



# COLORADO

## Department of Corrections

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EXECUTIVE DIRECTOR

### ANNUAL REPORT: CORRECTIONS OFFICER STAFFING LEVELS

A REPORT SUBMITTED TO THE  
COLORADO GENERAL ASSEMBLY  
DUE JANUARY 15, 2017, PURSUANT TO C.R.S. 17-1-115.

*PREPARED BY  
OFFICE OF PLANNING AND ANALYSIS  
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## OVERVIEW

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Pursuant to 17-1-115.8, C.R.S., the Colorado Department of Corrections (CDOC) has prepared this report regarding correctional officer staffing levels. The 2016 reported data includes information on the following statutorily required items:

- Staffing levels for corrections officers at each correctional facility and private contract prison in Colorado;
- Staffing levels for corrections officers for each correctional facility security level; and
- A comparison of staffing levels at Colorado correctional facilities and the national standards adopted by the National Institute of Corrections and the American Correctional Association.

In support, the Department proffers the following components:

- Our Vision - "Building a Safer Colorado for Today and Tomorrow"
- Our Mission - "To protect the citizens of Colorado by holding offenders accountable and engaging them in opportunities to make positive behavioral changes and become law-abiding, productive citizens"
- We operate twenty correctional facilities throughout the state inclusive of all security levels 1-5;
- We also establish and monitor outcome measures for four private prison facilities; with one facility decommissioned this year.
- The current number of non-exempt correctional officers within the CDOC is 3,421.
- The current number of correctional officers employed by the private prisons is 289.

## STAFFING LEVELS AT EACH CDOC CORRECTIONAL FACILITY

In FY 2016, there were 3,421 CDOC employees, classified as non-exempt, providing correctional security services throughout the state of Colorado. Table 1 summarizes corrections officers by classification level and location. CO I positions are front line officers, CO II positions are supervisors and CO III positions are unit supervisors.

*Table 1. Staffing levels at each CDOC Correctional Facility, FY 2016<sup>1</sup>*

<b>Facility</b>	<b>CO I</b>	<b>CO II</b>	<b>CO III</b>	<b>YSC I</b>	<b>Non-Exempt Correctional Staff</b>
Arkansas Valley Correctional Facility - AVCF	124	53	10	-	187
Buena Vista Correctional Center - BVCF/BVMC	138	49	15	-	202
Centennial Correctional Facility - CCF	140	40	10	-	190
Correctional Industries - CI	12	5	6	-	23
Canon Minimum Center - ACC/FMCC/SCC	138	49	20	-	207
Colorado State Penitentiary - CSP	205	52	22	-	279
Colorado Territorial Correctional Facility - CTCF	147	53	14	-	214
Delta Correctional Center - DCC	40	15	8	-	63
Denver Complex - CCC/DWCF/DRDC	314	110	27	-	451
Fremont Correctional Facility - FCF	173	74	18	-	265
Headquarters-Office of Inspector General-Central Transport Unit-SORT-Training Academy (Support Services)	30	24	16	-	70
Limon Correctional Facility - LCF	141	58	15	-	214
La Vista Correctional Facility - LVCF	96	29	11	-	136
Rifle Correctional Center - RCC	16	6	6	-	28
San Carlos Correctional Facility - SCCF	101	28	11	-	140
Sterling Correctional Facility - SCF	404	99	45	-	548
Trinidad Correctional Facility - TCF	60	19	11	-	90
Youthful Offender System - YOS	72	33	9	0	114
<b>Total</b>	<b>2,351</b>	<b>796</b>	<b>274</b>	<b>0</b>	<b>3,421</b>

YSC I=Youth Services Counselor I

<sup>1</sup> Colorado Department of Corrections Budget Office, Prison Operations

## STAFFING LEVELS AT EACH PRIVATE CONTRACT PRISON IN COLORADO

In FY 2016, there were 331 private contract prison employees, classified as non-exempt, providing correctional security services in Colorado. All private prisons are classified as Level 3 security. Table 2 summarizes corrections officers by classification level and location.

*Table 2. Staffing Levels at each private contract prison, FY 2016<sup>2</sup>*

<i>Private Prisons</i>	<i>CO I</i>	<i>CO II</i>	<i>CO III</i>	<i>Non-Exempt Correctional Staff</i>
Bent County Correctional Facility - BCCF	72.5	17	4	93.5
Crowley County Correctional Facility - CCCF	95.5	19	5	119.5
Cheyenne Mountain Re-Entry Center - CMRC	65	6	5	76
Kit Carson Correctional Center – KCCC <sup>3</sup>	32	7	3	42
<b>Total</b>	<b>265</b>	<b>49</b>	<b>17</b>	<b>331</b>

<sup>2</sup> Colorado Department of Corrections Private Prison Monitoring Unit

<sup>3</sup> Kit Carson Correctional Center was decommissioned in 7/2016

## STAFFING LEVELS FOR EACH CDOC FACILITY AND PRIVATE PRISON SECURITY LEVEL

Table 3 represents non-exempt correctional security positions assigned to specific security levels. All private prisons are classified as level 3 security.

*Table 3. Staffing Levels for each CDOC Facility and private prison security level, FY 2016<sup>4</sup>*

<b>Facility</b>	<b>Corr. Staff</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Supp. Svcs.</b>
Arkansas Valley Correctional Facility - AVCF	187	-	-	187	-	-	-
Buena Vista Correctional Center - BVCF	202	-	-	172	-	-	-
Buena Vista Minimum Center - BVMC		-	30	-	-	-	-
Centennial Correctional Facility - CCF	190	-	-	-	-	190	-
Correctional Industries - CI	23	-	-	-	-	-	23
Canon Minimum Center - CMC	207	-	-	-	-	-	-
Arrowhead Correctional Center – ACC	-	-	175	-	-	-	-
Four Mile Correctional Center - FMCC	-	-	-	-	-	-	-
Skyline Correctional Center - SCC	-	32	-	-	-	-	-
Colorado State Penitentiary - CSP	279	-	-	-	-	279	-
Colorado Territorial Correctional Facility - CTCF	214	-	-	214	-	-	-
Delta Correctional Center - DCC	63	63	-	-	-	-	-
Denver Complex	451	-	-	-	-	-	-
Colorado Correctional Center - CCC	-	22	-	-	-	-	-
Denver Women’s Correctional Facility – DWCF	-	-	-	-	-	429	-
Denver Reception and Diagnostic Center - DRDC	-	-	-	-	-	-	-
Fremont Correctional Facility - FCF	265	-	-	265	-	-	-
Headquarters–Office of Inspector General–Central	70	-	-	-	-	-	70
Transport Unit–SORT–Training Academy (Support							
Limon Correctional Facility - LCF	214	-	-	-	214	-	-
La Vista Correctional Facility - LVCF	136	-	-	136	-	-	-
Rifle Correctional Center - RCC	28	28	-	-	-	-	-
San Carlos Correctional Facility - SCCF	140	-	-	-	-	140	-
Sterling Correctional Facility - SCF	548	-	-	-	-	-	-
Sterling Correctional Facility East	-	-	223	-	-	-	-
Sterling Correctional Facility West	-	-	-	-	-	325	-
Trinidad Correctional Facility - TCF	90	-	90	-	-	-	-
Youthful Offender System - YOS	114	-	-	114	-	-	-
<b>Total</b>	<b>3,421</b>	<b>145</b>	<b>518</b>	<b>974</b>	<b>214</b>	<b>1,363</b>	<b>93</b>
<b>Private Prisons</b>	<b>Corr. Staff</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Supp. Svcs.</b>
Bent County Correctional Facility - BCCF	93.5	-	-	93.5	-	-	-
Crowley County Correctional Facility - CCCF	119.5	-	-	119.5	-	-	-
Cheyenne Mountain Re-Entry Center - CMRC	76	-	-	76	-	-	-
Kit Carson Correctional Center - KCCC	0	-	-	0	-	-	-
<b>Total</b>	<b>289</b>	<b>-</b>	<b>-</b>	<b>289</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>4</sup> Colorado Department of Corrections Budget Office, Private Prison Monitoring Unit, Prison Operations



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## STAFFING LEVEL COMPARISONS

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A literature review was conducted to identify national standards for staffing levels. Unfortunately, very little information exists regarding staffing patterns or standards. The CDOC Office of Human Resources reviewed National Institute of Corrections' (NIC) publication entitled *Staffing Analysis Workbook for Jails*. After careful analysis of the NIC information, it was determined that the guidelines for staffing jails are not comparable to prison settings, including Colorado's prisons. County jails are staffed to provide services for short term stay, while prisons must manage a large number of offenders with extended incarceration stays. In addition, jails largely hold people awaiting trial while prisons only house convicted offenders, who typically require a high level of services and programs to prepare them for re-entry into society. Lastly, prison inmates are the most serious offenders on the criminal justice continuum; jail inmates who are serving sentences are often convicted of misdemeanors or less serious felonies, while prison inmates generally have lengthy criminal histories with multiple felony convictions.

The American Correctional Association (ACA) provides standards for operating prisons. Only one standard addresses staffing levels, and it does not provide concrete standards. ACA standard 4-4050 references "staffing requirements for all categories of personnel are determined on an ongoing basis to ensure that inmates have access to staff, programs and services."

The Department will continue to explore information regarding national staffing standards and practices as it becomes available.



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