correctional Industries
Richard Schweigert

John Suthers

JOHN W. SUTHERS, EXECUTIVE DIRECTOR

MEET THE DEPUTY DIRECTORS



BRIAN D. BURNETT

Deputy Director, Administration

Brian D. Burnett is the Deputy Director of Administration for the Colorado Department of Corrections. He shares the rank of second in command to the Executive Director with two other Deputy Directors.

Prior to this assignment, Mr. Burnett was Director of Finance and Administration for three and one-half years. He has also held the position of CDOC's legislative liaison for two years, representing the CDOC's interests at the State Capitol.

Mr. Burnett's background in government fiscal and budgeting issues includes nearly six years as Budget Analyst for the Joint Budget Committee, where he had primary oversight of criminal justice issues during the latter three years. He has a Master's degree in Finance from the University of Colorado at Denver.

His responsibilities within CDOC include oversight of all fiscal and administrative support areas, including Budgeting, Correctional Industries, Human Resources, Legal Services, Communications, Information Systems, Training, and Facility Management Services. In 1998, Brian was named an Accreditation Auditor for the American Correctional Association's Commission on Accreditation.

In 1999, Brian was nominated and later selected for the German Marshall fund of the United States American Marshall Memorial Fellowship Program. The Fellowship Program's purpose is to create a network of emerging leaders to develop an opportunity to further leadership skills and an understanding of European and American similarities and differences.

GERALD M. GASKO

Deputy Director, Prison Operations

Gerald M. Gasko is the Deputy Director of Prison Operations for the CDOC. He shares the rank of second in command to the Executive Director with two other Deputy Directors.

As Deputy Director of Prison Operations, Mr. Gasko is responsible for supervision of 15 state prisons/complexes, the oversight of four private prisons and supervision over the various staff elements, including Offender Services, Special Operations Response Team, Central Transportation Unit, Security Threat Group Coordination, Audits and Standards, Private Prison Monitoring Unit, Food Services, and Volunteer Services.

Prior to his employment with the Department, Mr. Gasko was in the United States Army, Military Police, attaining the rank of Lieutenant Colonel. As such, Mr. Gasko divided his duties between law enforcement, criminal investigation, physical security, and Army Corrections. He spent a number of years at the military's only maximum security prison, the United States Disciplinary Barracks, Ft. Leavenworth, Kansas, as well as other military confinement facilities around the world.

Mr. Gasko is a member of the American Correctional Association, Colorado Criminal Justice Association, Correctional Peace Officers Association, North American Association of Wardens and Superintendents, Western Correctional Association, the Military Police Regimental Association, the American Legion, an auditor for the American Correctional Association, the National Law Enforcement and Corrections Technology Council, South Central Law Enforcement Association, and a consultant for the National Institute of Corrections.

Mr. Gasko holds a Bachelor of Science degree in Marketing from Southwest Missouri State University, Springfield, Missouri, and a Masters of Business Administration from Webster University, St. Louis, Missouri.



MEET THE DEPUTY DIRECTORS

MARY E. WEST

Deputy Director, Special Operations



Mary E. West, Ed.D. is the Deputy Director of Special Operations for the CDOC. She shares the rank of second in command to the Executive Director with two other Deputy Directors.

In her capacity, Dr. West is responsible for the "special operations" of the Department. Her responsibilities include the Department's reception and diagnostic center, three facilities for female offenders, a facility for the mentally ill and developmentally disabled, and a facility for youthful offenders. Dr. West also supervises medical, mental health, education, and community reintegration programs statewide. In addition, the Divisions of Community Corrections and Adult Parole report directly to Dr. West.

Prior to joining the CDOC, Dr. West provided services to the U.S. Department of Justice, National Institute of Corrections, developing a focus on "best practices" in corrections nationally. She also served as a warden in Illinois at the all male maximum security psychiatric prison. Her experience includes developing and managing a mental health unit at the New Mexico State Penitentiary in response to a federal consent decree following the 1980 riot.

Dr. West is a member of the Colorado Correctional Association and the American Correctional Association; she also serves as an auditor for the American Correctional Association. Dr. West is a member and a diplomat of the American Board of Forensic Examiners, and she is a licensed psychologist in the states of Colorado and California.

Dr. West's credentials include 18 years in corrections, of which 14 were served at the level of Warden or higher. She holds a Bachelor of Arts degree, a Masters of Arts degree, and a Doctoral degree, all in the field of Psychology.

2000 CDOC EMPLOYEE OF THE YEAR



Denver Diagnostic and Reception Housing Officer Robert Pettis has earned the distinction as Employee of the Year for 2000! Mr. Pettis has been a Colorado Department of Corrections employee since September 1998. In the past two years, Robert has worked in Living Units 1, 2 and Living Unit 3 Segregation. He currently works swing shift in Living Unit 4. Throughout his career with CDOC, Robert has been a peak performer. According to his Warden, "He is a man who has gone the extra mile for what he believes in. He is a man I know all of CDOC will be proud to have represent them."

Robert's work experience includes time as a Federal Fugitive Enforcement Officer, Army Reserve Special Operations instructor, and a CDL Instructor. He has earned achievement awards with the Denver Metro Emergency Response Team as an Honorary ERT leader/advisor.

Robert describes himself as a person who likes to stay busy. Robert is an active volunteer with his church. He also works with troubled gang offenders in teen court. He is part of the Dr. Young Mentor Program, where troubled students are referred for help before being expelled from school. "Those kids just need someone to listen to their problems, not judge them. I try to be there for them." Robert wishes more people would spend time with troubled kids.

Continued on page 6

Congratulations, Robert! You are a true asset to the CDOC and your community. The CDOC appreciates what you have done, and all that you continue to do to provide public safety and ensure the mission of the CDOC.

Robert went through a long and difficult process to be named CDOC Employee of the Year. He was chosen by DRDC as the Employee of the Year. Then he interviewed with Executive Staff Council. (This includes one representative from each facility.) He was judged in the following five areas: Appearance, Extra Mile, Professionalism, Relationship, and Reliability.

OFFICE OF THE EXECUTIVE DIRECTOR

Division of Public Affairs



The Legislative Liaison, **Alison Morgan**, is responsible for development and implementation of the department's legislative agenda. The liaison acts as primary spokesperson to the General Assembly on matters concerning the Colorado Department of Corrections. Building relationships with legislators and providing information and educational opportunities on the operations and functions of the department are the primary objectives for the Legislative Liaison.

PUBLIC INFORMATION OFFICER

The Public Information Officer serves as the primary spokesperson for the Colorado Department of Corrections. The Public Information Officer provides timely and accurate information to the public, local and national media, offender families, and informs the Executive Management team of major correctional incidents. In addition, this office formulates and implements public information strategies to include earned media coverage, positive messages, and provide media tours.

This office plans, researches, writes, designs, edits, proofreads, and oversees production and dissemination of informational and promotional materials to include annual reports, newsletters, brochures, media kits, and fact sheets.

The Public Information Officer negotiates resolution to complaints received about the DOC to the Governor's Advocate office from offenders, parolees, offender families, citizens, crime victims, and other stakeholders regarding handling of incidents, policies, and procedures as implements in individual cases to avoid negative programmatic impact by explaining and defending properly implemented departmental policies and procedures.

This office develops and trains staff to participate in DOC's Speakers Bureau to represent the DOC at Public Events. This office also represents the DOC in the SWAY (State Workers Advocating for Youth) Program.

VICTIM NOTIFICATION PROGRAM

Before 1992, the CDOC had what was referred to as an 'ALERT' program. This program provided individuals with information when an offender paroled or escaped. The information was provided by the individual correctional facility. The ALERT program was primarily aimed at victims, prosecutors, law enforcement, and criminal justice officials who feared for their safety upon the release or escape of an offender.

With the 1992 passage of the Victim Rights Amendment and other legislation, the DOC went to a centralized victim notification system, patterned after that of the Washington Department of Corrections.

The Department of Corrections will continue its Victim Services Unit, serving an estimated 4,620 victims with 15,000 written notifications. CDOC will tracking the movements of approximately 3,200 offenders. Notifications are made concerning: confirmation of registration in the program, initial facility placement, any facility transfer including out-of-state if applicable, eligibility, all decisions concerning community corrections and parole, escape from secure facilities on a 24-hour basis, death and sentence discharge. In addition, the Victim Advocate communicates by telephone with an estimated 1,000 victims, victim advocates, law enforcement, and criminal justice personnel. Presently, the office fields 30-50 phone calls each day in addition to the calls generated from the day to day requirements of providing services to victims.

The Victim Services Unit educates and advises victims based on statutes and policies. This units updates the database, produces quarterly and annual reports, and maintains victim confidentiality. This unit performs outreach and coordinates with other victim services agencies.

MEET THE WARDENS



Rick Soares
Arkansas Valley
Correctional Facility



Tony Reid
Buena Vista
Correctional Facility



Donice Neal
Cañon Minimum Center



Mike Williams
Centennial
Correctional Facility



Ron Leyba
Colorado
Correctional Center



Eugene Atherton
Colorado
State Penitentiary



Juanita Novak
Colorado Territorial
Correctional Facility



James Abbott
Colorado Women's
Correctional Facility



Steve Green
Delta
Correctional Center



Yoan Shoemaker
DRDC and
Denver Women's
Correctional Facility



Gary Neet
Fremont
Correctional Facility



Gary Watkins
Limon
Correctional Facility



Mary Smith
Pueblo Minimum Center
and San Carlos
Correctional Facility



Bobby Johnson
Rifle Correctional Center



Robert Furlong
Sterling
Correctional Facility



Irving Jaquez
Trinidad
Correctional Facility



Brian Gomez
Youthful
Offender System

Office of the Inspector General



The Office of the Inspector General is charged with the detection, investigation, and gathering of intelligence information of criminal activity occurring within the Department of Corrections. This office is also responsible for investigating all internal matters due to violations of administrative policies under the purview of the professional standards program.

Inspector General **Mike Rulo** has continued to expand and improve the effectiveness of the Inspector General's office by reorganizing and expanding the intelligence unit and its responsibilities along with integrating the Sex Offender tracking program under the auspices of the Inspector General's Office while expanding and redefining its role within the Department. The Inspector General's office has continued to seek improvements in its record management systems. The I.G. has hired a Crime Analyst to access the criminal and intelligence activity within the department. This will enable the IG's office to identify criminal behaviors such as drug and security threat group activity within the Department leading to establishment of more proactive programs to combat this activity. The unit has three divisions. Division I, under the leadership of Chief Investigator, **Dennis Hougnon**, is responsible for activities occurring within AVCF, DRDC, DWCF, LCF, PMC, SCCF, SCF, and YOS as well as the private facilities in Bent, Crowley, Huerfano, and Kit Carson counties. Division II is under the leadership of Chief Investigator **Alex Wold**, and is responsible for activities occurring with the facilities in the Canon Region, BVCF, DCC, and RCC.

The Special Operations Division housed at headquarters is under the leadership of Chief Investigator, **Dave Smith**. This unit is responsible for the Background Investigations Unit, Professional Standards, Offender Drug Reduction Program, and the Drug Deterrence Program.

During the year 2000, the Office of Inspector General conducted 494 Criminal Investigations, 239 Professional Standards Investigations, 295 Assist Other Agency, and 651 Complaint Reports for a total of 1679 investigations statewide.

The investigations included a case involving a staff member who misused the State Procurement Card and embezzled over \$14,000 in property from the State. The property was recovered and the staff member was charged and convicted of embezzlement.

A major case of significance was the investigation of a private halfway house director Robert Sylvester in Denver, Colorado. As a result of a two-year investigation which required hundreds of hours of investigation, we were able to obtain an indictment via a Denver Grand Jury on eleven felony counts. This included six counts of sexual assault, four counts of criminal extortion, and one count of racketeering. In October, Robert Sylvester, after being found guilty at trial was sentenced to 288 years at DOC on all eleven counts as indicted.

Another significant investigation involved the apprehension of two escapees from BVCF. On November 13, 2000 inmates Pinedo and Rodriguez escaped from the Buena Vista Correctional Complex between the hours of 10 a.m. and 11 a.m. and stole a vehicle from a construction site. After stealing two other vehicles from the Denver area, the Inspector General's office received information from U. S. Customs that the suspects were seen driving one of the stolen vehicles in Juarez, Mexico. Investigators Schumacher and Frese flew to El Paso and with the help of U. S. Customs Agents were able to apprehend both inmates in El Paso, Texas on December 1, 2000. Also, Inspector General Investigators were instrumental in solving and bringing charges in three cold murder-for-hire homicide cases in El Paso County.

In October, investigators were called to CCF to investigate a homicide. Inmate Bennett had been stabbed several times resulting in the inmate's death. The investigation continues and charges are anticipated pending laboratory results.



Scenes from the Colorado Department of Corrections Training Academy in Canon City, Colorado.



ADMINISTRATION

BRIAN D. BURNETT, DEPUTY DIRECTOR

BUSINESS OFFICE/ACCOUNTING

Dennis Diaz, Director



The centralized business office, reporting to DOC Controller Dennis Diaz, is composed of the following sections: ACCOUNTS PAYABLE — processes all non-payroll expenditures; ACCOUNTS RECEIVABLE — records the billing and collection of revenues generated by the DOC's enterprises, and miscellaneous receivables, and prepares statutorily mandated reports on collections and restitution; CASHIER — receipts and deposits all cash, arranges parole and discharge payments to departing inmates, and processes miscellaneous disbursements from wardens' revolving accounts; GENERAL ACCOUNTING — maintains and controls the accounting records, prepares year end financial statements, tags and records fixed assets, manages grant accounting, and performs various financial analysis and reporting; and OFFENDER BANKING — maintains the offender trust fund, enters all inmate financial transactions into the banking system, supervises inmate bank policy and internal controls, records the collection of offender and parolee restitution (\$1,758,000 in FY 2000) and transmittal to the courts; PAYROLL — Processes and controls the gross payroll for DOC employees. Determines overtime pay, shift differential, and other payroll calculations as well as payments under workers compensation and short term disability benefits. Maintains and controls the DOC payroll timekeeping system that tracks employee hours worked, vacation and sick leave taken and annual and sick leave balances.

CANTEEN SERVICES

Fran Fox, Director



Canteen Services operates out of two locations and provides merchandise and services throughout the State of Colorado to those inmates with adequate personal funds. It also contracts and manages vending services for visiting areas within each facility statewide. Under the direction of Fran Fox, Canteen Services had sales of more than \$9 million in FY 2000 and earned vending commissions of approximately \$40,000 during that same period.

Net proceeds from sales and commissions are placed into the Canteen and Library Trust Fund for allocation to the facilities for inmate benefits such as recreational activities and equipment, libraries, and educational programs.

ADMINISTRATION

CORRECTIONAL INDUSTRIES

Richard Schweigert, Director



We are glad that you are taking the time to read this Annual Report and learn more about the Division of Correctional Industries. Our division is a combination of over 40 businesses manufacturing goods and providing services to thousands of customers in Colorado and the United States. We operate businesses in the agricultural, manufacturing, and service related fields. This diversity includes office furniture, metal fabricated goods, printing, leather products, and much more. We are capable of meeting many needs for the citizens of Colorado.

WHO ARE WE AT CORRECTIONAL INDUSTRIES?

Juniper Valley Products is a company dedicated to our customers and their satisfaction. Juniper Valley Products (JVP) is the daily business name for Colorado Correctional Industries. Correctional Industries is a division of the Colorado Department of Corrections employing inmates to produce quality goods and services for sale to public and private entities.

At JVP we are driven by the need to help our customers perform better using an array of products which we produce. JVP offers an extensive selection of goods for use in offices, schools, public buildings, community centers, and private businesses. We operate one of the highest quality customer support and service networks. We have been known to fix or replace items that are no longer warranted by us. We are there when needed, especially after the sale has been made. Visit us at www.cijvp.com. We appreciate comments via email, telephone call, or by letter.

DIVISION PERSPECTIVE

JVP employs inmates from 15 Department of Corrections facilities located throughout the state. These JVP inmate workers train and work in a variety of occupational areas, acquiring marketable skills, knowledge, and work ethics. This is the most cost efficient, productive way to provide on-the-job training to inmates to prepare them for a successful return to the free world.

The Division operates 59 cost centers including 9 in Administration, 36 in Operations, and 14 in Support Services areas. Over \$34 million in operating revenues were realized last year. Earnings generated from the sale of goods and services produced by inmate labor cover all of the Division's operating and infrastructure maintenance costs.

The Division purposely works as many inmates as possible resulting in cost avoidance and lower taxpayer costs for incarcerating inmates. When compared to general-funded alternatives, Correctional Industries results in a cost avoidance of approximately \$5,000 per inmate for training and working offenders. The products from Correctional Industries provide meaningful work and needed goods for selected markets. Educational programs are incorporated into many Division cost centers to provide education for skills and necessary literacy prior to employment.

Earnings from the sale of goods and services are reinvested into the capitalization and growth of Correctional Industries. As accelerated numbers of inmates enter the system, the Division must also maintain and replace existing capital equipment. Production facilities are indirectly provided by the Legislature through capital construction projects allowing the Division to use its operating profits to pay for new and replacement equipment, raw materials, accounts receivable, and related operating demands for new and expanding business endeavors. As with any business, cash needs to be available to expand existing programs and the start-up of businesses in new facilities.

QUALITY

At JVP we work hard to maintain the highest level of quality in all of our products and services. Many of our workers and staff are rated and measured by the level of quality they build into every product. On-going customer surveys after product delivery and questionnaires delivered with each product help us confirm that the people who buy from us are satisfied.

www.cijvp.com

See the organizational chart for Correctional Industries on the following page.

Organizational Chart for Correctional Industries



COLORADO DEPARTMENT OF CORRECTIONS
Executive Director

DEPARTMENT ADMINISTRATION
Deputy Director



ADVISORY BOARD

COLORADO CORRECTIONAL INDUSTRIES
Executive Director

ADMINISTRATION & FINANCE

FISCAL OFFICE

INMATE PERSONNEL

INFORMATION SYSTEMS

PHYSICAL PLANT

BUSINESS & SALES

MARKETING

SALES

DISTRIBUTION

CUSTOMER SERVICE

SURPLUS PROPERTY

FORMS &
PUBLICATIONS

MANUFACTURING & SERVICE OPERATIONS

NORTHERN OPERATIONS

GARMENTS

LEATHER PRODUCTS

GENERAL SERVICES

SEATING

FURNITURE
REFURBISHING

GARMENTS



SOUTHERN OPERATIONS

FURNITURE

PANEL SYSTEMS

METAL FABRICATION

PRINTING SERVICES

LICENSE PLATES

ARTIFACTS

COMPUTER
MANUFACTURING



AGRIBUSINESS/ FLEET OPERATIONS

AGRIBUSINESS

DAIRY

RANCH

FARMS

RECYCLING

GREENHOUSE

COMPOSTING

HEAVY EQUIPMENT

SERVICE STATION

FLEET OPERATIONS



ADMINISTRATION

CORRECTIONS TRAINING ACADEMY

Cherrie Greco, Director



The Division of Training provides the Department of Corrections with system-wide training to all employees. Through Basic, In-service, Advanced and Specialized training programs, employees increase knowledge, improve skills, and develop the abilities required to meet the demanding and changing needs of modern penology.

The Basic Training Program presented at the Academy in Cañon City is one of the few in the nation to meet the stringent standards of the American Correctional Association. During this month-long program, new employees are introduced to a variety of learning experiences that



will prepare them to work as skilled professionals in a correctional setting. During the past year, a variety of course work including professionalism, personal ethics, interpersonal communications skills, and the challenges of working among a diverse offender population have been emphasized to assist new employees. During the year, nearly all B.T. courses were reviewed or revised per American Correctional Association standards. In a partnership with the U.S. Department of Labor and Veterans Administration, an Apprenticeship program for qualified, first-year Correctional Officers was added to the training schedule and continues at the facility level.

Multiple Basic Training programs were presented simultaneously at Sterling, Denver, and the Academy during the past year. Planning is underway for additional, on-site academies during the coming year for Denver Women's expansion and the activation of Fort Lyon.

Among others, new Advanced and Specialized training classes were delivered in the form of Leadership Training to Executive level staff and Wardens. A separate Leadership program was provided to Majors and Captains. Known as the "year of emergency planning and training," the past year saw an emphasis upon responding to



emergencies, Shift Commander training, and Hostage Team training. Emergency activation training drills continue monthly at the facility level. Additional new Training for Trainer programs and courses were implemented: Cultural Competency and Sexual Misconduct in Correctional Settings. Further, 30 new Verbal Judo instructors were credentialed.

In addition to meeting the ongoing training needs of the CDOC, the Division of Training was privileged to spearhead a project that led to the dedication, in March of 2000, of the Fallen Officer Memorial. This striking work of art is a tribute to those who paid the ultimate price to protect the citizens of Colorado and stands as an inspiration to our DOC staff. The memorial sculpture is located in the reception area of the Academy and open to visitation by the public. As research on the memorial was completed, Executive Director John Suthers further commissioned the writing of a book, chronicling the history of the Department of Corrections.

Cherrie Greco, Director of Training, continues to serve on numerous boards and committees including: President, Colorado Criminal Justice Association, Adult Facility Representative/Delegate, American Correctional Association and Regional Field coordinator, and National Institute of Corrections.



ADMINISTRATION



FACILITY MANAGEMENT SERVICES

Nolin Renfrow, Director



In 2000, Facility Management Services (FMS) was responsible for the administration of over \$498 million in Capital Construction and Controlled Maintenance projects. This amounted to continual reporting, tracking, and project representation of 161 contracts with a value of \$35 million on over 125 projects. Continuing this vast exercise with limited staff resources is common practice for FMS. The team continues to be successful, utilizing the tools adapted through the 1999 Strategic Planning Process.

The FMS Field Office joins with the office and staff in Headquarters and continues to manage the daily challenges of dealing with the project load, at times restrictive schedules and in almost every case, the funding issues that arise from our Capital Construction and Controlled Maintenance appropriations. The Field Office had a trying year, dealing with the numerous projects assigned to them, for the most part, without the assistance of Bill Tripp - Field Office Manager/Project Manager. Bill became seriously ill in April and passed away in October. Other staff serious illnesses also affected our operation. We relied on the remaining staff to answer these challenges and feel we did a good job of responding to the needs of our customers.

FMS Headquarters staff continues to manage the daily challenges of dealing with the legal aspect of the contractor termination on the Trinidad Correctional Facility. This past year has been difficult in dealing with the surety's replacement of the contractor on the project. Work has been slow to non-existent, and the legal aspect of the initial termination continues to build. FMS is dedicated to providing taxpayers of the State of Colorado with the best product for their money and continue to pursue this concept in our daily dealings with the Contractor on site.

During 2000, FMS sent several staff to Madison, Wisconsin for specialized training in project management. FMS staff also completed a two-day OSHA training, which was provided by Jacobs Facilities. FMS continues to answer the challenges of both a growing agency and state in an effective and professional manner.

FINANCE & BUDGET

Kathy Walker, Director



Under the leadership of the Director of Finance & Budget Kathy Walker, this office performs a multitude of functions in support of the Department's budgetary and financial goals. Beginning in May of each year Decision Items (operating budget requests) developed by facilities and divisions are analyzed by the Budget Office staff who make recommendations to the Executive Director's Office and the departmental deputies for submittal to the Office of State Planning and Budgeting (OSPB). If approved by the Governor's Office, these become part of the DOC Budget Request document which is submitted by November 1 for legislative review by the Joint Budget Committee (JBC). Serving as the liaison between JBC

ADMINISTRATION

analysts and DOC officials, the Budget Office coordinates the flow of information presented to satisfy JBC questions. A departmental budget briefing to the JBC followed by the DOC Executive Director's appearance at the official DOC Budget Hearing in late December or early January solidifies the Department's budget, and DOC budget Amendments, which change the succeeding year's request. Both are due to the JBC by January 1 of each year.

Other operations performed by the Finance and Budget Office include: training all levels of DOC staff in budget and fiscal procedures; appropriating Long Bill allocations to individual facilities and programs; performing quarterly budget reviews to monitor operating unit expenditures; and providing fiscal impact statements and financial analysis to the Legislative Council on pending legislative issues. Thirteen (13) Business Manager positions, which support facilities and divisions with financial and policy assistance, are overseen by this office. The Department's Headquarters building mailroom, switchboard, and training lab also fall under the supervision of Finance and Budget. All DOC contracts for leased space are generated from the office. This unit also manages the building's motor pool and maintains and distributes vehicle service information. Overall the Finance and Budget Office ensured fiscal responsibility and integrity for DOC's \$480 million operating appropriation in FY 2000.

One other area that was absorbed by Finance and Budget this year is the Office of Strategic Planning and Process Improvement. A department-wide planning and project tracking system is the core responsibility of this office. The five (5) year DOC Strategic Plan is developed and distributed every two years from this unit. The area oversees facility and ZBB subprogram annual Management Plans and reviews their Quarterly Reports. Support for the department's Budget Request document is provided by determining critical performance measures and editing document narratives. All departmental planning issues are overseen by this office.

INFORMATION TECHNOLOGY DIVISION

Gary Saddler, Director



Under the supervision of Director Gary Saddler, former Information Systems and Communications offices have merged into a single organization known as the Information Technology Division. The mission is to enhance departmental operations by providing centralized service and support for telecommunications systems and equipment, and for the enterprise and local computer systems and servers department wide. These centralized services include staff voice communications, radio systems and equipment, cellular telephones, pagers, hardware and cable planning, microwave communications, video teleconferencing, wide area and local area data networks, and the Colorado Inmate Phone System. The services and support for the departmental computers and servers include applications support, help desk support, and operational support for the more than 1,750 applications programs and 1,000 database tables on the main DCIS mid-range enterprise computer systems. Twelve central computer file servers are operated and maintained by technical staff. IT staff supports local facility staff for 26 Novell File Servers located state-wide. Internet services and E-mail services have been greatly expanded throughout the year.

Beyond the internal services provided, the IT staff develops, operates, and maintains the computer interfaces to the four other criminal justice agencies within the state by performing data transfers and date queries through the Central Index System at the Colorado Integrated Criminal Justice Information System (CICJIS).

The goal of the IT Division is to enhance departmental operations by providing accurate and concise information that is accepted throughout the criminal justice system. As a part of this mission the IT Division staff is continuously looking at future technological alternatives to provide centralized services to the many DOC staff, including new and enhanced computer applications development initiatives and services, as well as enhanced communications and video teleconferencing.

ADMINISTRATION

LEGAL SERVICES

Brad Rockwell, Director



This office, directed by Brad Rockwell, administers the Offender Legal Access Program, manages all employee and offender litigation, acts as ADA coordinator, monitors the Step III Grievance Officer, monitors departmental court compliance, and coordinates legal inquiries by staff and outside agencies with the Attorney General's Office. The Legal Access Program ensures that offenders can exercise their constitutional right of access to the courts as mandated by law. The DOC continues to become more fiscally efficient by utilizing CD-ROM technology in facility law libraries. The program operates through the use of law libraries, a contract attorney, a program assistant, and 12 legal assistants who provided offenders with approximately 55,000 accesses during the 1999 fiscal year. During FY 99-00 the Office processed in excess of 9,000 legal documents relating to litigation.

OFFICE OF HUMAN RESOURCES

Madline SaBell, Director



The mission of the Office of Human Resources is to provide human resource services to all Appointing Authorities, employees, and DOC customers. Under the leadership of Madline SaBell, Director, the following five units are committed to meeting the needs of DOC: Employee Relations, Dispute Resolution, Operations, Pre-Employment, and Employment Services.

During 2000, the following processes were provided to our customers in an effort to improve operations and fulfill our mission in providing better service:

- Performance Management and Performance Pay training completed for all employees.
- Worker's Compensation Case Management/Transitional Duty Program has been effective in reducing costs and claims as well as providing transitional duty employment for injured DOC employees. Transitional Duty Program has shown a return to DOC in saved labor costs for this last year of \$228,353.67.
- The Benefits/Worker's Compensation Unit also received the Rick Management Achievement Award for 1999/2000 in recognition for their contribution in the implementation and management of an efficient worker's compensation/transitional duty program within DOC. Through effective administration of this program the unit has saved \$709,798.60 in reduced worker's compensation costs.
- During 2000, this office was instrumental in all phases of the hiring process for over 915 employees. Much time, energy, and resources were invested in other HR processes which included recruitment, exam development/administration, selections, records management, classification, specialty training, dispute resolution, and appeals/grievances, to name a few.
- Administration of Unemployment Insurance claim review process resulted in saving the Department over \$190,000 for the year 2000.
- The Dispute Resolution Unit successfully challenged Civil Rights complaints and Appeals to the State Personnel Board during the last year. This unit continues to focus on the development and implementation of a fully functional mediation program to assist in resolving disputes in the area of EEO, Grievances, Appeals, and Unemployment Insurance issues.
- New Competency Based Examinations were developed and administered.

ADMINISTRATION

- Development and implementation of a suitability examination device.
- Physical Agility testing was implemented and continues to be a viable asset in screening applicants who are unable to perform the essential functions of a specific job within DOC. Over \$1 million dollars in employee and training costs have been saved since this testing program was implemented.
- Pre-Employment Unit has streamlined their background investigation process which has produced a more efficient operation in determining applicant's employment eligibility. They are also in the process of implementing an automated background system that would further expedite the background process.

We are committed to meet the needs of our customers in the future and will continue to explore opportunities in the development and implementation of more efficient computer-based information systems for HR in an effort to further enhance our operation.

OFFICE OF PLANNING & ANALYSIS/POLICY ADMINISTRATION

Scott Hromas, Director



Under the direction of C. Scott Hromas, the office is a research, evaluation, policy development, and information and data analysis service unit for the DOC. The Office is organized into four units.

The general statistics, evaluation, and statistical analysis unit is responsible for analysis and reporting of official offender data for the department, including offender demographics, sentences, classification, disciplinaries, recidivism, admissions, releases, and parole board decisions. This unit also monitors population projections, analyzes legislative impact studies, and conducts evaluations as directed by statute or executive requests.

The specialized research and evaluation unit currently concentrates resources in drug and alcohol programs, sex offender treatment and monitoring programs, the Youthful Offender System program, and the community evaluation/audit program. The drug and alcohol research component does extensive evaluation of treatment programs both within the department and interagency collaborations around the state's standardized drug and alcohol assessment program. The sex offender treatment and monitoring research component does work in monitoring offenders through the program and has done extensive research in the use of polygraph results in enhancing criminal history data and supervision requirements of sex offenders. The research component of the Youthful Offender System program is relatively new and will evaluate various programs across YOS from the residential setting to the last phase of community reintegration. The community evaluation/audit program is part of a larger interagency work group that has the responsibility to evaluate substance abuse in the overall Criminal Justice System. This work group will review and establish standards in definitions and performance measures among all community substance abuse programs.

The policy administration unit monitors the drafting, review, audit, and annual review process for the department's administrative regulations, guidelines provided to DOC facilities, divisions, and programs to ensure that all operations comply with federal and state law, and accepted professional practice, governing corrections and ACA standards.

The Office of Planning and Analysis is responsible for the planning of new bed types as it relates to such areas as special populations, offender classification, and department placement policy.

PURCHASING & WAREHOUSING

Tony DiOrio, Director



The purchasing and warehousing operation, under the direction of Tony DiOrio, works to assist DOC personnel in procuring the goods and services necessary to satisfy the needs and mission of the Department. In complying with the State Procurement Rules and the Procurement Code of Ethics, this office ensures equitable treatment of all vendors who participate in the state's purchasing program; fosters fair and open competition for DOC's

ADMINISTRATION

requirements; and maximizes to the full extent the purchasing value of public funds. Purchasing guides and assists personnel in determining the needs of the Department and to procure these needs in the most effective and efficient manner possible. Due to departmental growth, this section has had to modify and adapt procedures to accommodate and relieve the pressures that have resulted from the increasing demands of commodities and services.

The Warehouses receive, store, and distribute goods needed to support the facilities and operations of the Department. They maintain the lowest possible inventory that still maximizes volume purchasing. The warehousing function has grown to five outlying warehouse centers with back support from a central operation in Cañon City. The warehouses furnish support by acting as receiving and storage locations and providing, by delivery, the distribution of items needed to continue and maintain services.

In FY2000 Purchasing processed and awarded over 6,900 purchase orders and contracts with a value in excess of \$177 million with the warehouses filling and delivering in excess of 30,400 orders.

UTILITIES, ENERGY MANAGEMENT AND WATER RESOURCE MANAGEMENT PROGRAM

Terry Yergensen, Director



The Utilities Subprogram is responsible for: 1) providing reliable, cost-effective utility services to all Department of Corrections (DOC) buildings, equipment, and other systems to provide a secure and safe living and work environment; 2) gathering, preserving, analyzing, and disseminating utility related data for the education of users, for the implementation of incentive systems, for the development of budget requests, and for the carrying out of savings and/or cost avoidance opportunities; and 3) providing specific oversight, engineering, and management services in regard to the Department's water rights.

The DOC is responsible for managing one of the largest utility budgets for a State agency. This year we have continued our energy planning and furthered our strategy with procurement and efficiency projects critical to the Energy Management Program (EMP). The DOC is continuing to work with other State agencies and consultants as well, to improve EMP efforts.

The State's first Utility Data Warehouse is under design and development involving the DOC. This project involves not only State agencies such as the DOC and the Controllers Office but also research and development partners from the private sector. Implementation is scheduled for August of 2001 and the DOC is responsible for project management.

The Department continues to seek and promote energy and utility conservation in our facilities as a way to reduce and control costs. This involves encouraging ownership of the program by all users, implementing savings opportunities, and monitoring the evolution of utility costs and energy efficiency through our utility tracking system.

The EMP element of the program is self-supporting and in the second full year of having an administrator hired to implement the EMP, the DOC saved or reduced costs by approximately \$1 million. Additionally, utility invoice auditing and contract monitoring produced further cost avoidance in the amount of approximately \$125,000. In FY 2000-01 the DOC expects to continue to deliver savings and/or avoided costs from measures currently implemented. It is important to consider that each year's overall savings will be offset by the cost of implementing the cost avoidance measures, as is typical of an EMP.

We plan to continue to reduce costs by implementing conservation measures. Also, we will continue to manage the cost rates for utilities by improving our implementation of utility savings contracts, and look for ways to lower utility costs by reviewing rates for discrepancies between providers and initiate rate negotiations.

SPECIAL OPERATIONS

MARY WEST, DEPUTY DIRECTOR

DIVISION OF ADULT PAROLE & COMMUNITY CORRECTIONS



Jeaneene Miller, Director

The Divisions of Adult Parole and Community Corrections are responsible for the supervision of parolees and inmates and support them in their efforts to successfully reintegrated back to the community. Although both operate as separate divisions, on May 21, 2000 the Colorado Department of Corrections restructured the management of both divisions so that their operations would be overseen by one director, Jeaneene Miller.

The final implementation of the reorganization occurred November 1, 2000 when staff and program assignments were consolidated statewide within six (6) regions operating out of sixteen (16) offices, with one (1) headquarters for both divisions. These six (6) regions consist of the Central Metro Region (based in central Denver), the West Metro Region (based in west Denver), the South Metro Region (based in Englewood), the Northern Region (based in Westminster with satellite offices in Longmont, Fort Collins, Greeley, and Fort Morgan), the Western Region (based in Grand Junction with a satellite office located in Durango), the Southern Region (based in Colorado Springs with satellite offices in Pueblo, Canon City, La Junta, and Monte Vista), Interstate Compact (based in Lakewood), and Administrative Headquarters (based in Lakewood). The Divisions of Adult Parole and Community Corrections is comprised of one (1) director, two (2) deputy directors, six (6) managers, fourteen (14) supervisors, twenty-three (23) team leaders, and one hundred seventy-one (171) agents, officers, and staff.

The mission of the Divisions of Adult Parole and Community Corrections is to enhance public safety by managing offenders through an array of supervision standards and community based program services to assist each offender transitioning to the community, while operating within Colorado State Statute, Colorado Department of Corrections Administrative Regulations, and Division Operational Memorandums. The requisite of effective offender supervision in the Divisions of Adult Parole and Community Corrections consists of assessing the offender for risk and needs, developing individual treatment and intervention strategies, supporting these strategies with linkages to community based programs and services, and managing risk through an array of highly structured surveillance and monitoring components complimented by effective case management. If an offender is not amenable to change or presents a risk to public safety the Divisions of Adult Parole and Community Corrections will exercise its law enforcement responsibilities to address any non-compliant behaviors. This balanced approach to offender management provides a continuum of services through the two Divisions, while maintaining professionalism, accountability, and fiscal responsibility.

DIVISION OF COMMUNITY CORRECTIONS

The Division of Community Corrections was recognized by the Colorado Department of Corrections as a separate division on August 1, 1991. The growth, increased sophistication and diversification of programs, separate governing statutes, specific funding appropriations, and separate offender management regulations and programmatic issues separated Community Corrections from Parole functions. The Division began with 23 full time employees supervising approximately 350 inmates. Today the Division consists of 83 full time employees and supervises an average daily population of approximately 1510 inmates.

The Division of Community Corrections is responsible for the administration of community corrections programs for adult inmates and youth offenders transitioning from prisons. Administration of programs includes referral, movement, management, and supervision of inmates in residential community corrections programs and the non residential Intensive Supervision Program (ISP). Four additional programs, the Youthful Offender System (YOS), the "Boot Camp" Community Program, the Governor's Fugitive Apprehension Task Force, and remediation programs were added in fiscal year 1994-1995.

Adult inmates convicted of statutorily defined nonviolent offenses, who are nineteen (19) months from their Parole Eligibility Date (PED), and inmates who are convicted of statutorily defined violent offenses who are nine (9) months from their PED may be referred to a community corrections program. The inmate placement may occur at sixteen (16) months and six (6) months prior to PED, respectively. Each community corrections board and each program must approve inmates

SPECIAL OPERATIONS

for placement, and may reject an inmate after acceptance. Adult offenders from a community corrections program or CDOC facility must be one hundred and eighty (180) days to their PED to be placed on ISP.

Administering these programs requires oversight of the management of each of the community corrections residential centers and community based service providers, direct supervision of DOC inmates, and technical assistance to ensure that inmates are managed in compliance with state statute, pertinent case law, Colorado Department of Corrections regulations and Division of Community Corrections operational memorandums, written directives, and Division of Criminal Justice program standards.

Since per diem funding for residential programs is appropriated through the Division of Criminal Justice for payment to the private community corrections residential centers, a great deal of coordination and cooperation is necessary among the Division of Criminal Justice, Division of Community Corrections, the 23 community corrections boards, and the 28 community corrections programs located throughout the state.

Managing inmates in the community is the responsibility of the Division of Community Corrections agents. All Community Corrections agents are Class 1A Peace Officers and are Peace Officer Standards Training (POST) certified and adhere to supervision standards that are set in statute and regulation. Agents are responsible for inmate supervision in the community, respond to attempted escapes and critical incidents, make arrests, administer disciplinary procedures, and remove inmates from the community as necessary. Caseload ratios for Community Corrections Residential agents is sixty to one, Intensive Supervision Program (ISP) agents is twenty to one, and Youthful Offender System agents is ten to one.

To meet the programmatic and treatment needs of offenders under their supervision, the Division of Community Corrections has developed several specialized programs designed to provide each offender with optimum opportunities for success, while enhancing public safety.

El Paso County's Community Corrections (COMCOR) provides a sex offender program and a program for the chronically mentally ill.

The Haven is a specialized drug treatment program for female offenders and their young children. Mothers and their children live together at the center with programs focused on family reintegration.

Two 45-day intensive residential treatment programs, one in Alamosa and one in Weld County, provide drug and alcohol treatment where offenders do not have access to the community.

The Drug and Alcohol Residential Treatment (DART) is a 40 day intensive co-ed residential treatment program with a 5 day transitional period into the general community. Located in both Denver and Colorado Springs, DART provides residents with substance abuse education and treatment, vocational assessments, communication skills, social/family reintegration, and concludes with a community aftercare plan.

El Paso County's COMCOR will provide aftercare services for female graduates of Colorado Correctional Alternative Program which addresses structure and gradual reintegration back to the community.

Independence House provides aftercare services to those offenders who have successfully completed the Buena Vista Vocational Heavy Construction Technology program working closely with the Buena Vista Correctional Facility and the Heavy Construction Advisory Committee.

Gateway Through the Rockies is a 90 day remediation/ punitive program operated by the El Paso County Sheriff's Department as an alternative to a DOC regression. DOC offenders located at Com Cor qualify for this program which offers supervised work release, restitution collection, cognitive education, anger management, parenting classes, domestic violence prevention, and substance abuse classes.

The Mountain Parks residential facility operates on the grounds of the Denver County Jail. The Mountain Parks work project is an option for community status inmates awaiting placement to a residential program. Mountain Parks assesses substance abuse problems, counseling needs, job skills, and family resources.

DIVISION OF ADULT PAROLE

The Division of Adult Parole is responsible for the supervision of persons paroled from Colorado correctional facilities by the Colorado Board of Parole and parolees from other states authorized under interstate compact for the supervision of probationers and parolees to reside in Colorado. The mission of the Division is to provide public safety through the effective supervision of offenders. The goal of reducing the probability of further criminal behavior of offenders under supervision is accomplished through supervision and providing assistance to the offender in the areas of employment counseling, mental health and substance abuse treatment referrals, emergency residential planning, and daily life skills.

SPECIAL OPERATIONS

Offenders are routinely monitored for alcohol and substance abuse with mandatory testing procedures carried out by Parole officers or authorized contract staff. Parole officers routinely meet with offenders and their families, sponsors, treatment providers, and employers in the community to monitor the offenders compliance with parole conditions. The Division of Adult Parole supervises an average daily population of 3,687 parolees with 134 full time employees, while another 1,326 are being administratively supervised in other states by the Interstate Compact office.

Parole is a condition of release from prison, made by an independent seven-member board appointed by the Governor and confirmed by the Colorado Senate. Individual parole board members review parole recommendations statewide, in cases of violent offenses a full board review is required. Common conditions of parole are that an offender must maintain an approved residence and attend treatment programs. In the event of an alleged violation of parole conditions, the parole officer is empowered to arrest or summons the offender which requires the offender to appear at an evidentiary hearing before the board (Colorado Parolees) or an administrative law judge (Interstate Parolees). The board or administrative law judge determines guilt or innocence of offenders alleged to have violated parole conditions. Sanctions for proven violations are imposed by the board. Parole is conditional for all crimes committed after 1985. Mandatory parole applies to all crimes committed between 1979 to 1985, meaning that the board could set conditions for parolees to follow, but offenders have to be paroled.

Parole officers are established in statute as Level 1A Peace Officers and as such must be Peace Officer Standards Training (POST) certified. They are empowered by statute to carry weapons, make arrests, respond to escapes and attempted escapes, transport prisoners, and respond to critical incidents and law enforcement emergencies. Additionally, Parole officers conduct investigations into the suitability of parole sponsors, the whereabouts of parole absconders, and other matters related to the supervision of offenders in the community. Caseload ratios for Parole officers with regular parole caseloads is 60:1, Parole officers with a strict Intensive Supervision Program (ISP) caseload have a ratio of 20:1.

Specialization of certain offender caseloads as well as programs has proven to be an effective trend. Specialized units include:

- **INTENSIVE SUPERVISION PAROLE (ISP)** - This program is established by statute for high risk-high needs offenders who present increased risk to the community. These offenders would not generally be considered as good candidates for parole by the board and would not receive favorable consideration for release (discretionary) because of the risk posed were it not for the increased supervision, surveillance, and contact by Parole officers this program offers. This is a highly structured supervision which includes the use of electronic monitoring, a daily call-in system, and if required the Global Positioning Satellite (GPS) system. Parolees on ISP call in with their weekly schedules and see their Parole officer weekly. Offenders abide by curfews, are involved in treatment, and are checked on more frequently than if they were on regular parole. Intensive Supervision Parole works with parolees to establish a positive, crime-free routine while in this program. A strict ISP caseload ratio is 20:1 compared to traditional parole where the caseload is approximately 60:1.
- **RISK ASSESSMENT MANAGEMENT (RAM) TEAM** - A program of parole officers and supervisors specially trained in the supervision, treatment, and monitoring of sex offenders, chronically mentally ill, developmentally disabled, and high profile parolees. The supervisory standards for this caseload also exceed regular parole.
- **SEX OFFENDER LIFETIME SUPERVISION PROGRAM** - This program was established within the Division as a result of legislation enacted in 1998 to establish criteria for and provide lifetime supervision of certain offenders convicted of sex offenses and sentenced to prison and subsequent lifetime parole supervision. Currently no such offenders have been paroled. The only allocated position at present is an administrative position which has established program criteria, supervision standards, and procedures in anticipation of offenders being paroled under this legislation.
- **INTERSTATE COMPACT OPERATIONS** - In Colorado the Interstate Compact for the supervision of parolees and probationers carries responsibilities that cross not only the judicial and executive branches of government, but the private sector as well. The compact is governed by both federal and state laws. The United States Congress' enactment of the Crime Control Act of 1934 led to the development of the Interstate Compact of the States.

The primary functions of the Colorado Interstate Compact office are: act as a mediator in any dispute or violation of the terms of the Compact between jurisdictions. Act as a clearinghouse for all placement investigations for probationers and parolees entering or leaving Colorado. Provide training to both probation officers and DOC staff regarding the compact history, responsibilities, and standards. Responsible for the tracking of out-of-state offenders seeking treatment, rehabilitation, education, or criminal history-related treatment within the private sector of Colorado's treatment community. The supervision of Colorado domestic parolees in other states.

Specially assigned Parole Officers supervise and document the movement, progress, and violations of approximately 1,326 Colorado cases placed on supervision or detainers in other states and U.S. Territories. The Compact seeks parity for all offenders requesting interstate supervision by maintaining the provisions of acceptance, denial, supervision, and violation procedures nationwide.

The administration of these Division of Adult Parole and Community Corrections program services requires a commitment to maintain public safety, recognition and sensitivity to the needs of the local communities, the Colorado Board of Parole, and the community corrections boards and programs, while meeting the bed space and programming needs of the Colorado Department of Corrections and the offenders under its supervision.

SPECIAL OPERATIONS

DIVISION OF CORRECTIONAL PROGRAMS

Dr. Dennis Kleinsasser, Director



CLINICAL SERVICES

The Division of Clinical Services has established a mission statement as part of its strategic planning effort. That mission statement is as follows: To be an innovative leader in the provision of correctional health care and in the rehabilitation of offenders, enhancing the public health and safety by successfully reintegrating offenders back into society and achieving clinical quality while being both respectful of the patient-provider relationship and being highly cost effective.

DENTAL SERVICES

Dental services are provided in Colorado correctional facilities and include intake exams, treatment of dental emergencies, restorations, root canal treatment, dentures, treatment of fractured jaws, prosthetics, and other needed dental services.

Other functions include hospice and other administration components that directly support a provision of health care.

Clinical Services strives to recruit and maintain an adequate level of licensed, professional staff, and a sufficient quantity and quality of space and equipment to meet not only court-mandated standards, but also voluntary accreditory standards such as the American Correctional Association Standards.

MENTAL HEALTH SERVICES

CDOC Mental Health provides a system of quality professional mental health services to offenders with mental health problems. CDOC continues to manage and treat increasing numbers of offenders with serious mental illnesses (OSMIs). There are particular challenges with special populations, including women, youth and administrative segregation offenders, and with the increasing cost of psychiatric services and medications. The General Assembly has begun to address this issue through an interim legislative committee to study OSMIs in the criminal justice system (pending legislation will extend this committee). This presents opportunities for improvement of services and programs for treatment and management of this population.

Mental health services are also provided for offenders with other, usually less debilitating mental health disorders, including crisis intervention and management. As resources allow, rehabilitative services are provided, including the Anger Management and Core Curriculum programs to offenders with dangerous and/or debilitating behavior patterns. In order to maintain adequate services to the OSMI population, rehabilitative programs have been reduced, with resources shifted to the higher priority OSMI population. (DOC Sex Offender Treatment and Monitoring Program and Drug and Alcohol Programs are impacted by the shifting of resources at this time. These programs are administratively part of Mental Health, but are discussed in separate sections of this document.)

DRUG & ALCOHOL TREATMENT SERVICES

The CDOC evaluates each inmate for drug and alcohol treatment needs using a standardized assessment process used across the state by all treatment providers who treat offenders. Once treatment is recommended, a range of services including A.A. and N.A. programs, drug and alcohol education, intensive outpatient programs, and more intensive therapeutic community based programs for seriously addicted offenders are utilized.

PHARMACY SERVICES

Pharmacy Services are provided to all Colorado Department of Corrections facilities through four regional pharmacies. Services include receipt, interpretation, and filling of prescription orders (oral and intravenous,) and delivering medications to the appropriate state facility. Pharmacy services is also responsible to order and store required medical supplies for all CDOC medical facilities.

SPECIAL OPERATIONS

LABORATORY SERVICES

Laboratory Services provides basic laboratory diagnostic services to all CDOC facilities. This is a contracted service and is structured to allow clinical units to draw and send out specimens. Reports are generally received the same day.

RADIOLOGY SERVICES

Radiology Services provide basic radiographic (X-ray) diagnostic procedures at specific CDOC medicinal clinics. Other medical services provide central functions in direct support of health care such as medical records, utilization management, quality assurance, health and dental policy development by the chiefs of service, pharmaceutical services, information systems, finance, and administrative operations. These central functions must coordinate all activities of the various clinics and infirmaries in order to successfully utilize the managed care concept under Access Correctional Care.

COMMUNITY REINTEGRATION PROGRAM

The Department of Corrections Reintegration Program went through a period of significant change and development during 1999-2000. The continuing problems associated with recidivism brought new attention to the critical importance of reintegration programs. In order to meet the goal of making reintegration services available to 80% of releasing inmates by June 30, 2003, the DOC instituted a three phased process to increase the size and scope of the Community Reintegration Program. Four new FTE Reintegration Specialist positions were added to the program during 1999-2000 and an increase of an additional 11 positions will be proposed to the State Legislature over the next two years. In addition, Community Reintegration became a separate DOC Sub-Program effective July 1, 2000 by combining resources previously allocated to the Education and Dress Out programs along with the newly appropriated funds and FTE.

Reintegration services consist of both Pre-release and post-release components. The pre-release component includes activities which screen inmates to identify the individual requirements necessary to increase the probability of success following release and the development of the personal, life and pre-employment skills critical to transition. The post-release component consists of assistance and Support to the offender in the transition process, in accessing community services and in securing employment and/or training. Support services are also available to those offenders for whom limited financial support in areas such as housing, clothing and tools will increase the opportunity for success.

With the overall focus on expanding services and a reduction of recidivism, the Community Reintegration program recorded a number of significant accomplishments during 1999-2000. Full time community outreach specialists were located in Colorado Spring and Pueblo. The John Inmann Work & Family Center, which is a cooperative program between the DOC, the Mayor's Office of Workforce Development, Denver Department of Human Services, the AFL/CIO Offender Project, and several other partners, was opened in August 1999 to provide a full range of reintegration services to released offenders in the Denver area. The Center is currently funded by DOC, federal grant funds, and other state/local sources. Expansion of the Center's activities next year will be possible through receipt of a grant from the Department of Public Safety, Division of Criminal Justice.

Other major accomplishments during 1999-2000 were continued partnerships with employment programs such as the Job Training Partnership Act and Welfare to Work, educational programs at the Community College of Denver and other locations, as well as the establishment of local cooperative groups of correctional and human service organizations in Pueblo and Colorado Springs, which provide and coordinate services to offenders. In addition, job fairs, employer breakfasts/luncheons, and other employer focused events were held in Denver, Colorado Springs, Pueblo, and Fort Collins. During 1999-2000, an estimated 1,850 inmates/offenders were provided reintegration services in facility and/or community. Of this number, 360 were provided comprehensive employment/training services under the Job Training Partnership Act.

SPECIAL OPERATIONS

CORRECTIONAL EDUCATION PROGRAM

The Correctional Education Program (CEP) provides quality academic and vocational programs that equip inmates to transition effectively into the community.

Of the more than 16,500 inmates in the Colorado Department of Corrections, 9,064 were enrolled in academic education during 1999-2000. Education works... current literature supports a 20-35 percent reduction in recidivism when inmates have access to and are enrolled in educational programs. In addition, the CEP supports programs that promote integrated competency based literacy skills, technical skills, and cognitive/social skills.

Approximately 59% of all inmates in the CDOC possess a 9th grade or lower reading level. A major focus of the Program is to enroll inmates in GED classes and support their achievement in such. Of the 1,148 inmates attempting GED, 698 achieved their certificate.

In addition, the program supports the value of and use of a broad range of library services in all of its facilities. During 1999-2000 there were 445,730 inmate contacts and 29,144 library hours open to CDOC inmates. Also, 445,819 library books were checked out and there were 10,826 interlibrary loans.

More and more, CEP and the CDOC are recognizing the need for academic education that addresses special needs populations. Special Education has received a greater focus, and with that a part time special education director Dr. Debbie Dunn, who has helped expand the services of that population. A standardized file to be used with all special education inmates was developed for review by Dr. Dunn.

An SRA Corrective Reading Program now exists in 15 facilities and the educational staff at SCF are developing interactive education programs for close/ad. seg inmates.

Through the CEP office teacher training and education is offered. A teacher-mentoring program for new teachers was developed with eight master-level teachers trained to facilitate the entry of new teachers into a correctional environment. Trainings and workshops during 1999-2000 included a GED Workshop, a Library Workshop, 15 different facility reading trainings, a Mentoring Workshop, a Parenting Workshop, and a Sharks Program at YOS.

As the next fiscal year approaches attention will be paid to ABE/GED curriculum adjustments, a CDOC -wide special education staff, and adjustments necessary for 2002 GED test changes.

Key activities relevant to the success of the academic education program during the year included more than 76 visits to CDOC facilities, development of a Certificate for Teaching in Special Settings through UCCS, the facilitation of the CEP monthly newsletter, intervening in the teacher promotional pay issue, and the development of special education and reading video tapes.

CEP also offers programs designed to support inmates with regard to personal and social skills. Programs offered this year included Anger Management, Community Reintegration, Parenting, Life Skills, and Victim Education.

1999-2000 brought with it a few changes in how the Program developed contract positions at the facilities. Instead of contracting with the CCCOES for the majority of positions in the facilities; individual contracts with individual colleges were developed. Those colleges currently providing contract position support to the CEP are Northeastern Jr. College, Otero Jr. College, Pueblo Community College, Community College of Denver, Colorado Mountain College, and the Delta Montrose Vocational Technical Center.

In addition, CEP contracts with South Central BOCES for librarian, recreational, and administrative positions.

It is the desire of CEP that through individual college contracts, greater program quality and increased communication will result between those colleges and the facilities they serve.

Grant programs continued and new projects were pursued. The ASK Project funded through federal funds provided an educationally based curriculum for those offenders 18-29 returning to the Denver Metro area. That curriculum includes pre and post secondary course offerings, employment support, substance abuse and mental health intervention, and personal growth and development classes.

SPECIAL OPERATIONS

The ASK Program includes a contract with the Home Builders Institute to provide employment placement and support to those eligible offenders in construction and trades programs, apprenticeship programs, and mentoring positions. A Perkins Grant was awarded and those funds support a career development resource center at the Community College of Denver for ASK eligible offenders and placed computer equipment, printers, and software at the center for employment support.

The Colorado Youthful Offender Tuition Program received greater support from the CDOC which increased the number of offenders participating in the program.

Contracts for the CYOPT are currently held at Colorado Mountain College for BVCF and RCC; Community College of Denver for DWCF; and Pueblo Community College for YOS and CMC. Other grant activities include development of a Youthful Offender Outreach Specialist in Denver through MOET funding and securing Historical Registry funding to renovate C House at CTCF.

A SAMSHA Grant was submitted to provide resources for substance abuse treatment to CCAP offenders in aftercare programs in Denver.

Issues under development include addressing a system by which Recreational program teachers can connect and utilize training; and, providing a forum to focus on the special needs of women offenders.

On the Vocational Education side of the house 5,336 inmates were enrolled in vocational education programs during 1999-2000. In addition, 1,847 vocational certificates were awarded.

Efforts were facilitated to develop and establish core curriculum that would be consistent across facilities. The first program addressed was the Janitorial Program. In addition, a joint effort with Correctional Industries to maintain certificates of completion along with student records, and transcripts are being developed.

A primary goal of the vocational education program this year was to review and align the correctional industry programs with the current vocational education programs offered at the facilities. The process included gaining part-time credentials for CI staff, review of staff credentials, and establishing greater communication between CI programs and the vocational program standards to increase inmate training and employability.

Contact with the private prison vocational programs has begun and their participation encouraged to reinforce program consistency and accountability promoted. In addition areas such as CCCOES vocational credentialing, program approvals, and transfer of training and credits between the private facilities and CDOC facilities is being addressed.

SEX OFFENDER TREATMENT PROGRAM

There are four types of sex offender treatment groups. These include Phase I group, Therapeutic Community Readiness group, and the Foundation and Modified evaluation group, and group for sex offenders sentenced under the Lifetime Supervision Act. Inmates who successfully complete Phase I progress to ACC from FCF for Phase II. These groups are described below:

PHASE I: Phase I is a time-limited therapy group focusing on the following common problem areas of sex offenders: why people commit sex offenses, developing victim empathy, cognitive restructuring, sex offense cycles, relapse prevention, sex education, sex roles, social skills, and relationships. At FCF and CTCF the group meets four times a week and lasts for approximately six months.

Specialized treatment formats for lifetime supervision of sex offenders: In 1998 the Colorado legislature passed the Colorado Lifetime Supervision Act. Under this sentence, offenders must serve the term of their minimum sentence in prison and participate and progress in treatment in order to be considered a candidate for parole. The Department of Corrections has designed treatment formats which give offenders the opportunity to progress in treatment and be considered a candidate for parole within the time period of their minimum sentence. The new treatment formats were designed with the following assumptions:

- Sex offenders will continue in treatment and supervision if placed in community corrections or on parole.
- Sex offenders should be given the opportunity to sufficiently progress in treatment within the time period of their minimum sentence.

SPECIAL OPERATIONS

- Specialized formats will not ensure sex offender cooperation with or progress in treatment - offenders need to be willing to work on programs and be motivated to change.
- Sex offenders must meet all of the Sex Offender Management Board criteria for their assigned format to receive a recommendation for release to parole from the Sex Offender Treatment and Monitoring Program staff.

FOUNDATIONS FORMAT: Offenders with a two year or less minimum sentence will participate in an evaluation and group to prepare his/her sexual history. They must meet the following requirements in order to receive a recommendation for parole: 1) Actively participating in treatment and applying what he or she is learning; 2) Completed a non-deceptive polygraph assessment of his or her deviant sexual history — any recent monitoring polygraph exams must also be non-deceptive; 3) Participated in a comprehensive sex offense-specific evaluation and have a SOTP approved individual treatment plan; 4) No institutional acting out behavior within the last year; 5) Compliant with any DOC psychiatric recommendations for medication which may enhance his or her ability to benefit from treatment and/or reduce his or her risk of reoffense; 6) Developed a plan to establish at least one approved support person.

MODIFIED FORMAT: Offenders with two-plus to six years minimum sentence will participate in an evaluation and expanded Phase I group which will include definition of his/her sexual abuse cycle and preparing his/her sexual history. They must meet the following requirements in order to receive a recommendation for parole: 1) Actively participating in treatment and applying what he or she is learning; 2) Completed a non-deceptive polygraph assessment of his or her deviant sexual history - any recent monitoring polygraph exams must also be non-deceptive; 3) Practicing relapse prevention with no institutional acting out behaviors within the past year; 4) Defined and documented his or her sexual offense cycle; 5) Identified, at a minimum, one approved support person who has attended family/support education and has reviewed and received a copy of the offender's personal change contract; 6) Compliant with any DOC psychiatric recommendations for medication which may enhance his or her ability to benefit from treatment and/or reduce his or her risk of reoffense; 7) Able to be supervised in the community without presenting an undue threat.

Family education on relapse prevention: Family education meetings are offered periodically for families of the inmates participating in the relapse prevention group. This program is offered to educate the family on the dynamics involved in sex offenses and the offense cycle. The inmate's specific relapse prevention plan is reviewed with the inmate and family prior to parole in order to help the family become a support system for the offender in monitoring his thoughts, feelings, and behaviors for indications of high risk.



Family visitors enjoyed touring parts of Colorado State Penitentiary during the annual Family Day festivities.

PRISON OPERATIONS

Gerald M. Gasko, Deputy Director

DIVISION OF SUPPORT SERVICES - LOU ARCHULETA, ACTING DIRECTOR



CENTRAL OFFICE SECURITY OPERATIONS

Sgt. Jerry Evans

This section provides armed security for the Central Office of the DOC as well as public safety, public relations, key/lock control, and building security. Several incidents of threats, unauthorized entries, and introduction of contraband have been detected and investigated by this section. In addition, Sgt. Evans runs NCIC/CCIC checks and distributes wanted posters. Sgt. Evans has over 10 years of corrections experience with the CDOC.

DOC ACCREDITATION PROGRAM



Carol Soares

The DOC Accreditation Program was established in 1992 after Arrowhead Correctional Center was awarded accreditation. At that time, the philosophy of the CDOC was that all new facilities would be accredited within 2 years of opening. Benefits of accreditation became so apparent that the decision was made in 1997 to incorporate national standards (ACA standards) as a mechanism to monitor and evaluate operations, as a tool to improve and enhance correctional methods, and that all facilities would be held accountable to comply with ACA standards. Each facility and agency now undergo internal inspections and file audits on an annual basis.

This work unit has grown from 1 FTE to the current level of 4 FTE. The Accreditation Work Unit now includes the CDOC Office of Life Safety and functions as liaison with the Colorado Department of Public Health and Environment. Additionally, standards audits have merged with the security auditing functions to provide a once a year audit that encompasses ACA, security, life/safety, and food service.

To date the CDOC has 10 accredited facilities (ACC/FMCC (combined), LCF, CSP, AVCF, SCCF/PMC (combined), DRDC, CCF, YOS) and 3 accredited agencies including Central Office (one of only 7 in the U.S.), Correctional Industries (2nd to be accredited in the nation) and the Training Academy (4th academy to be accredited in the nation). The goal of this department is to accredit all correctional components with the CDOC by 2004/2005. Community Corrections and Parole are slated to be included in the accreditation process beginning in 2001.

DOC ARMORY/WEAPONS RANGES

Lt. Ben Perez

A system-wide inventory of weapons and equipment has been completed. Relationships to facility-based armorers and purchasing authorities have improved with the establishment of the Security Technology committee. This program is also responsible for the development and operation of the DOC Firearms Training Facility at the Canon Complex. Within the year, the unit finalized the planning and completed the automated targeting systems for the hand-gun range and improved the rifle range to better serve the department. Also implemented was the biannual department wide ammo ordering.

PRISON OPERATIONS

ESCAPE TEAM

The activation packets that facilities use for fugitive recovery operations have been updated. The team maintains weapons qualification levels on a quarterly basis and the Bloodhound program continues to improve. A second K-9 handler was hired, and training for both the handlers and animals continues throughout the year. This is a volunteer team made up of all classifications and ranks of staff. Their efforts and hard work have made this a successful team.

FOOD SERVICE & LAUNDRY PROGRAMS ADMINISTRATION

Dona Zavislan



The Office of Food Services and Laundry Programs Administration coordinates the department's food service delivery systems and laundry operations.

FOOD SERVICE — DOC Food Service personnel prepared and served over 12.4 million meals in 2000, utilizing a staff of 257 FTEs (full time equivalents) and more than 1,500 inmate workers. In addition to regular meals, the department accommodates many therapeutic and religious dietary requirements. The Food Service and Laundry Programs Administration develops the DOC Master Menu, monitors the food service budget, administers the religious diet program, and coordinates capital equipment replacement. With a budget of \$13.0 million and at \$0.96 per meal, Colorado continues to be innovative.

Arising from the case *Beerheide, et.al. v. Zavaras*, the Department began serving kosher meals to Jewish inmates in May, 2000. With the overall numbers of inmates receiving kosher meals increasing daily, the fiscal and workload impact on the facility Food Service programs and the Office of Food Service and Laundry Programs Administration has been substantial. This has prompted other faith groups to consider litigation in order to receive dietary requirements specific to their religious beliefs.

LAUNDRY SERVICE — The DOC operates 15 prison laundries. This program provides complete laundry service to inmates, including the distribution and maintenance of state clothing, footwear, and linen. Also, contaminated articles are cleaned for the facility medical, maintenance, and food service programs. The 33 staff and over 160 inmate workers processed approximately 7.5 million pounds in 2000. Total sub program costs for fiscal year 2000 were \$2,918,664 [50% — personnel; 35% — inmate clothing and linen; 10% — chemicals and supplies; 5% — equipment maintenance]. The Denver Reception and Diagnostic Center and Skyline Correctional Center are currently involved in physical plant renovation and equipment replacement. During the past year the new laundry space at Rifle Correctional Center was completed, and the central laundry at Sterling Correctional Facility became operational. Recent improvement efforts have focused on development of a certified vocational education program for inmate laundry workers, standardization of laundry procedures, and economic analysis of water/heat reclamation systems.



Scenes from the Colorado Department of Corrections' Colorado Corrections Center near Golden (left) and Arkansas Valley Correctional Facility near Crowley, Colorado.



PRISON OPERATIONS

OFFENDER SERVICES



Bill Zalman, Director

- **OFFENDER POPULATION MANAGEMENT** — Involves the computerized monitoring of all system prison beds, contract beds, and jail backlog (those awaiting transfer to DOC,) ensuring that all beds remain efficiently filled.
- **OFFENDER CLASSIFICATION** — Requires centralized review, auditing, and monitoring of all reassignments. This process involves an objective based scoring system which determines the offender's custody designation. Custody refers to the level of supervision required for an offender to be safely supervised in a correctional setting. Approximately 34,000 classifications are completed annually.
- **OFFENDER CASE MANAGEMENT** — Audits and the administration of the Department's Case Management system are the responsibilities of this office. Case Management is the process in which individual offenders are assigned to specific Case Managers in order to ensure compliance with statutory and regulatory mandates for casework.
- **DISCIPLINARY PROCESS** — Offender Services monitors all disciplinary actions taken under the Department's Code of Penal Discipline, ensuring that mandated "due process" is adhered to and proper sanctions are levied.
- **OFFENDER TIME/RELEASE OPERATIONS** — A satellite office of Offender Services is located at CTCF in Cañon City. This unit of 15 employees is responsible for the calculation of all offender time under approximately 19 different sentencing statutes, scheduling parole hearings and coordinating all releases. The process of calculation or recalculation takes place at least twice annually. These calculations also establish parole hearing agendas with monthly distribution to various law enforcement departments, and other agencies with interest in those offenders being considered for parole.

Offender release is the process by which an offender is released by the Parole Board or by virtue of completion of the sentence imposed, which requires a query of wants or warrants through CCIC and NCIC. Notifications of release dates are made within the system and to outside agencies that may have an interest in the case for various reasons.
- **COURT SERVICES/JAIL BACKLOG** — This office coordinates with Sheriff's Offices, U.S. Marshals, Law Enforcement agencies, and other state departments of corrections for the transfer of inmates to their temporary custody by Writs of Habeas Corpus, Writs of Ad Testificandum, or Interstate Agreement of Detainers Act.

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

Court Services coordinates the permanent release of inmates who are being released by court order or paroling/discharging to detainer/charges. They coordinate the transport of offenders to district court when charges have been filed on offenders who have committed additional crimes while incarcerated and for civil cases offenders file against the Department of Corrections.
- **DETAINDER OPERATIONS** — Monitors all requests by outside jurisdictions that have interest in offenders incarcerated within the DOC. Likewise, this process monitors offenders in other jurisdictions in which the DOC has an interest. This interest may be for pending criminal charges, unserved portions of sentences, or immigration matters. The legal process of filing Detainers may include time frames mandated by law, requiring precise management of this process.

PRISON OPERATIONS

- **INTERSTATE CORRECTIONS COMPACT** — Provides a process whereby correction departments throughout the United States may exchange incarcerated offenders. The process requires that agencies formulate a compact agreement to ensure compliance with sending and receiving states statutes and regulations.
- **OFFENDER RECORDS** — Provides Central Office staff, primarily Offender Services Classification personnel with a paper file of all information relevant to each inmate. Offender records maintains files on approximately 181,000 inmates and parolees.
- **CENTRALIZED TRANSPORTATION UNIT** — The Department of Corrections centralized inmate transportation in August, 1992 and is based out of Cañon City. In March 1997 CTU expanded to the Western slope with service to Delta Correctional Center and Rifle Correctional Center. In June 1999 Northern Transportation Hub was opened and is located at DRDC to service Sterling Correctional Facility, Kit Carson Correctional Facility, Limon Correctional Facility, and other locations.

The Cañon area Medical Transportation was assigned to Central Transportation in January 1999 to begin the process of centralizing transportation for offender medical needs.

The Central transportation fleet includes six 40-passenger buses, eight 10-passenger vans, one handicapped accessible van, and one high risk transport van. CTU is comprised of 33 correctional staff and one administrative assistant.

CTU transported 33,049 offenders traveling 411,836 miles in FY 2000. Captain Kathy Baum leads this department.



- **SECURITY THREAT GROUP MANAGEMENT** — STG is an integral dimension of the Office of Offender Services inmate management. STG encompasses identification, tracking, risk identification, and global networking. There are intelligence officers assigned to CDOC facilities, YOS, Parole, Community Corrections, and Private Prisons. The Security Threat Group manager is assigned to the Office of Offender Services in Colorado Springs. The STG manager and intelligence officers are responsible for gathering and disseminating intelligence within CDOC and outside criminal justice agencies. Currently, there are 3,887 suspected, associate, or gang members in the CDOC. STG management utilizes the department's automated system to provide a validation/tracking system. The intelligence information provided in the database provides facilities verified information to assist in assigning offenders to housing units, program assignments, work assignments, etc.

STG management also works closely with the Offender Drug Reduction Program (ODRP). Criminal activity as well as facility disruption is monitored by the STG manager and ODRP, for referral to the proper jurisdictional authorities or appropriate action by CDOC. Daryl Vigil leads this department.



GANG INVOLVEMENTS IN COLORADO

Members	1552
Associates	1186
Suspects	2219
Total	4957

OFFICE OF SECURITY SERVICES

Major Charlie Watson



This office, located in the East Cañon Complex, provides services for several areas, some of which have system-wide impact.

EAST CAÑON COMPLEX (ECC) SECURITY — Operations in this area include access control, facility perimeter patrols, offender visiting reception, and processing for the entire complex. Additionally, patrol officers monitor the boundaries and open areas of the 5,600 acre complex and are involved in the restoration program that is cleaning up the dump sites on grounds. The visiting program has contributed to the planning of a new building to house its operation. Major Watson is involved in the design work and the master planning process that is improving traffic flow into and out of the complex.

PRISON OPERATIONS

PRIVATE PRISON MONITORING UNIT



Lou Archuleta, Director

The Private Prison Monitoring Unit was created in 1999. The mission of this unit is to ensure public safety and that offenders housed within private facilities are retained in a safe, secure environment.

There are currently four private prisons in Colorado. They are: Bent County Correctional Facility (BCCF), Crowley County Correctional Facility (CCCF), Huerfano County Correctional Facility (HCCF), and Kit Carson Correctional Facility (KCCF.) All four facilities are ACA accredited.

The Colorado Department of Corrections houses approximately 2,200 offenders with a capacity of 3,500 in four privately managed prisons and three county jail contracts. This figure includes approximately 230 offenders from Wyoming who are housed at Crowley County Correctional Facility. The case management staff provides oversight and act as the liaison between the private and public sectors. This unit provides oversight of case management, training, disciplinary, administrative segregation, visiting, STG Intel monitoring, program delivery, urinalysis program, and security practices.

The Private Prison Monitoring Unit provides critical input for each area to ensure proper services are met through formal and informal audits to meet contract requirements and public safety concerns. This unit also has a Nurse, Mental Health Coordinator, and contract evaluator. They conduct weekly visits and monitor quality of care by the contract facilities including out of state offender issues.

The Private Prison Monitoring Unit by statute has the responsibility to review all offenders from other states prior to placement in a private facility. The unit staff reviews each profile and classification level and any relevant information from the sending state. This ensures that the offender's current status does not exceed the security level of the receiving facility and does not pose a high risk to the facility and the general public.

SECURITY AUDITING UNIT



Perry Roetker

The Security Auditing Unit schedules and coordinates Security Audits for all facilities within the Department of Corrections annually. All facilities within DOC are audited at least once a year. Security audits measure compliance with current administrative regulations which encourages standardization and consistent interpretation of DOC policies. This unit also oversees Department emergency preparedness through Emergency Alert Drills (EAD's) that gauge preparedness by each facility in the event of an emergency. Finally, the unit provides the resource of security specialists in various areas from security technology to prison design issues related to security.

SPECIAL OPERATIONS RESPONSE TEAM (SORT)

Jim Romanski, Commander

This department delivered the 10th Basic SORT Academy within the fiscal year, adding 10 new DOC officers to its roster. Monthly training addresses the team mission. Individual operator skills continue to improve. The Commander and team leaders have designed and provided Emergency Response Team training over the past year and continue to build the team into a highly trained tactical unit.

Who is an offender?

Here are some interesting statistics about the offenders coming into our Denver Diagnostic and Reception Center:

- Crime is still largely a "young man's game." The average age at entry into the Colorado Department of Corrections is 30 years old.
- 78.5% have dropped out of school and never graduated.
- 32.5% currently do not have a high school diploma or GED Certificate, compared to 16% in the public population.
- 59% are considered functionally illiterate in at least one basic skill. Functionally illiterate is defined as a grade level of 4.0 to 8.9 in at least one basic skill.
- 16% are illiterate in all basic skills. The basic skills are: reading, mathematics, and language. Illiterate is defined as a grade level of 3.9 or lower.

It is interesting to note that when these individuals take IQ tests; we find they have the same IQ as the public population! They are no more or less intelligent than the average person.

- 68% to 75% of offenders are substance abusers. (There is no longer a distinction made between drugs and alcohol.)

Substance abuse programs cost approximately \$7.0 million annually.

The most effective substance abuse program is the Cognitive Behavior Program in Therapeutic Communities.

- 68% lived without a positive male figure in the household during their formative years.

CUSTODY VS. SECURITY

SECURITY level refers to the physical external and internal control system and devices of each particular prison. These range from the type of perimeter fence controls and detection system to the housing unit structures, controlled movement and the ability to limit access and control to the individual cell to include programming/work assignments.

CUSTODY determines the degree of management, supervision, programs, and work assignments the inmate will require at any particular prison, or while he/she is under transport or supervision outside the particular prison.

The Colorado Department of Corrections utilizes an objective classification system to measure the risk of each individual inmate. The objective system considers ten factor areas to determine institutional and public risk.

The factor areas are:

- | | |
|--------------------------------------|---------------------------------------|
| 1. History of Institutional violence | 6. Detainers or pending charges |
| 2. When violence occurred | 7. Escape History |
| 3. Severity of current convictions | 8. Number of Disciplinary Convictions |
| 4. Severity of prior convictions | 9. History of Discipline |
| 5. Number of prior convictions | 10. Parole Eligibility Date |

Once the rating of each inmate is complete, a **custody** level is determined. This custody ranges from (the lowest risk) Minimum, Minimum Restrictive, Medium and Close (the highest risk.)

Colorado DOC defines **security** levels in terms of levels I through V (one through five.) Level I has the least or minimal amount of physical controls and Level V has the greatest and most secure physical control features.

As inmates are categorized by their **custody** level, the DOC determines what individual needs and risks require what level of **security**. This results in the process of prison assignment to the risk, needs, and department goals of each inmate in the system. (Administrative Regulation 600-1).

SECURITY LEVELS

	LEVEL V	LEVEL IV	LEVEL III	LEVEL II	LEVEL I
EXTERNAL SECURITY	Double Fence: razor wire; detector devices; towers with 24-hour coverage; sallyports.	Double Fence and/or razor wire; detector devices; towers; sallyports; 24-hour perimeter patrol.	Wall and/or double fence; razor wire; detector devices; patrol; towers.	Designated boundaries; single or double fence; periodic patrol.	Designated boundaries.
CELL DOORS	Remote controlled sliding and lockable doors.	Remote controlled hinged or sliding lockable doors.	Units or cells; hinged, lockable doors.	Units or cells; hinged doors; lockable exterior doors.	Non-security doors; lockable exterior doors.
HOUSING	Outside cells; bars on all openings. Sallyport doors to outside operated by a control center.	Outside cells; bars on all openings; outside doors lockable from control area.	Cells, rooms, or dormitories with bars on window openings.	Modular units, cells or dormitories.	Individual rooms or dormitories.

MINIMUM STANDARDS FOR CUSTODY LEVELS

	AD SEG (See AR 600-2)	CLOSE	MEDIUM	MINIMUM-REST.	MINIMUM
OBSERVATION	Constant supervision from behind barrier when out of cell.	Constant supervision when out of cell.	Frequent and direct.	Within compound, direct. Outside of fence/on property, frequent direct supervision.	Within compound, Off property, frequent as approved by Warden
DAY MOVEMENT*	Outside movement only with restraints. Up to 23 hour lockup. Daytime only out of cell.	Movement limited to structured times or cleared by Shift Commander.	Inside compound unrestricted.	Inside compound unrestricted. Outside compound by clearance.	Inside compound unrestricted. Outside fences on and off property by clearance.
NIGHT MOVEMENT*	Only in restraints and by order of Warden. Emergency only.	Only by order of Warden or Shift Commander.	Only by order of Warden or Shift Commander.	Only by order of Warden or Shift Commander.	Only by order of Warden or Shift Commander.
ACCESS TO JOBS		Limited to facility.	Limited to facility.	All jobs on property inside or outside perimeter unless authorized by Warden.	All jobs on and off property with approval by Warden.
ACCESS TO PROGRAMS	Select treatment programs approved by facility Warden.	Select programs, with approval of facility Warden.	All programs inside perimeter.	All programs inside perimeter. Selected programs outside perimeter unless authorized by Warden.	All programs inside perimeter. Selected programs outside perimeter (on/off property.)
VISITS	Non-contact. Contact by Warden approval. Approved list.	Non-contact/contact. Indoor only. Approved list.	Contact, supervised indoor and outdoor. Approved list.	Contact, periodic supervision indoor and outdoor. Approved list.	Contact, periodic supervision indoor and outdoor. Approved list.

FACILITIES

Arkansas Valley Correctional Facility (AVCF)

On November 1, 2000, Richard A. Soares became Arkansas Valley Correctional Facility's fifth warden. It is the mission of the Arkansas Valley Correctional Facility to protect the public, staff, and offenders by employing a team of highly qualified professionals to provide a safe and secure working environment in a lawful and humane manner using innovative educational services and programs to prepare offenders for reintegration into society.

Since the early 90's, AVCF has had a population of 1,007 offenders with 39% of those being double bunked.

An HVAC Renovation Project began in September 1999 and will be completed February 2001. The project affects one unit at a time. The affected unit is vacated until renovation is completed. During the project, AVCF's population has been reduced to 889 offenders. AVCF has 16 segregation cells.

AVCF is located on 400 total acres, 36 acres inside the main facility, 11.5 acres in the North Yard, and remaining acreage being used for farm operations.

On Monday, May 15, 2000, Governor Bill Owens and many of his cabinet members visited AVCF. Local politicians and prison officials were on hand to greet them. Governor Owens walked about, introducing himself to staff and offenders alike, as he toured work and training areas.

Governor Owens and John Suthers, Executive Director of DOC, presented the Purple Heart award to Frank Nelson, who was injured at the prison in February. Betty Wilson and Richard Pratt received Medal of Merit awards for helping an offender who had been attacked. Others recognized were Mike Laurent, Doug Rodriguez, and Joe Fisher.

On Friday, July 21, 2000 at AVCF, the Emergency Response Team (ERT) Academy culminated in the graduation of 48 ERT members. The ERT Academy members trained all week in blistering heat in the skills required for staff to be members of their facility's respective ERT.

The Academy was held for staff from State, as well as private facilities. Facilities represented were AVCF, LCF, CSP, Bent County Correctional Facility, Huerfano County Correctional Facility, and Crowley County Correctional Facility.

On December 6, 2000, AVCF hosted a Change of Command Ceremony recognizing past Warden Juanita Ornelas-Novak, and current Warden Richard Soares.

Executive Director John W. Suthers recognized the transfer of command from Juanita Ornelas-Novak to Richard Soares. Brian Burnett, Deputy Director of Administration, was the Master of Ceremonies for the event. Mr. Suthers recognized Warden Soares' family presenting flowers to Warden Soares' wife, Carol.

AVCF conducts an annual team pentathlon. The proceeds collected are donated to Colorado Special Olympics. Teams from CDOC as well as Federal, Military, and Law Enforcement Agencies, participated in the 2000 competition.

The AVCF Community Projects Offender Work Crew (CPOWC) is operated under a team concept, teaching the importance of coming to work each and every day, plus accepting personal responsibility for themselves and their actions and stressing good works

ARKANSAS VALLEY CORRECTIONAL FACILITY

WardenRick Soares

Associate Wardens

..... Tom Lopez & Rod Cozzetto

Address: 12750 Highway 96
Lane 13
P. O. Box 1000
Crowley, CO 81034

Telephone: (719) 267-3520

Security Level: III

Opened: 1987

Beds: 1,007, male
Offender Cost Per Day: \$87.04



FACILITIES



skills and habits. The Community Projects Offender Work Crew served seven local cities, five local schools, and Otero Jr. College. CPOWC also served Bent's Fort National Parks Service, Department of Wildlife, and the Department of Transportation.

Offenders make toys as part of their vocational education in Cabinet Making. They are required to complete 675 hours of class time to receive their certificate in Cabinet Making. Toys are donated to non-profit charitable organizations in southeast Colorado for distribution to needy children. This year, the offenders made 1,500 toys. All the wood and supplies for these toys are donated by various vendors.

Shape-Up is an acronym for Showing How a Prison Experience Undermines People. It is a collaborative effort between CDOC and the Colorado District Attorney's Council (CDAC).

Shape-Up's purpose is to deter high-risk youth from a life in prison, to educate youth and their families about the consequences of prison life, and to provide alternative strategies for dealing with destructive behavior and negative influences.

The CDOC and CDAC do not support intimidation, abusive language, or scare tactics to influence the juveniles. The Shape-Up program is designed to educate juveniles toward changing high-risk and destructive behaviors.

AVCF's inmate work programs include: Institutional Support, Labor Crews, Correctional Industries, Academic/Vocational, Clinical Services/Treatment Programs, and Food Service. The operating costs are \$67.04 per day/per offender. The Arkansas Valley area includes Avondale, Boone, Cheraw, Fowler, La Junta, Las Animas, Manzanola, Olney Springs, Ordway, Rocky Ford, Sugar City, and Swink.

Buena Vista Correctional Complex (BVCC)

Buena Vista Correctional Complex (BVCC) is located approximately one mile south of Buena Vista in the shadow of the Collegiate Peaks mountain range.



The complex is comprised of three separate components: the main facility, Buena Vista Correctional Facility (BVCF) which houses 871 medium and close custody inmates; the Buena Vista Minimum Center (BVMC) which houses 292 minimum-restrictive custody inmates; and the Colorado Correctional alternative Program (CCAP) or Boot Camp which houses 100 minimum custody inmates.

The complex was originally opened in 1892 as the Colorado State Reformatory (CSR), a facility

for juvenile offenders. The reformatory was built in 1891 by 37 inmates from the Colorado State Penitentiary. During the early years, all able-bodied inmates worked primarily in ranching assignments on the 1,000 acres appropriated to the reformatory. By 1922, CSR housed 209 boys in a facility designed for 106. A small medical unit was built in 1920 and, in 1947, an academic school program was inaugurated.

The reformatory evolved from a juvenile facility to a medium custody adult prison in 1978 and was renamed Buena Vista Correctional Facility. A modular component was added in 1984 and a boot camp facility in 1991. It was renamed the Buena Vista

Correctional Complex (BVCC) in 1999 as a result of its multi-custody status. Today, BVCC is one of the state's largest correctional complexes with a capacity of 1,263. The complex is approximately 65% double bunked.



The main facility, Buena Vista Correctional Facility, is comprised of five housing units: Segregation, Admission & Orientation, South Unit, East Unit, and North Unit. The segregation unit houses administrative segregation, punitive segregation, hold close, removal from population, and mental health observation inmates. Admission and Orientation houses newly received inmates, restricted privileges inmates, and general population. The other three units inside the main facility house general population inmates and provide a parity of conditions. An internal incentive program is utilized in these units. The BVCC main facility houses close,

BUENA VISTA CORRECTIONAL COMPLEX

Warden	Tony Reid
Associate Wardens	Gary Golder & George Dunbar
Address:	15125 Hwy 24 & 285 Buena Vista, CO 81211
Telephone:	(719) 395-2404
Opened:	1991
Security Level:	III
Beds:	1,263, male/female
Offender Cost Per Day:	\$59.02 (BVCF, BVMC) \$65.24 (CCAP)

FACILITIES



medium and minimum restricted custody inmates in the general population. Buena Vista Correctional Complex is unique in the availability of inmate programs. Ten academic classes and 11 vocational programs are offered. In addition, inmates can find assignments with the Correctional Industries Leather Shops, in institutional support services, in food services, janitorial, or clerical. BVCC houses Colorado's only inmate operated fish rearing unit, producing 225,000 trout yearly. This highly successful program is the result of a cooperative effort with the Division of Wildlife. BVCC's Vocational Heavy Equipment and the Division of Wildlife have agreed to rehabilitate the headwaters of the South Platte river in South Park.

improvement opportunities to assist them in becoming law abiding and productive citizens; to provide continuing improving quality of service to all stakeholders.

The complex has a proud heritage of attracting quality, highly professional staff at all levels. The management believes in empowering staff in the decision making process and in the effectiveness of a culturally diverse workforce. Career opportunities exist in custody and control (housing and security,) clerical, academic and vocational education, the business office, Clinical Services (medical, dental or mental health,) food services, physical plant (maintenance,) laundry, warehouse, and other more specialized areas.

Buena Vista Minimum Center (BVMC) is situated within the security perimeter fence of the complex. Currently housing 288 inmates, the minimum center consists of three multi-story housing units, new programs and administrative/security buildings, and recreation facilities. This unit supplies Correctional Work Program (CWP) inmates to the surrounding communities to provide a myriad of services. In addition, the CWP sign shop fabricates signs for multiple agencies. The program saves the taxpayers of Chaffee, Lake and Park counties over \$600,000 per year, based on in-kind services. The CWP was started in 1981 in order to comply with Legislative declaration 17-29-101 article 29. BVMC also supplies offenders for the Correctional Industries Ranch and the Vocational Heavy Construction Technology program.



Colorado Correctional Alternative Program (CCAP) or Boot Camp houses Colorado's only shock incarceration program for adults. This highly effective program has reduced prison bed costs by \$8.4 million since its inception in 1991. Originally authorized by the Colorado General Assembly in 1990, CCAP stresses military-style training to young first-time nonviolent offenders while offering programs similar to those found in traditional prisons.

The Warden of BVCC is Tony Reid, who is assisted by Associate Wardens George Dunbar and Gary Golder. The offender cost per day is \$59.02 for

BVCF and BVMC and \$65.24 for CCAP. Offender work assignments at BVCC include: facility, academic and vocational schools, Colorado Work Program, trout hatchery, vocational heavy construction technology, Wheels for the World (wheelchair renovation program,) the Correctional Industries' farm, and saddle & leather shops.



FACILITIES

Canon Minimum Centers (CMC)

In 1990 the Level I and Level II facilities located in the East Cañon complex were combined under one administration and became known as the Cañon Minimum Centers (CMC.) CMC employ 396 staff and incarcerate 1,333 offenders. These four geographically separate centers are identified as follows:

ARROWHEAD CORRECTIONAL CENTER (ACC) is a minimum restricted (Level II) facility which originally opened in 1989 with 288 beds. Through expansion this facility has grown to a 480 bed facility. The Phase II Drug and Alcohol and Sex Offender Therapeutic Community (TC) programs are located at ACC which results in special housing and program arrangements; however, many work assignments in



Correctional Industries, facility programs, and work crews are available. ACC received its original accreditation in 1993 and has achieved subsequent reaccreditations every three years.

FOUR MILE CORRECTIONAL CENTER (FMCC) is a minimum restricted (Level III) facility. This center was initially opened in 1983 as a 52 bed modular unit developed specifically to support the Correctional Industries Dairy Operations. After numerous expansion projects and additional modular units, this center became a 300-bed facility; however, all the modular units were replaced in 1999 with permanent buildings and FMCC currently



has a capacity of 484. While many programs are available at FMCC, the primary employment remains the dairy, wild horse program, and providing an inmate work force for CSP. FMCC achieved its original ACA accreditation in 2000.

SKYLINE CORRECTIONAL CENTER (SCC) is the only minimum (Level I) facility in Cañon City and was originally opened in 1957 with 60 beds. Through construction and double bunking, the capacity of this center has increased to 205. Currently a renovation project is underway to update the electrical lines as well as kitchen and laundry facilities at this center. SCC provides inmates for correctional industry positions as well as external labor crews that provide services to government and non-profit organizations within Fremont County such as landscaping and



infrastructure maintenance.

PRE-RELEASE CENTER (PRC) is a minimum restricted (Level II) facility consisting of modular units that house 164 male offenders. This facility was opened in 1987 and the main focus is to provide programs and assist offenders with their transition back to the community.



CAÑON MINIMUM CENTERS

Warden Donice Neal
Associate Wardens
..... Frank Miller & Susan Jones
Address: East Cañon Complex

ARROWHEAD CORRECTIONAL CENTER

Address: P. O. Box 300
Cañon City, CO 81215-0300
Telephone: (719) 269-5601
Security Level: Level II
Opened: 1990
Beds: 480, male
Offender Cost Per Day: \$67.64

FOUR MILE CORRECTIONAL CENTER

Address: P. O. Box 200
Cañon City, CO 81215-0200
Telephone: (719) 269-5388
Security Level: Level II
Opened: 1983
Beds: 484, male
Offender Cost Per Day: \$55.07

PRE-RELEASE CENTER

Address: P. O. Box 4444
Cañon City, CO 81215-4444
Telephone: (719) 269-5311
Security Level: Level II
Opened: 1983
Beds: 164, male
Offender Cost Per Day: \$53.95

SKYLINE CORRECTIONAL CENTER

Address: P. O. Box 800
Cañon City, CO 81215-0800
Telephone: (719) 269-5420
Security Level: Level I
Opened: 1957
Beds: 205, male
Offender Cost Per Day: \$51.88

FACILITIES

Centennial Correctional Facility (CCF)



Centennial Correctional Facility (CCF) opened in 1980 as the state's maximum security prison and operated in that capacity until the opening of Colorado State Penitentiary (CSP) in 1993. CCF was renovated in 1993 and now serves the department as a Level IV, or close custody facility.

CENTENNIAL CORRECTIONAL FACILITY

Warden Mike Williams
 Address: East Cañon Complex
 P. O. Box 600
 Cañon City, CO 81215-0600
 Telephone: (719) 269-5510
 Security Level: Level IV, Close Custody
 Opened: December, 1980
 Beds: 336 single cells
 Offender Cost Per Day: \$90.38



During fiscal year 1998, CCF completed major construction to meet Life/Safety Standards which included the installation of a new fire detection and suppression system and the building of secondary evacuation exits for the living units.

In October of 1998, CCF was accredited by the American Correctional Association. The Correctional Industries' Juniper Valley Printing Services employs 22% of the offender population. This includes Pre-Print and Desktop Publishing Training Programs.

Colorado Correctional Center (CCC)



In 1959, the Colorado State Reformatory began two Honor Camps, one at Switzer Lake near Delta, and the other at Ft. Logan Mental Health Center in Denver, Colorado. The State Reformatory at Ft. Logan was later moved to Buckley Field in Aurora, Colorado in 1964.

COLORADO CORRECTIONAL CENTER

Manager Ron Leyba
 Address: 15445 Old Golden Road
 Golden, CO 80401
 Telephone: (303) 273-1620
 Security Level: Level I
 Opened: 1969
 Beds: 150 male
 Offender Cost Per Day: \$49.82

Its mission was to support the Colorado State Patrol Academy, provide offender labor to the Air National Guard, and to establish a mobile forestry unit. The forestry unit was in operation during 1965-66 at Rio Blanco Reservoir near Craig. In July of 1967, the Buckley Field Honor Camp was transferred from under the State Reformatory to the director of the State Penitentiary.

The Colorado State Patrol and the Colorado Law Enforcement Training Academy moved from Buckley field in 1969 to their new location at Camp George West, near Golden, Colorado. The Buckley Field Honor Camp then split, with part of it remaining at Buckley, and the other part moving to Camp George West to provide offender labor for the Colorado State Patrol, the Colorado Law Enforcement Training Academy, and the National Guard. The remaining unit at Buckley Field shut down in 1970. All programs when then shifted over to Camp George West.



In 1975, the facility name changed to Colorado Correctional Center but many still refer to it as Camp George West. The Correctional Industries program, started at CCC in 1976, and

FACILITIES



continues today, and employs approximately 70 offenders for a variety of labor jobs in the Denver area. During the years 1981-1995, CCC expanded from capital construction and controlled maintenance projects. In 1996, five buildings were acquired from the Department of Military Affairs. The buildings have been designated for staff training, offender property, G.E.D. classes for offenders, mental health programs, and chapel services.

Presently, Colorado Correctional Center is operating at capacity (150 offenders) under the mandate of Colorado State Statute. The National Guard is in the process of vacating spaces at Camp George West over the next two years. When this occurs, the remaining tenants will be Correctional Industries, Colorado Correctional Center, Colorado

State Patrol, and the Colorado Department of Transportation.



CCC is one of the most unique minimum security facilities in the state, given its location within an urban-metro setting, providing work crews for local beautification, and maintenance projects while adhering to strict security guidelines. A well manicured and park-like setting lends an air of modernistic atmosphere to the former military grounds and helps to blend with the adjoining business and



residential community. An area of special note is the CCC sponsored programs. While the facility is already providing several classes and seminars for offenders, the Programs Department is steadily progressing toward many new opportunities for vocational, educational, and rehabilitative success. Among these are Computer Literacy and Repair, Welding Instruction, Money Management, Impact of Crime on Victims, Cognitive Strategy, and Prisoners Against Crime. KCGW, the facility's closed-circuit radio/television station, has begun broadcasting to the immediate area, providing music, news, and instructional videos for the offender population.



This facility holds the distinction of being the first correctional institution in the nation to offer an innovative program called Character Plus. New inroads are being made toward offering participants an alternative to re-offending. In addition, Colorado Correctional Center's new recreation center is steadily progressing from the drawing board to fruition. The building will provide a gymnasium area, weight room, library, classrooms, and other special amenities sorely needed at this facility. Given that the next positive progression from CCC is to free society, the administration and staff are dedicated to both security and safety for the public, as well as a solid rehabilitative aspect for the offender.

In the last 12 months, Colorado Correctional Center has benefitted from over 53 changes, upgrades, and improvements. Included are new key control and tool control policies, a complete and comprehensive emergency plan, improved count procedures, a complete facility renovation, an organized ACA format, a cable T.V. system, new entry gates and fencing, offender living unit updates, public information brochures, new staffing patterns, and standardized community service projects. This facility has established excellent relationships with the surrounding residential areas. A CCC work crew performs weekly clean-up and construction duties for local parks, baseball fields, and fairgrounds. This facility is also represented by staff members who attend monthly city council meetings in an effort to stay abreast of citizens' questions and concerns. These actions have proven invaluable in the ongoing quest to meet the needs and expectations of Colorado taxpayers in reference to safety and offender incarceration.

Colorado Correctional Center is entering the 21st century on a sound and positive basis, with fresh and inspirational leadership. The CCC motto is "Learn from the Past, Succeed in the Present, Plan for the Future."

FACILITIES

Colorado State Penitentiary (CSP)



Colorado State Penitentiary (CSP) had a busy year in 2000. Special activities began January 4 when CSP hosted DOC staff from Wisconsin and Arkansas for four days, providing information on Level V facilities, Quality of Life Incentive Level system, and programming issues.

On February 9, 2000, CSP hosted dignitaries from the New Mexico DOC and provided technical assistance and information on programs and the PRO Unit Quality of Life Incentive Level systems, as well as other information about Colorado State Penitentiary.

We were contacted in May by the Florida DOC staff requesting technical assistance regarding Level V inmates, supermax facilities, and programming issues.

On June 19, Major Reid, Sandy York, and Vickie Riddle traveled to Maryland to provide technical assistance regarding Quality of Life Incentive Levels, the PRO Unit, and programming issues.

Wyoming DOC officials visited CSP on July 26 to observe operations, received technical assistance and obtain programming information for a Level V facility they plan to build in the near future. On August 30, New Mexico DOC officials requested assistance in preparing a Security Audit Instrument through NIC for their Level V facility.

On September 10, National Institute of Corrections sponsored and CSP presented a supermax training seminar in Cañon City for DOC officials nationwide. CSP welcomed dignitaries from Utah, California, Nevada, Maryland, Iowa, New Mexico, New York, and Wyoming, who toured CSP as part of the Supermax training.

CSP staff provided consultation and training to Florida DOC executive staff members on November 12, through an NIC grant regarding Level V facilities, inmate programming issues, and Quality of Life Incentive Levels. CSP provided the New York DOC with technical information regarding Quality of Life Incentive Levels and programming for Level V inmates to be utilized at their own supermax facility.

PRO UNIT UPGRADE: Procedures and protocol for inmates who refuse or are unable to complete required programming due to their mental health disabilities were developed. The plan will be implemented in the event of an OSMI refusal or inability to complete programming, and the inmate is being recommended for Restricted Privileges. Mental Health staff will develop a specific individualized mental health program based upon the inmate's capabilities and monitor and evaluate the inmate's progress. These programs will be viewed as program participation compliance. The Case Manager will also follow up with the inmate and Mental Health staff.

CSP staff are in the preliminary stages of working with CCF staff in transitioning those PRO Unit inmates who will be managed at CCF.

CSP supervisors have created a mentoring program by which an inexperienced staff member is assigned to a competent, experienced staff member for mentoring purposes. This is being done in every pod and on all three shifts.

COLORADO STATE PENITENTIARY

Warden Eugene Atherton
Associate Warden Cathy Slack

Address: East Cañon Complex
P. O. Box 777
Cañon City, CO 81215-0777

Telephone: (719) 269-5120

Security Level: Level V

Opened: 1993

Beds: 756

Offender Cost Per Day: \$93.37



FACILITIES

Colorado Territorial Correctional Facility (CTCF)



COLORADO TERRITORIAL CORRECTIONAL FACILITY

Warden Juanita Novak
Associate Warden Randy Foshee
Address: 275 West Highway 50
P.O. Box 1010
Canon City, CO 81215-1010
Telephone: (719) 269-4002
Security Level: Level III
Opened: 1871 (Territorial Prison)
Beds: 770 male
Offender Cost Per Day: \$74.46

CTCF is the CDOC'S oldest facility. In 1871, the federal Colorado Territorial Prison was constructed on land donated by a local citizen, originally opening a building to house 40 prisoners on the site of the present Central Building. Upon Colorado's admission into statehood in 1876, the prison became known as the Colorado State Penitentiary - later as "Old Max"— and was one of two adult, male facilities in the state. "Old Max" has been the scene of much drama over the years—including escapes, riots, hostage situations, tragic deaths, executions—and has a rich and colorful history in Fremont County. The ivy-covered stone walls and towers of "Old Max" are an imposing symbol of the importance of the corrections industry to the local citizens. In the 1970's, chiefly because of overcrowding and a physical plant in deteriorating condition, Territorial fell under the Ramos vs. Lamm consent order. Extensive renovation and life safety improvements were begun on the two large cellhouses—Cellhouse 1 and Cellhouse 7. Since that time, the facility has undergone several major renovations—the last in 1997. CTCF is called "Old Max" because it housed maximum security offenders until CCF opened in 1980.

CTCF provides long-term housing to the geriatric offender in response to the state's aging correctional population; extended care for the medically restricted; a 32-bed infirmary, serving all DOC facilities; and the first licensed hospice program in a correctional setting in the nation for care of the terminally ill offender.

The mission of the Colorado Territorial Correctional Facility is to protect the general public by confining inmates with diverse medical, physical, and mental health needs within the standards of Level III security status; provide community standard medical and mental health care for inmates assigned to CTCF and support the needs of all other Department of Corrections facilities by providing on-site medical and mental health services at CTCF; provide meaningful, needs-specific academic, vocational and cognitive based life skills, educational programs and volunteer programs to facilitate inmates' reintegration into less secure facilities and/or society; provide centralized support functions that benefit the entire Department of Corrections; develop, support and empower professional support functions provided by CTCF; and to become members of an effective team in achieving the facility's mission.

EXECUTIONS

From 1871 until 1933, executions at the Colorado State Penitentiary (CTCF) were carried out by hanging. In 1934, the method of execution was changed to lethal gas. A total of 32 inmates were put to death in the gas chamber. There were a total of 77 executions carried out in seventy seven years.

The gas chamber was last used in 1967. In 1988 the method of execution was changed to lethal injection. In October 1997 the first lethal injection was carried out at the Colorado State Penitentiary located in the East Canon Complex.

By January 1, 2000, CTCF had accomplished an extensive computer replacement program to ensure all computers were Y2K compliant. A large asbestos abatement project in the new administration building provided an opportunity for substantial remodeling of the visiting area and front lobby. Security improvements included a staff ID scanner, staff/visitor metal detector, and additional visiting room cameras and monitors. A large new concrete dock was constructed for Correctional Industries, and storm drains were added to eliminate costly, long-term basement flooding.

FACILITIES

CTCF is located within the city limits of Canon City and has no electronic perimeter. The correctional compound covers over 237 acres, 25 acres of which are within the security perimeter. In addition to housing many central agencies of the Department (purchasing, accounting, time/release, payroll, communications, and CID), Correctional Industries provides inmate employment in the dental production lab, license plate plant and, for the developmentally disabled, in the tab plant. Two vocational programs-dental lab and janitorial-join an extensive academic offering which includes not only ABE/GED but life skills and substance abuse education.



Today, Territorial has grown into a modern correctional facility of 770 inmates and into a complex of over 50 buildings. Up to six towers are manned at daily peak periods. The facility population will be reduced to 695 early next year due to the return of 75 temporarily double bunked Arkansas Valley Correctional Facility inmates. Uniquely, the facility houses most of the Department's HIV-positive and AIDS inmates. A large proportion of the general population consists of special needs inmates (geriatric, wheelchair bound, quadriplegic, etc.). CTCF has programs for inmates with terminal illnesses or post-traumatic stress syndrome and specialized programs for inmates with developmental disabilities (Correctional Industries Tab Operations). A thirty-bed infirmary (one of two in the entire Department of Corrections) is located at CTCF. The facility provides security for multi-classified inmates in both inpatient and outpatient clinics as well as for transportation to outside state and private medical facilities. The CTCF Infirmary is nationally recognized as the first certified hospice care center in a correctional setting. The offender cost per day is \$74.46.

The Central Transition Unit (CTU) of the Department is managed by CTCF (a 120-bed unit in Cellhouse 5) and is charged with providing temporary housing for inmates in transit between facilities, courts, immigration, and medical services. Fiscal Year 1999/2000 witnessed over 18,500 inmates pass through CTU. Due to the multi-classified in-transit population, inmates in the unit are provided separate services and do not "mix" with the CTCF general population.

Juanita Ornelas-Novak was named Territorial's Warden in November 2000. In its one hundred twenty-nine years of operation, Ms. Novak is the first female warden at Territorial. She is supported in her role by Randy Foshee, Associate Warden; Charlie Watson, Custody Control Manager; Patricio Manzanera, Programs Manager; Dennis Corbin, Physical Plant Manager; and Rebecca Rodenbeck, Administrative Officer. In the business office, Dennis Diaz serves as the DOC's Controller; and Tony DiOrto, as Purchasing Director. Cheryl Smith is the Clinical Team Leader, supervising infirmary, clinic, and mental health operations. CTCF's Correctional Industries production plants are supervised by Dennis Dunsmoor.



FACILITIES

Colorado Women's Correctional Facility (CWCF)

COLORADO WOMEN'S CORRECTIONAL FACILITY

Warden James E. Abbott
Address: 3800 Grandview
P. O. Box 500
Cañon City, CO 81215-0500
Telephone: (719) 269-4704
Security Level: Level IV
Opened: 1968
Beds: 294, female
Offender Cost Per Day: \$76.71

CWCF opened in 1968 with 90 offender beds at a cost of 2.1 million dollars. According to an early press release, staffing consisted of 37 female officers, and an average inmate daily population of 50-60. Sentences ranged from 15-21 months for a variety of crimes which included no-account checks, robbery, and narcotics. During the 33 years of its existence, CWCF has gone from the relaxed atmosphere of a minimum women's facility to that of a Level IV with the addition of a double perimeter fence and 24-hour staffed perimeter post. Today, through a series of renovations and additions, CWCF houses a total of 294 offenders which includes temporary administrative segregation beds for offenders awaiting movement to DWCF.

In addition to being in an almost constant "construction mode" since the late 1980's, Colorado Women's Correctional Facility staff daily meet the challenges unique to the management of female offenders. Today the staff consists of 102 FTE's, 22 attached employees, including contract staff, and 4 additional

permanently assigned CO I's to meet staffing requirements of the 12 hour shifts. These individuals manage a very different population of female offenders convicted of more violent crimes with sentences ranging from 12 months to life.

The newest program for women offenders, the Computer Refurbishing Program, was established at CWCF in February, 2000. This program rebuilds and upgrades donated used computer systems which are then sold to non-profit entities such as school districts, which place them in K-12 classrooms throughout the state, and government agencies. Offenders are trained to work with computer components as well as OS and application software.

Jacqueline Grant, Plant Supervisor, and Leonard Smith, Program Supervisor, described the criteria for an offender to apply to the program. She must have a GED or high school diploma, have had no COPD convictions for a period of six months, and be at

least one year from parole eligibility. Preference is given to those who also have some computer experience, but that is not a requirement. The program offers programs for A+ pre-certification or electronic technicians, which can lead to certification that will provide career opportunities upon release.

For those willing to put in the extra effort and study, there is also an opportunity to obtain an MCSE (Microsoft Certified Software Engineer) certificate, which is in high demand throughout the country. According to Bob Walter, CWCF Case Manager III, there is much interest in this program by CWCF inmates.

Once an offender submits an application, she can expect to be interviewed at least twice before being accepted into the program. The training begins with the classroom studies for a period of 30 days. At the end of that time the student may begin to participate in both classroom instruction and on-the-job-training. After successful completion of the full 12-week course, the offender begins full-time employment. The pay is above the range for most facility work assignments and production incentive bonuses make it even more appealing to motivated workers. At the present time, the program accommodates 10 inmate workers and/or students.

The refurbishing program has a contract with Vadico Recycling which provides the program with a written guarantee that non-working or obsolete components will not end up in a landfill.

Inmate workers Denise Middleton and Shannon Ricci state they enjoy their work and that they are gaining valuable computer trouble-shooting skills in various systems while working with a diverse range of computer equipment.



FACILITIES

Outdated computers are donated by state agencies and private corporations. Once they are refurbished, they are sold to schools or government agencies for \$125.00 each. This program is a great example of a win-win situation. The women gain up to date computer technician skills they can use once released to find rewarding jobs. The schools gain updated computers for students at low prices. The contributors gain the satisfaction of knowing outdated computers can and will be used for educational purposes.

The Foal Program was established in 2000 and will expand to employ fifteen offenders. The first foals will not arrive until early spring.

Self-help programs are offered through parenting and life skills classes as well as the Impact of Crime on Victims class. Academic education classes, including GED and ABE and vocational education programs, including Business Technology, Building Trades and Janitorial Training assist the women in developing marketable skills to enable them to take responsibility for their families upon release.

A Mennonite group in Westcliffe assists new mothers by keeping their children until they are released. The volunteers bring the babies in for regular visits to help keep family bonds strong.

CWCF staff are proud of their facility and look forward to the changes the coming years will bring.

Delta Correctional Center (DCC)

Delta Correctional Center (DCC,) Warden Steven Green, and the Management Team acknowledge and honor the many Volunteers (150 plus) who give freely of their time each year by hosting an annual awards/dinner. A delicious dinner prepared by our Food Service Department and served by the members of the Chapel of Hope Choir kicked off the celebration for the ninth annual Award Dinner in May of 2000. Many dignitaries from the Colorado Department of Corrections attended: Executive

Director John W. Suthers; Deputy Director of Prison Operations, Jerry Gasko; Deputy Director of Administration, Brian Burnett; Volunteer Services Administrator, Lee Hendrix; Director of ARP, Don Malan; Administrative Officer Anthony Carochi; Administrative Assistant Victoria Etterer; Warden of BVCF, Bob Hickox and Warden of RCC, Bobby Johnson. John Suthers and Steven Green spoke on behalf of the DOC/DCC and Inmates Willie Carr and Wade Kimball spoke on behalf of the inmates.



Master of Ceremonies for the evening was Chaplain Bill Potter; entertainment was provided by Chapel of Hope Choir. Door prizes, crafted and donated by numerous inmates, sent many guests home with a true treasured remembrance of the evening, while all volunteers were awarded commemorative coffee mugs for their exemplary volunteerism. Mr. Daniel

Ramariz was the recipient of the Hausner Memorial Award; this award is given each year to an outstanding volunteer in remembrance of Raymond G. Hausner who was a very dedicated volunteer at DCC. A memorable evening was enjoyed by all!



The DCC staff along with the inmate population greatly appreciate the exemplary volunteer program the citizens of Delta county and other counties throughout the State provide to this facility. During calendar year 2000 in excess of 6,500 individual hours of service as well as \$28,000 in food, produce and/or various other material donations and support were graciously given to this facility. These generous donations fill a void where State resources fall short. Having a large body of volunteers is what drove the chapel project; the Chapel of Hope is the first prison church in the State built entirely with donations and by inmate labor.

DCC is a Level I facility housing up to 484 inmates at a cost per day of \$57.83. Work assignments range from federal agencies, county agencies, state agencies and city/community related agencies, as well as facility.

DELTA CORRECTIONAL CENTER

Warden	Steven Green
Address:	1140 G E-10 Lane Delta, CO 81416
Telephone:	(970) 874-7614
Security Level:	Level I
Beds:	484, male
Offender Cost Per Day:	\$57.83

FACILITIES

Denver Reception & Diagnostic Center (DRDC)

Denver Reception and Diagnostic Center (DRDC) is the only diagnostic unit for the Colorado Department of Corrections. The mission of DRDC is to provide a diagnostic evaluation and a recommended custody classification for every offender, both male and female, sentenced by the courts to the Department.

During Fiscal Year 1999, 6,602 offenders were processed through DRDC. This represents an increase of over seven percent from the prior year, and includes both male and female inmates, as well as youthful offender system residents.

The diagnostic process includes the Intake of new commitments from county jails, as well as parole violators, and community regressions. Clinical Services provides a complete health assessment for each offender, and mental health evaluations as necessary. Finally, the Assessment and Classification Unit tests, interviews, and evaluates each new offender, recommending a program of education, training, and treatment programs to be followed during their period of incarceration. An appropriate custody classification is determined, and custody issues are identified for the welfare of the public, staff, and inmate.



Intake handled over 52,000 pounds of offender property; received \$402,577 of inmate funds; and created 37,500 photos, along with finger print cards and photo identifications. DRDC Clinical Services performed over 12,500 blood draws; completed 6,250 general health assessments; and created over 12,500 medical and mental health files. Assessment and Classification administered 31,000 tests;

generated 56,000 documents; and created 12,500 files with an average of 200 pages per file. DRDC Laundry handled over 53 tons of clothing; issued 31,290 sets of underwear; issued 18,775 sets of clothes; and generated 76,112 identification tags.

In addition to the normal work load of the diagnostic process, numerous transports and transfers of inmates were conducted at DRDC. Medical appointments, court transfers and facility movements, and regressions accounted for over 9,000 inmate moves through DRDC.

The DRDC staff was instrumental to the successful on-time opening of the Denver Women's Correctional Facility in August, 1998. Staff were involved in the planning, construction, and opening of the new facility. Many of the new staff for the Women's facility were transferred or promoted from DRDC staff.

Since the inmate population at DRDC is always changing, the staff assigned to DRDC must always remain alert and positive. The rapid turnover produces a variety of inmate populations unlike any other facility in the Department of Corrections; and as such, DRDC is a Maximum/Mixed custody level.



DENVER RECEPTION AND DIAGNOSTIC CENTER

Warden	Joan Shoemaker
Deputy Warden	Bill Bokros
Address:	10900 Smith Road Denver, CO 80239-8004
Telephone:	(303) 371-4804
Security Level:	Level V
Opened:	1991
Beds:	480, male/36, infirmary
Offender Cost Per Day:	\$125.00

Denver Women's Correctional Facility (DWCF)

Denver Women's Correctional Facility (DWCF) is embracing this year with the same fury and vigor as our counterpart facilities within the department. The facility is entering its second full year of operation with a continuing transition, as we are operating as a "construction site" as well.

The facility was approximately 42% completed at the end of 1999 and is already beginning to take on the feelings and personality of the long-term facility it is designed to be. The security challenges remain an ever present priority, but the assigned staff have acknowledged the barriers and concerns, and are more than capable of ensuring that the very best of security practices will be employed. It is noted that this facility provides diagnostic evaluation for all new arrivals, and with the support of the Classification personnel at DRDC, the full assessment of assigned offenders is completed and concluded in the facility.

Though the primary mission of DWCF is management of 'long term' female offenders, there are a number of programs that have provided a tremendous "positive kick start" in the development of this facility's operations. Not in the order of



FACILITIES

has implemented a unique program at FCF that is having an amazing impact with inmates and staff. The seven habits of highly effective people workshop helps inmates:

- Develop proactive behaviors
- Develop personal respect
- Create a system to sustain an effective growth process over time
- Develop positive interpersonal relationships with staff and other inmates

Line staff are recognizing a marked change in behavior among our inmate population and can identify which inmates are participating because of their positive behavior. This workshop provides inmates with a unique opportunity to actually apply the principles and habits into their lives, focusing on small, bite-sized pieces of information spread out over the course of eight weeks.



Based on Stephen Covey's best selling book *The 7 Habits of Highly Effective People*, this workshop provides a holistic, integrated approach to personal and interpersonal effectiveness. This program is one of two programs introduced to our department from the Franklin Covey organization. Many of our Wardens and other staff have completed or will participate in the Four Roles of Leadership Workshop.



The success of this program at Fremont has led to the implementation of the Seven Habits Workshop at Limon, CTCF, and Sterling. Chaplain Mike's work was shared last year at the Deputy Directors' training session in New York and at the Western United States Warden's Association meeting in Colorado Springs.

Limon Correctional Facility (LCF)



Limon Correctional Facility (LCF) enjoyed another productive year in 1999/2000. Inmates assigned to LCF have provided hand-made wooden toys for needy children through the Toys for Tots program and provided knitted blankets and hats for children through the Therapeutic Community program administered at LCF by Pikes Peak Mental Health.



Completion of the Sign Shop at LCF coupled with the Garment Factory business, has made our Correctional Industries a diverse program area. From production of inmate clothing for DOC and state flags for other agencies to signs for the Bureau of Land Management, State Highway Department, and other state/municipal organizations, LCF's Correctional Industries has been an extremely busy place over the past year.

Between these two CI shops, there's not much that can't be done!

LCF was the first CDOC correctional facility to obtain ACA Accreditation (1994). LCF continued its commitment toward maintaining ACA accreditation this past year by successfully completing the annual ACA review (internal audit) with an outstanding score of 100% on mandatory standards, 99.7% on non-mandatory standards. This marks the highest score yet obtained at LCF for an ACA audit and demonstrates its commitment to accreditation. In further pursuit of that goal, LCF strives to maintain this high level of correctional standards by having and supporting national ACA auditors on staff.

LCF staff members involved in the "Choices" program continue to make presentations throughout the state at junior and senior high schools, encouraging students to make good choices when confronted with situations that may affect the rest of their lives. This year, the "Shape-Up" program was implemented at LCF in a further attempt to steer young Coloradans from a life of crime. LCF staff members and selected offenders are part of the "Shape-Up Team" who present the program in either a one- or two-day session. Emphasis is placed on educating the youth and their families about the negative consequences of prison and providing alternative strategies for dealing with destructive behaviors and negative influences. Responses to date have been very positive and LCF is proud to have both of these programs in place.



LIMON CORRECTIONAL FACILITY

Warden	Gary Watkins
Associate Warden	Robert Taylor
Address:	Highway 71, County Rd 3C P.O. Box 10,000 Limon, CO 80826
Telephone:	(719) 775-9221
Security Level:	Level IV
Opened:	May, 1991
Beds:	953 male
Offender Cost Per Day:	\$62.29

FACILITIES

Limon Correctional Facility (LCF), continued

LCF is committed to "Correctional Excellence". We have knowledgeable, dedicated, and loyal staff who are committed to making LCF the best facility in the Colorado Department of Corrections, and a prized example of state government for Colorado citizens. LCF's staff are caring and giving. Each year during the Colorado's Combined Campaign, they open their hearts and their wallets to contribute. This year, LCF staff secured the traveling trophy for the sixth consecutive year by raising \$22,015, and increase of over \$4,000 from the previous year's department high! This is just one more example of the commitment of LCF to be the very best and to provide assistance when and where it is needed.

Pueblo Minimum Center (PMC)

Pueblo Minimum Center (PMC). It is the mission of the Pueblo Minimum Center to provide a professional, secure, safe, and humane correctional environment for female offenders at a minimum and minimum restricted security classification to prepare them for release or discharge of their sentence.

PMC was established by special session of the Colorado Legislature in 1993. As with SCCF, PMC is located on the grounds of the Colorado Mental Health Institute at Pueblo. The two facilities were consolidated under one administration on April 1, 1995. Though initially slated for male housing when activated in 1994, PMC became a female facility due to the acute shortage of beds for female offenders.

On July 6, 1999, PMC expanded its total capacity by accepting an additional 30 female offenders. This resulted in a capacity of 256 females and length of stay is one to five years.

The facility utilizes dormitory style housing areas and does not have any single cell living units. PMC does not operate an administrative segregation or protective custody unit. Inmates placed in the management control unit are removed and/or transferred within 72 hours.

Numerous services are provided to PMC from SCCF such as personnel, business management, mail, medical, canteen, and shared clinical staff. In addition, CMHIP staff provides major maintenance service and meal preparation.

PMC has a full offender work program. Offenders may be assigned work detail at DOC or for the Division of Wildlife, the Department of Transportation, the State Parks Division, or the Colorado State Fairgrounds. Maintenance and cleanup duties are performed at Runyon Lake, Pueblo nature trails and river walk, Lake DeWeese and Lake Beckwith wildlife areas.

During construction of SCCF, approximately 50 female offenders were utilized for painting, pouring concrete, welding, and landscaping the 175,000 square foot building.



A significant part of work crew assignments are in the Correctional Industries operation located at PMC.

In 1996, DOC entered a contractual agreement with the Department of Labor to initiate three apprenticeship programs at PMC. Facility instructors ensure that hours and competencies are met for the greenhouse management, landscape management, and industrial housekeeping. Greenhouse management is monitored at PMC.



With the addition of the programs building, PMC has expanded available programs to include additional education classes, substance abuse, mental health treatment groups, and new programs developed for specific female issues. In July, PMC also acquired two modular buildings. One is housing, and expanded General and Law Library, and the other dedicated to medical and mental health services.



PUEBLO MINIMUM CENTER

Warden	Mary Smith
Associate Warden	John Hadley
Address:	1410 W. 13th Street P.O. Box 3 Pueblo, CO 81002
Security Level:	Level II
Opened:	1993
Beds:	256
Offender Cost Per Day:	\$63.40

FACILITIES

Rifle Correctional Center (RCC)

Rifle Correctional Center (RCC) opened in 1964 with one employee and nine inmates. It expanded through the years to 44 staff and 150 inmates. The capacity of RCC was increased to 192 minimum custody inmates in June 1998.



New inmate dorms were completed in 1998. The old dorms are being renovated to accommodate programs and activities that are now in modular buildings. That phase of the renovation was completed in June 2000.

The RCC renovation project included remodeling or renovation or construction of the waste water treatment facility, offender

housing, offender programs, administration offices, offender holding cells, control center, and an emergency fire suppression system.

The Rifle Correctional Center sends 30 inmates each day into the community to work for various nonprofit agencies including the City of Rifle and the Rifle Senior Center. Local agencies, DOC, and the inmates benefit from this program.

RIFLE CORRECTIONAL CENTER

Warden	Bobby Johnson
Address:	0200 County Road 219 Rifle, CO 81650
Telephone:	(970) 625-7578
Security Level:	Level I
Opened:	1964
Beds:	192, male
Offender Cost Per Day:	\$59.84

San Carlos Correctional Facility (SCCF)

San Carlos Correctional Facility (SCCF). It is the mission of SCCF to manage both male and female seriously mentally ill and developmentally disabled offenders by providing intervention and treatment in a professional, secure, safe, and humane correctional environment.

Located on the grounds of the Colorado Mental Health Institute at Pueblo (CMHIP), SCCF was built to house 250 inmates.

As a multi-custody facility, SCCF provides treatment and management programs for offenders diagnosed with severe chronic mental illnesses. The Intensive Unit is designed for inmates who have significant psychiatric impairment. This is a very restricted, high security unit, with an emphasis on psychiatric stabilization through medication. The Behavior Management Unit is specifically intended for inmates who are mentally ill, but also have a history of aggressive or violent behavior. The Development Unit houses inmates who have been identified as mentally disabled to developmentally disabled. It assists inmates with self-management and vocational development. The facility sheltered workshop program is utilized as a work area to develop vocational skills. The Supported Environment Unit is designed for inmates with major psychiatric



disorders and who continue to show symptoms which interfere with their ability to function in general population. These offenders are relatively stable and have adherence to a medication regimen. The Therapeutic Community is for inmates diagnosed with a major mental disorder and a chronic history of substance abuse problems. Emphasis is placed on personal responsibility and accountability. The 24-bed SCCF Women's Unit provides a full continuum of treatment services to female inmates with psychiatric disorders and/or mental retardation or developmental disabilities. The level and quality of services is equivalent to those offered to male offenders.

SAN CARLOS CORRECTIONAL FACILITY

Warden	Mary Smith
Associate Warden	John Hadley
Address:	1410 W. 13th Street P. O. Box 3 Pueblo, CO 81003
Telephone:	(719) 544-4800
Security Level:	Level V
Openod:	July, 1995
Beds:	250, male/female
Offender Cost Per Day:	\$163.76



FACILITIES

Sterling Correctional Facility (SCF)

Sterling Correctional Facility is the state's first "mega-facility." The facility is designed to house up to 2,445 inmates including all custody levels. The interior perimeter covers 80 acres and includes over 850,000 square feet of interior building space. The 1.25 mile stun/lethal fence is the first perimeter of this type in the state. Although 96 inmates arrived in November of 1998 to assist with painting and other labor, the facility officially opened in June of 1999.

SCF started January 2000 with over 1,200 inmates, occupying Living Units 1-5 on the West Side, and Living Unit 21 on the East Side. Construction continued on Living Units 22-25, 31-36, and 6-8. The ongoing construction challenged the staff (many of them new to corrections) to essentially operate a prison within a construction site. At times more than 400 construction workers were on site, stretching our mission of public safety to include occupational and construction safety issues as well. The staff did an excellent job of maintaining a safe and controlled environment. By mid-summer the East Side units were occupied and by fall the Segregation units were being filled. The transition from a construction site to a prison was complete, although construction workers are still present on a daily basis.

December of 2000 found SCF with over 2,300 inmates divided among five primary areas: East T North (LU 21-25) - Capacity 480; East T South (LU 31-36) - Capacity 576; West South (LU 1-2) - Capacity 531; West North (LU 3-4) - Capacity 570; and Segregation (LU 5-8) - Capacity 288. This makes a total capacity of 2,445 inmates.



April. Current program/job assignments include:

ACADEMIC/VOCATIONAL: GED/ABE, ESL, Life Coping Skills, Parenting Reintegration, Art Appreciation, Computer Science, Vocational Janitorial, Small Appliance Repair, and Furniture Upholstery; **MENTAL HEALTH/THERAPEUTIC:** Basic Mental Health, Anger Management, Therapeutic Community-Addiction Recovery, Drug and Alcohol, Psycho-Educational, Recidivism Relapse Prevention, Institutional Coping Skills, and Behavior Modification; **WORK ASSIGNMENTS:** Correctional Industries-Upholstery, Food Services, Laundry, Janitorial, General Maintenance, Self-Employed Hobby Shop, Grounds Maintenance, Off Grounds Work Crews, and Warehouse.

SCF is very excited to be involved in the implementation of several new programs that will provide inmates with employable skills upon release. These programs include carpentry, welding, culinary arts, and building trades. Implementation is also underway for interactive, computer-based education in the Administration Segregation area. Following are a few of the SCF departmental statistics kept during 2000:

- Staff began in January at 511 and was up to 780 by December.
- There were 97,276 meals prepared in January compared to 191,088 meals in December.
- Laundry went from 40,000 pounds in January to 96,000 pounds in December.
- Transport team logged 7,034 miles in January and 8,409 miles in December.

STERLING CORRECTIONAL FACILITY

WardenBob Furlong

Associate Wardens

.....Tim Chase & Mark Broaddus

Address: P.O. Box 6000
Sterling, CO 80751

Telephone: (970) 521-5010

Security Level: Level V

Opened: 1999

Beds: 2,445, male

Offender Cost per Day \$78.58

With rising inmate counts, the ability to provide off grounds work crews grew as well. SCF is proud to assist local government and not-for-profit agencies in fulfilling their missions and enhancing the quality of life for citizens in this part of the state. Inmate work crews routinely help at the local landfill, at local parks, and were a significant contributor to clean up endeavors when a major tornado swept through Eastern Logan and Western Phillips counties during the summer.

In the programs and academic/vocational departments, expansion and growth were also the main focus in 2000. To assist in assigning, scheduling, paying and tracking of inmate assignments, Master Program Scheduling was implemented in



FACILITIES

- There were 1,272 visitors processed in January and 2,550 visitors in December.

- Mail went from 25,858 pieces in January to 56,124 pieces in December.

The staff of SCF extend sincere appreciation to our many co-workers throughout the Department of Corrections who shared their expertise and talents with us during the start up of the state's largest prison. The welcoming and support of the city of Sterling and surrounding area was of great assistance in making the overall opening of SCF a positive experience.



Trinidad Correctional Facility (TCF)

The Trinidad Correctional Facility (TCF) originally was to be a site adaptation of the multi-custody "mega" facility built in Sterling, Colorado. House Bill 95-1352 appropriated \$2.4 million for design and planning of the facility. Construction of Phase I of the project was funded in 1997, with a total allocation of \$32,350,000.

TRINIDAD CORRECTIONAL FACILITY	
Warden	Irving G. Jaquez
Address:	21000 E. Highway 350 Model, CO 81059
Security Level:	Level II
Beds:	To open at 480, male

Recent decisions to not fund future phases prompted the department to make minor changes and modifications to make TCF a "stand alone" facility. Final construction of the facility will house 480 minimum restrictive inmates with 163 staff.



Construction of the facility is currently under way and TCF is scheduled to open in the Spring of 2002. The facility will consist of five 96 bed housing units, programs building, support building, maintenance/warehouse building, water storage tank, and a waste water treatment plant.

Work assignments for inmates will include: facility, Essential Support, Academic and Vocational Education, Mental Health Substance Abuse, Life Skills, Remedial Programs, and Community Work Programs. The Warden is Irving G. Jaquez.



FACILITIES

Youthful Offender Services (YOS)



The Youthful Offender System (YOS) is a comprehensive model that delivers rehabilitation programs and services to violent youthful offenders sentenced to the Colorado Department of Corrections while providing for public safety. YOS gives young "chronic offenders" a last chance.

The Youthful Offender System is a community of

concerned staff committed to the principles of adolescent development. Modeling, mentoring, and other planned interventions provide opportunities for youthful offenders to acquire beliefs, skills, and abilities that enable them to grow and develop into successful, productive citizens.

The Youthful Offender System delivers a four-part continuum of services for violent offenders. The Intake, Diagnostic and Orientation (boot camp), Phase I (intense residential programming) and Phase II (a supervised three-month pre-release program) currently take place at the YOS-Pueblo facility. Phase III (community reintegration) is administered by the Division of Community Corrections.

- **IDO** - an intake, diagnostic, and orientation program in which the offender is assessed in various content areas. Part of the IDO process includes participation in a modified military-type boot camp;
- **PHASE I** - during this phase, a range of core programs, supplemental activities, educational, and vocational programs are provided to youth offenders;
- **PHASE II** - administered during the last three months of confinement where the offender is transferred to a twenty-four hour custody residential program; and
- **PHASE III** - period of community supervision where the offender is monitored and reintegrated back into society.

The Youthful Offender System differs from the regular adult correctional system in that it is built upon the premise that youthful offenders can be rehabilitated, their past criminal behaviors can be reversed, and their futures can be positive and productive. Therefore, programming can be positive and productive. To be successful, the YOS residents must be more than just offenders serving their sentences. They must be active participants in programming designed to effect significant changes in their lives. The Youthful Offender System also differs from the juvenile correctional system in at least one very notable way. Specifically, although the YOS offenders are chronologically juveniles they are considered adults in the criminal justice system. It is because of these differences that the Youthful Offender System holds a distinct place in the State's correctional system.

YOUTH OFFENDER SYSTEM

Director	Brian Gomez
Deputy Director	Bob Allen
Address:		1401 W. 17th Street Pueblo, CO 81003
Telephone:		(719) 583-5902
Security Level:		Level V
Opened:		1994-Denver/1998 Pueblo
Beds:		288, males; 8, females 33, IDO
Offender Cost Per Day:		\$142.14



CDOC BY THE NUMBERS

Departmental Escapes

DOC OPERATED FACILITIES	SECURITY	1996	1997	1998	1999	2000
Arkansas Valley Correctional Facility	Level III	0	0	0	3	0
Arrowhead Correctional Center	Level II	3	2	1	2	0
Buena Vista Correctional Facility	Level III	0	1	0	0	0
Buena Vista Minimum Complex	Level II	0	1	0	0	0
Centennial Correctional Facility	Level IV	0	0	0	0	0
Colorado Correctional Alternative Program	Level II	0	0	0	0	2
Colorado Correctional Center	Level II	5	4	2	6	4
Colorado State Penitentiary	Level V	1	0	0	0	0
Colorado Territorial Correctional Facility	Level III	10	0	0	0	
Colorado Womens Correctional Facility	Level IV	0	0	0	0	0
Delta Correctional Center	Level I	1	1	1	0	2
Denver Reception & Diagnostic Center	Level V	0	0	0	0	0
Denver Womens Correctional Facility	Level V	--	--	--	0	1
Four Mile Correctional Center	Level II	4	1	0	0	0
Fremont Correctional Facility	Level III	0	3	0	0	0
Limon Correctional Facility	Level IV	20	0	0	0	
Pre-Release Correctional Center	Level II	0	0	0	0	0
Pueblo Minimum Center	Level II	1	2	1	0	0
Rifle Correctional Center	Level I	4	0	0	0	0
San Carlos Correctional Facility	Level V	0	0	0	0	0
Skyline Correctional Center	Level I	5	0	0	0	0
Sterling Correctional Facility	Level V	--	--	--	0	0
YOS - Adult Females	Level II	--	--	--	1	0
SUBTOTAL		27	15	5	12	9
OTHER CENTERS		1996	1997	1998	1999	2000
Community Contract Centers		242	204	216	227	
Intensive Supervision (ISP)		49	47	74	62	
Jail Backlog		0	2	1	2	
Federal Tracking --		0	1	0		
SUBTOTAL		291	253	292	291	

CDOC BY THE NUMBERS

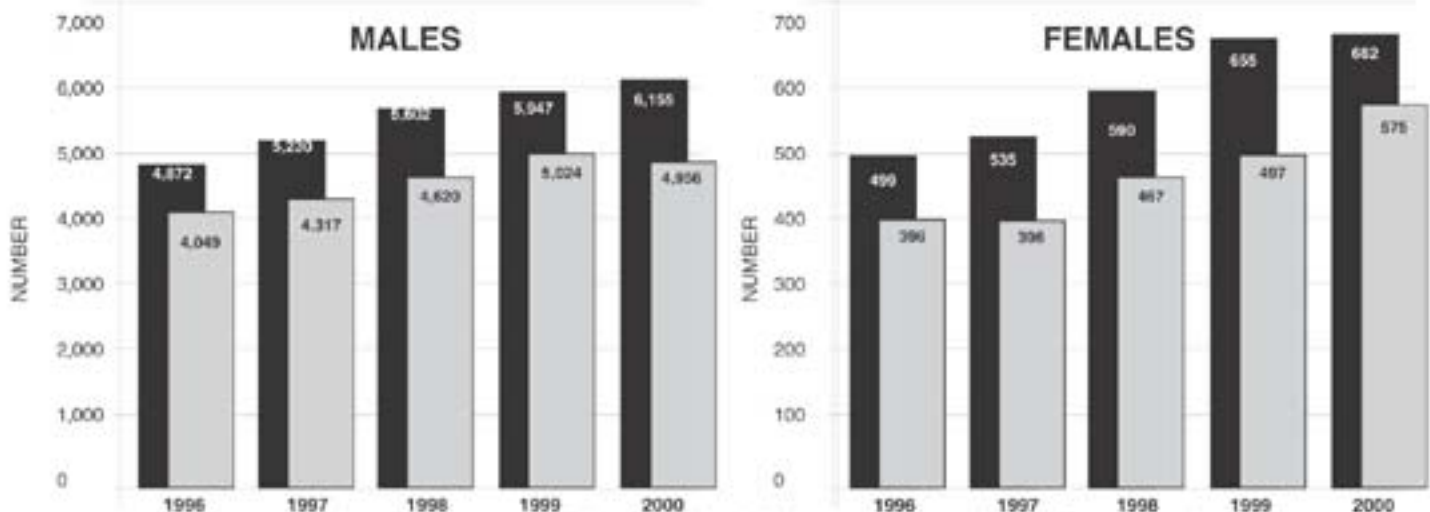
Departmental Escapes, continued

CONTRACT FACILITIES	1996	1997	1998	1999	2000
Bent County Correctional Facility	0	0	2	2	0
Crowley County Correctional Facility	--	--	0	0	0
Huerfano County Correctional Facility	--	--	0	0	0
Kit Carson Correctional Facility	--	--	0	0	0
Texas County Contracts	4	3	--	--	--
Minnesota Prairie Correctional Facility	0	0	0	--	--
Jail Contract Centers	0	0	0	0	
SUBTOTAL	4	3	2	2	0
TOTAL ESCAPES - ALL CATEGORIES	322	271	299	306	0

ADMISSIONS & RELEASE TRENDS

Recent trends on the number of admissions and released for the adult prison system and the Youthful Offender System (YOS) for **fiscal year 2000 are preliminary figures** and reflect admission data, which differs slightly from sentencing data which may appear later. **PLEASE SEE DOC STATISTICAL REPORT FOR COMPLETE AND FINAL DATA.**

ADULT PRISON ADMISSIONS AND RELEASES BY FISCAL YEAR*



* Fiscal year 2000 figures are preliminary and reflect admissions data. Release numbers may fluctuate given the recent Supreme Court actions regarding the Cooper and Martin court decisions.

■ **ADMISSIONS**
 ■ **RELEASES**

ANNUAL COMPOUND GROWTH RATE FOR 1996 TO 2000

Adult Males: Admissions 4.8%	Adult Females: Admissions 5.8%
Releases: 4.1%	Releases 7.7%
Total Admissions: 4.9%	Total Releases: 4.5%

CDOC BY THE NUMBERS

ADMISSIONS & RELEASES BY TYPE

ADULT	FISCAL YEAR 1999	FISCAL YEAR 2000	PERCENTAGE CHANGE
	TOTAL	TOTAL	
ADMISSIONS			
New Court Commitments	4,335	4,174	-3.7%
Parole Returns (2)			
Technical	1,680	2,041	21.5%
New Felony	425	432	1.6%
Subtotal	2,105	2,473	17.5%
Other (3)	162	170	4.9%
TOTAL ADMISSIONS	6,602	6,817	3.3%
RELEASES			
Parole:			
Discretionary	2,744	2,094	-23.7%
Mandatory	1,363	1,823	33.7%
Total Parole	4,107	3,917	-4.6%
Discharges	1,039	1,276	22.8%
Other (4)	375	338	-9.9%
TOTAL RELEASES	5,521	5,531	0.2%
Y.O.S.			
ADMISSIONS	86	99	15.1%
RELEASES	92	102	10.9%

ADULT ADMISSIONS INCREASED 3.3% (215) IN FISCAL YEAR 2000.

PAROLE RETURNS WERE 17.5% HIGHER

- 361 additional technical returns and 7 returns with a new felony

ADULT RELEASES FROM INCARCERATION REMAINED STABLE AT 5,531 INCREASING 0.2% IN 2000.

The number of discharging offenders increased 22.8%.

Offenders releasing on the the mandatory release date to parole rose 33.7%

Discretionary releases to parole (prior to mandatory release date) decreased 23.7%.

ADMISSIONS TO Y.O.S. WERE 15.1% HIGHER IN 2000.

Y.O.S. RELEASES INCREASED BY 10 IN 2000, A 10.9% INCREASE

(1) FY00 admission numbers are based on the date added to the backlog which may differ from sentencing numbers which reflect the date sentenced by the courts. FY99 admission numbers reflect sentencing data. Release numbers may fluctuate given the recent Supreme court actions regarding the Cooper and Martin court decisions.

(2) The number of technical parole returns is overstated and the number of returns with a new felony is understated for FY 2000 as the new felony conviction may be delayed. The admission type is changed to parole return-new felony when the conviction is received.

(3) Other admissions include returns from a prior release to probation, court order discharge or appeal bond; interstate compact, and Y.O.S. terminations.

(4) Other releases include releases to probation, court order discharge, appeal bond, and deceased.

CDOC BY THE NUMBERS

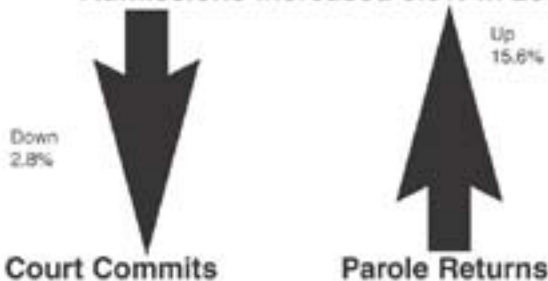
ADMISSIONS & RELEASES BY TYPE

ADULT	MALE			FEMALE		
	1999	2000	CHANGE	1999	2000	CHANGE
ADMISSIONS						
New Court Commitments	3,860	3,752	-2.8%	475	422	-11.2%
Parole Returns (2)						
Technical	1,551	1,862	20.1%	129	179	38.8%
New Felony	390	382	-2.1%	35	50	42.9%
Subtotal	1,941	2,244	15.6%	154	229	39.6%
Other (3)	146	159	8.9%	16	11	-31.3%
TOTAL ADMISSIONS	5,947	6,155	3.5%	655	662	1.1%
RELEASES						
Parole:						
Discretionary	2,454	1,786	-27.2%	290	308	6.2%
Mandatory	1,270	1,673	31.7%	93	150	61.3%
Total Parole	3,724	3,459	-7.1%	383	458	19.6%
Discharges	968	1,193	23.2%	71	83	16.9%
Other (4)	332	304	-8.4%	43	34	-20.9%
TOTAL RELEASES	5,024	4,956	-1.4%	497	575	15.7%
Y.O.S.						
ADMISSIONS	84	94	11.9%	2	5	150.0%
RELEASES	90	101	12.2%	2	1	-50.0%

ADULT MALE

Admissions

Admissions increased 3.5% in 2000.



Releases

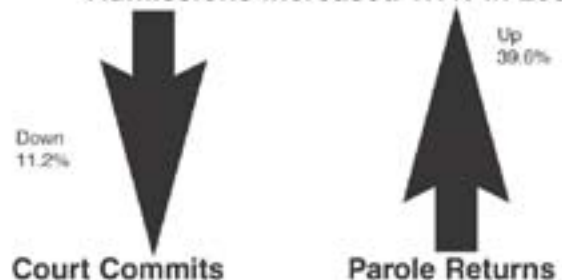
Releases declined 1.4% in 2000.



ADULT FEMALE

Admissions

Admissions increased 1.1% in 2000.



Releases

Releases rose 15.7% in 2000.



CDOC BY THE NUMBERS

MONTHLY POPULATION AND CAPACITY REPORT AS OF DECEMBER 31, 2000

COLORADO DOC FACILITIES

	OPERATIONAL CAPACITY*	ON-GROUNDS POPULATION
Colorado State Penitentiary	756	749
Centennial Correctional Facility	336	334
Sterling Correctional Facility	2,445	2,337
Limon Correctional Facility	953	929
Arkansas Valley Correctional Facility	953	929
Buena Vista Correctional Complex	871	851
Buena Vista Minimum Center	292	286
Colorado Territorial Correctional Facility	770	774
Fremont Correctional Facility	1,449	1,421
Arrowhead Correctional Center	480	478
Four Mile Correctional Center	484	483
Pre-Release Correctional Center	164	160
Pueblo Minimum Center	256	238
Skyline Correctional Center	205	208
Colorado Correctional Center	150	143
Delta Correctional Center	484	472
Rifle Correctional Center	192	189
Colorado Correctional Alternative Program	100	107
Colorado Womens Correctional Facility	294	293
Denver Womens Correctional Facility	480	497
San Carlos Correctional Facility	250	246
Subtotal	12,826	12,521

CONTRACTS

Bent County Correctional Center	700	623
Huerfano County Correctional Center	752	644
Crowley County Correctional Facility	500	464
Kit Carson County Correctional Facility	500	368
Off Grounds Population		175
Escapees		171
Revocations-Jail		3

JAIL BACKLOG

Backlog Less than 72 hours	0	
Backlog Greater than 72 hours (Fiscal YTD Ave. = 170)	31	
Backlog - Parolees Awaiting Transfer	36	
Total Jail Backlog		67

COUNTY JAIL CONTRACTS

Community Corrections Community		48
Residential Parole Revocations	431	431
Non-Residential Regressions	19	19
Total Community	998	998

ISP

Residential	431	431
Non-Residential Regressions	7	7
Total ISP	457	457
Total Community Corrections	1,455	1,455

MALE POPULATION 15,204

FEMALE POPULATION 1,335

TOTAL INMATE JURISDICTIONAL POPULATION

16,539

* OPERATIONAL CAPACITY INCLUDES ALL BEDS AVAILABLE FOR USE INCLUDING MANAGEMENT CONTROL UNITS BUT EXCLUDES EMERGENCY DOUBLE BUNKING.

CDOC BY THE NUMBERS

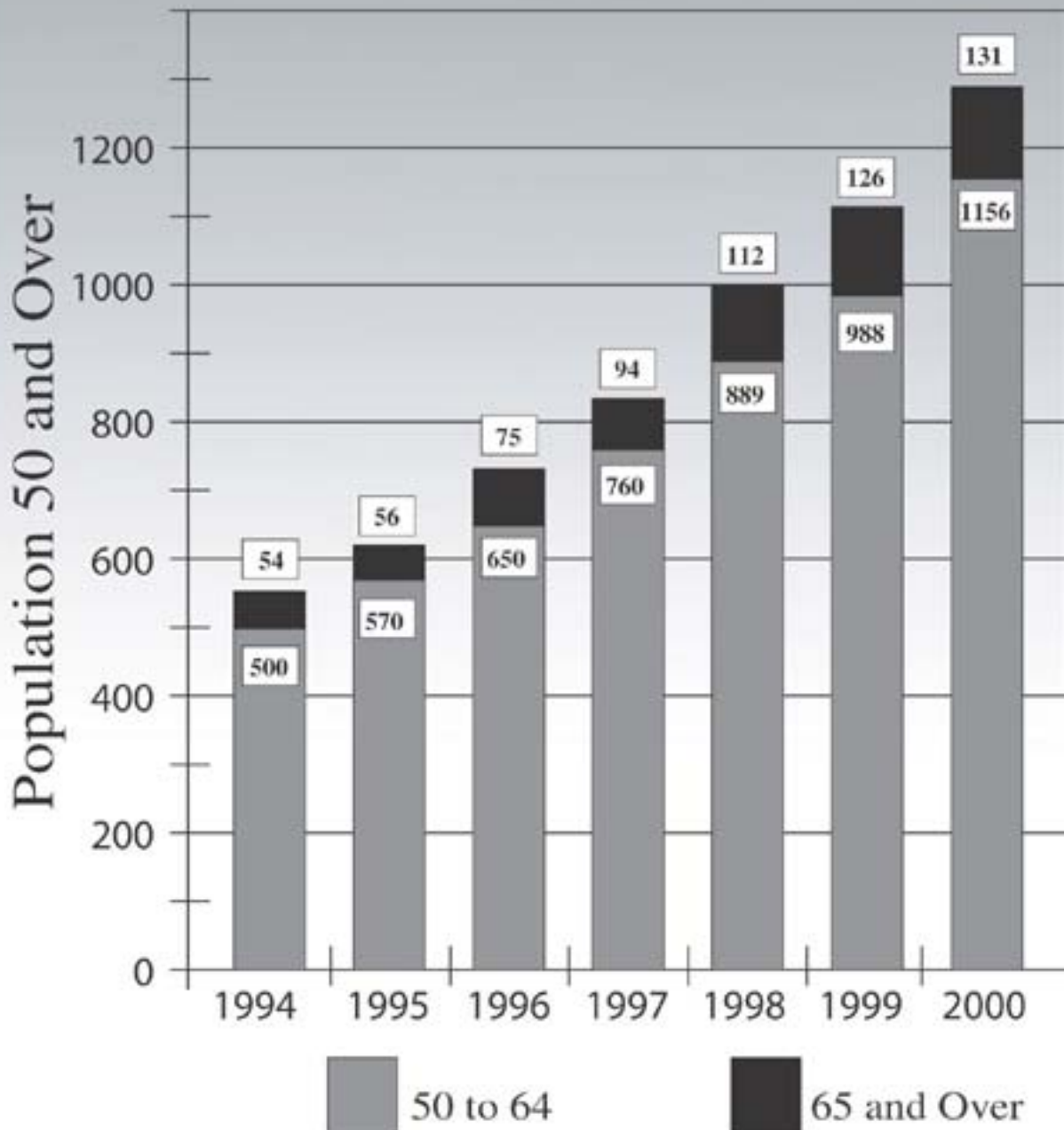
AGE TRENDS - INMATES 50 YEARS AND OVER



Colorado Department of Corrections Age Trends - Inmates 50 years and Over



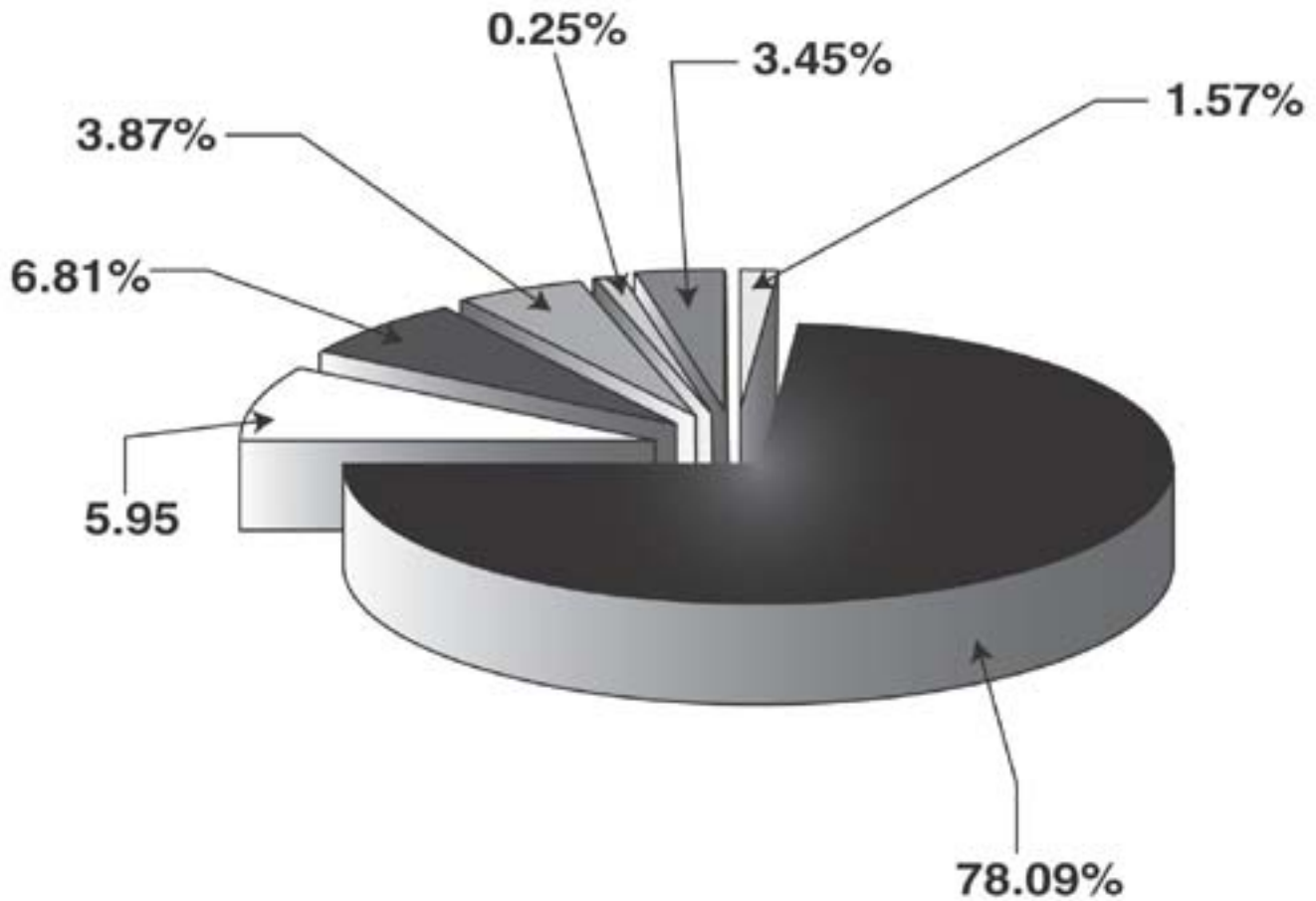
1994 - 2000



Population as of June 30 each year.

CDOC BY THE NUMBERS

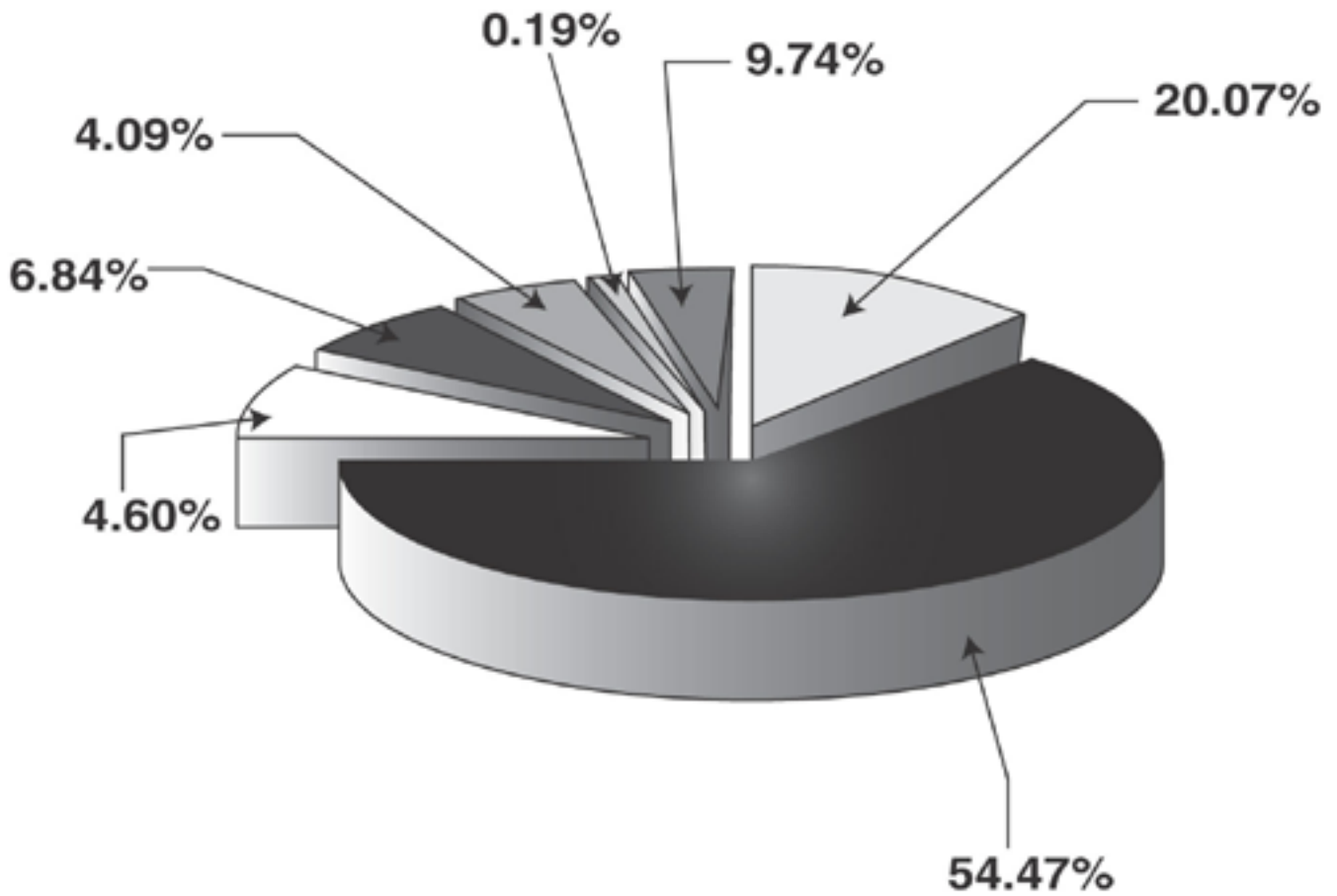
FTE 5311.4 AS OF JULY 1, 1999



- Management - 1.57%
- Institutions - 78.09%
- Support Services - 5.95%
- Inmate Programs - 6.81%
- Community Services - 3.87%
- Parole Board - 0.25%
- Correctional Ind. & Canteen - 3.45%

CDOC BY THE NUMBERS

TOTAL APPROPRIATIONS FY 99-00 — \$434,231,289.00



- Management - 20.07%
- Institutions - 54.47%
- Support Services - 4.60%
- Inmate Programs - 6.84%
- Community Services - 4.09%
- Parole Board - 0.19%
- Correctional Ind. & Canteen - 9.74%

CDOC BY THE NUMBERS

POPULATION PROJECTIONS - ALL OFFENDERS

DCJ and LCS Prison Population Projections - All Offenders Fall 00 Issue

