

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Department: Corrections
 Request Title: Pre-Release Services
 Priority Number: BA-1

Dept. Approval by: *Rick Raemisch*
 Rick Raemisch 1/02/2014
 Date

- Decision Item FY 2014-15
- Base Reduction Item FY 2014-15
- Supplemental FY 2013-14
- Budget Amendment FY 2014-15

OSPB Approval by: *James N. Kelly*
 12/31/13
 Date

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items	Total	107,226,974	-	112,562,313	4,407,541	4,089,859
	FTE	421.7	-	414.1	51.6	56.3
	GF	104,270,593	-	109,415,669	4,407,541	4,089,859
	GFE	-	-	-	-	-
	CF	2,956,381	-	3,146,644	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management (A) Executive Director's Office Subprogram Health, Life, and Dental	Total	44,623,647	-	46,290,809	218,840	251,999
	FTE	-	-	-	-	-
	GF	43,108,254	-	44,686,811	218,840	251,999
	GFE	-	-	-	-	-
	CF	1,515,393	-	1,603,998	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management (A) Executive Director's Office Subprogram Short-term Disability	Total	606,866	-	703,101	5,176	5,647
	FTE	-	-	-	-	-
	GF	587,122	-	679,591	5,176	5,647
	GFE	-	-	-	-	-
	CF	19,744	-	23,510	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management (A) Executive Director's Office Subprogram S.B. 04-257 Amortization Equalization Disbursement	Total	11,374,795	-	13,083,309	94,114	112,945
	FTE	-	-	-	-	-
	GF	11,000,858	-	12,653,932	94,114	112,945
	GFE	-	-	-	-	-
	CF	373,937	-	429,377	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
	Fund					
(1) Management (A) Executive Director's Office Subprogram S.B. 06-235 Supplemental Amortization Equalization Disbursement	Total	10,228,268	-	12,265,602	88,232	109,094
	FTE	-	-	-	-	-
	GF	9,890,686	-	11,863,061	88,232	109,094
	GFE	-	-	-	-	-
	CF	337,582	-	402,541	-	-
	RF FF	-	-	-	-	-
(1) Management (A) Executive Director's Office Subprogram Leased Space	Total	3,590,796	-	3,681,627	115,500	115,500
	FTE	-	-	-	-	-
	GF	3,374,285	-	3,442,548	115,500	115,500
	GFE	-	-	-	-	-
	CF	216,511	-	239,079	-	-
	RF FF	-	-	-	-	-
(1) Management (C) Inspector General Subprogram Operating Expenses	Total	349,740	-	349,421	1,408	1,408
	FTE	-	-	-	-	-
	GF	266,553	-	266,234	1,408	1,408
	GFE	-	-	-	-	-
	CF	83,187	-	83,187	-	-
	RF FF	-	-	-	-	-
(2) Institutions (G) Superintendents Subprogram Start-up Costs	Total	144,093	-	4,350	80,185	-
	FTE	-	-	-	-	-
	GF	144,093	-	4,350	80,185	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF FF	-	-	-	-	-
(2) Institutions (I) Case Management Subprogram Personal Services	Total	14,801,090	-	15,258,483	1,531,995	1,671,388
	FTE	211.8	-	211.0	28.7	31.3
	GF	14,801,090	-	15,258,483	1,531,995	1,671,388
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF FF	-	-	-	-	-
(2) Institutions (I) Case Management Subprogram Operating Expenses	Total	154,724	-	154,603	15,650	15,650
	FTE	-	-	-	-	-
	GF	154,724	-	154,603	15,650	15,650
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF FF	-	-	-	-	-

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
(2) Institutions	Total	-	-	-	371,902	320,589
(1) Case Management	FTE	-	-	-	-	-
Subprogram	GF	-	-	-	371,902	320,589
Offender ID Program (new line item)	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(2) Institutions	Total	-	-	-	147,204	-
(1) Case Management	FTE	-	-	-	-	-
Subprogram	GF	-	-	-	147,204	-
Start-up Costs (new line item)	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services	Total	1,556,475	-	1,550,745	25,335	25,335
(D) Communications	FTE	-	-	-	-	-
Subprogram	GF	1,556,475	-	1,550,745	25,335	25,335
Operating Expenses	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services	Total	3,119,528	-	3,219,035	40,280	120,840
(E) Transportation	FTE	-	-	-	-	-
Services Subprogram	GF	2,709,501	-	2,854,083	40,280	120,840
Vehicle Lease Payments	GFE	-	-	-	-	-
	CF	410,027	-	364,952	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services	Total	279,259	-	276,510	1,408	1,408
(F) Training Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	279,259	-	276,510	1,408	1,408
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services	Total	1,618,749	-	1,616,202	11,260	11,260
(G) Information Systems	FTE	-	-	-	-	-
Subprogram	GF	1,618,749	-	1,616,202	11,260	11,260
Operating Expenses	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Department of Corrections
Pre-Release Services

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
Fund		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
(5) Community Services (A) Parole Subprogram Personal Services	Total	11,156,105	-	10,805,504	905,535	987,928
	FTE	174.3	-	167.5	19.2	21.0
	GF	11,156,105	-	10,805,504	905,535	987,928
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services (A) Parole Subprogram Operating Expense	Total	1,174,353	-	1,123,795	77,441	111,489
	FTE	-	-	-	-	-
	GF	1,174,353	-	1,123,795	77,441	111,489
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services (A) Parole Subprogram Start-up Costs	Total	350,621	-	-	344,065	-
	FTE	-	-	-	-	-
	GF	350,621	-	-	344,065	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services (E) Re-Entry Subprogram Personal Services	Total	1,974,663	-	2,056,015	188,251	205,379
	FTE	35.6	-	35.6	3.7	4.0
	GF	1,974,663	-	2,056,015	188,251	205,379
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services (E) Re-Entry Subprogram Operating Expenses	Total	123,202	-	123,202	22,000	22,000
	FTE	-	-	-	-	-
	GF	123,202	-	123,202	22,000	22,000
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services (E) Re-Entry Subprogram Start-up Costs (new line item)	Total	-	-	-	121,760	-
	FTE	-	-	-	-	-
	GF	-	-	-	121,760	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:
 Cash or Federal Fund Name and COFRS Fund Number: None
 Reappropriated Funds Source, by Department and Line Item Name: None
 Approval by OIT? Yes: No: Not Required:
 Schedule 13s from Affected Departments: Department of Personnel and Administration & Dept. Of Revenue
 Other Information: None

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Department: Revenue
 Request Title: Pre-Release Services
 Priority Number: NP-1

Dept. Approval by: *Barbara Duke* 12/31/13
 Date

- Decision Item FY 2014-15
- Base Reduction Item FY 2014-15
- Supplemental FY 2013-14
- Budget Amendment FY 2014-15

OSPB Approval by: *Carol M. Smith* 12/31/13
 Date

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items	Total	32,061,981	-	33,894,352	285,027	208,881
	FTE	354.1	-	359.8	3.7	4.0
	GF	6,046,204	-	6,031,094	-	-
	GFE	-	-	-	-	-
	CF	25,659,011	-	27,324,416	-	-
	RF	356,766	-	538,842	285,027	208,881
	FF	-	-	-	-	-
(1) Executive Director's Office, Health, Life and Dental	Total	8,697,950	-	9,022,082	20,263	22,105
	FTE	-	-	-	-	-
	GF	3,196,136	-	3,250,912	-	-
	GFE	-	-	-	-	-
	CF	5,290,380	-	5,462,539	-	-
	RF	211,434	-	308,631	20,263	22,105
	FF	-	-	-	-	-
(1) Executive Director's Office, Short-term Disability	Total	124,678	-	151,354	290	316
	FTE	-	-	-	-	-
	GF	49,027	-	57,044	-	-
	GFE	-	-	-	-	-
	CF	71,747	-	87,955	-	-
	RF	3,904	-	6,355	290	316
	FF	-	-	-	-	-
(1) Executive Director's Office, S.B. 04-257 Amortization Equalization Disbursement	Total	2,371,750	-	2,773,226	5,272	6,326
	FTE	-	-	-	-	-
	GF	925,665	-	1,044,383	-	-
	GFE	-	-	-	-	-
	CF	1,371,622	-	1,613,304	-	-
	RF	74,463	-	115,539	5,272	6,326
	FF	-	-	-	-	-

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
Fund		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
(1) Executive Director's Office, S.B. 06-235 Supplemental Amortization Equalization Disbursement	Total	2,137,964	-	2,599,900	4,942	6,110
	FTE	-	-	-	-	-
	GF	832,729	-	979,110	-	-
	GFE	-	-	-	-	-
	CF	1,238,270	-	1,512,473	-	-
	RF FF	66,965 -	- -	108,317 -	4,942 -	6,110 -
(5) Division of Motor Vehicles (B) Driver and Vehicle Services, Personal Services	Total	17,025,678	-	17,626,964	147,078	160,464
	FTE	354.1	-	359.8	3.7	4.0
	GF	1,003,834	-	660,832	-	-
	GFE	-	-	-	-	-
	CF	16,021,844	-	16,966,132	-	-
	RF FF	- -	- -	- -	147,078 -	160,464 -
(5) Division of Motor Vehicles (B) Driver and Vehicle Services, Operating Expenses	Total	1,703,961	-	1,720,826	107,182	13,560
	FTE	-	-	-	-	-
	GF	38,813	-	38,813	-	-
	GFE	-	-	-	-	-
	CF	1,665,148	-	1,682,013	-	-
	RF FF	- -	- -	- -	107,182 -	13,560 -
Letternote Text Revision Required? Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/> If yes, describe the Letternote Text Revision:						
Cash or Federal Fund Name and COFRS Fund Number:						
Reappropriated Funds Source, by Department and Line Item Name: General Fund						
Approval by OIT? Yes: <input type="checkbox"/> No: <input type="checkbox"/> Not Required: <input checked="" type="checkbox"/>						
Schedule 13s from Affected Departments: Department of Corrections						
Other Information:						

**Schedule 13
Funding Request for the FY 2014-15 Budget Cycle**

Department: Department of Personnel & Administration

Request Title: Facility Parole Officers, Case Managers, Offender ID, and Pre-Release

Priority Number: NP - 3

Dept. Approval by: *[Signature]* 12/27/13 Date

OSP Approval by: *[Signature]* 12/31/13 Date

<input type="checkbox"/> Decision Item FY 2014-15
<input type="checkbox"/> Base Reduction Item FY 2014-15
<input type="checkbox"/> Supplemental FY 2013-14
<input checked="" type="checkbox"/> Budget Amendment FY 2014-15

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items		Total	\$0	\$18,197,990	\$40,280	\$120,840
	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$0	\$0	\$0	\$0	\$0
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$18,014,816	\$0	\$18,197,990	\$40,280	\$120,840
	FF	\$0	\$0	\$0	\$0	\$0
(4) Central Services (C) Fleet Management Program and Motor Pool Services, Vehicle Replacement Lease, Purchase or Lease/Purchase		Total	\$0	\$18,197,990	\$40,280	\$120,840
	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$0	\$0	\$0	\$0	\$0
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$18,014,816	\$0	\$18,197,990	\$40,280	\$120,840
	FF	\$0	\$0	\$0	\$0	\$0

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number: Fund 607 - State Fleet Management Fund

Reappropriated Funds Source, by Department and Line Item Name:

Approval by OIT? Yes: No: Not Required:

Schedule 13s from Affected Departments:

Other Information:

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Cost and FTE

- The Department requests an increase of \$4,407,541 General Fund (GF) and 51.6 FTE in FY 2014-15 to enhance parole pre-release and offender management programs, and \$4,089,859 GF and 56.3 FTE in FY 2015-16 and beyond.

Current Program

- The Division of Adult Parole, Community Corrections, and Community Re-entry provides supervision and services to community corrections offenders (housed in community corrections beds) as well as parolees in the community after release from prison.
- The Division was appropriated \$39.4 million and 380.6 FTE in FY 2013-14. Parole populations are projected to average 8,169 in FY 2014-15.

Problem or Opportunity

- An internal review of the Department's pre-release programs identified a number of areas for improvement that are addressed with this request:
- Offenders do not have contact with a parole officer until after release into the community, resulting in a lack of community re-entry preparation.
- When coupled with required activities, Case Managers supervise an average of 90 offenders, which leaves less than an average of 1.5 hours per month to focus on the needs of each offender.
- Many offenders are currently released from prison to parole without a valid form of identification.

Consequences of Problem

- Parole Officers are not afforded an opportunity to assist offenders prior to release, case managers have insufficient time to adequately prepare offender-specific case plans, parolees are released without a valid form of identification which makes securing employment, housing, and other necessities very difficult. All of these factors decrease an offender's chances of successfully re-entering the community.

Proposed Solution

- Establish a program similar to Montana and Wisconsin where offenders interact with parole officers prior to release. Cost is approximately \$1.7 million GF and 19.2 FTE.
- Reduce the average caseloads of facility case managers to allow for personalized case plans for offenders. Targeted averages would be 80:1 for general population and 60:1 for high needs populations such as major mental illness. Cost is approximately \$1.9 million GF and 26.9 FTE.
- Provide additional pre-release services within high demand facilities. Cost is \$370,265 and 3.7 FTE.
- Create two Department of Motor Vehicle (DMV) licensing facilities within the Department of Corrections in collaboration with the Department of Revenue to secure identification for offenders prior to being released to the community. Cost is \$487,693 and 1.8 FTE.

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COLORADO

Department of Corrections

FY 2014-15 Funding Request | January 2, 2014

John W. Hickenlooper
Governor

Rick Raemisch
Executive Director

Department Priority: BA-1
Request Detail: Pre-Release Services

Summary of Incremental Funding Change for FY 2014-15	Total Funds	General Fund
Pre-Release Services	\$4,407,541	\$4,407,541

Problem or Opportunity:

An internal analysis of parole operations has revealed several opportunities to enhance overall parole operations. These areas include:

- Facility Parole Officer Program;
- Case management;
- Offender ID's available upon release; and
- Pre-release programs.

Facility Parole Officer Program

The Department of Corrections (DOC) recognizes the importance of providing a smooth transition for offenders moving from DOC facilities to community based supervision. The Department is building a voluntary pre-release program as resources become available. Currently, Pre-Release specialists provide transition planning services (individualized and classroom training modules and case management services) to offenders in state facilities. However, not all offenders are able to access pre-release classes in the facilities as there is insufficient time to participate in the entire module series.

On a limited basis, some caseload-carrying Community Parole Officers (CPOs) travel to DOC facilities to assist pre-release staff with the "Living Under Supervision" module in the Pre-Release 10-module program (also defined at the end of this section). But offenders do not have direct access to CPOs until after they have been released to the community, resulting in a lack of preparation or parole expectations upon release. Offenders also do not have the opportunity to develop a relationship with a CPO prior to release from prison. The offender does not know terms and conditions of parole, what they can expect during supervision, and the parole process until their first visit to the parole office after they are already released.

There is currently missing an institutional link between the prison and the community. Offenders are missing an essential bridge between facility staff and caseload CPOs. CPO input to assist the offender with

developing appropriate release plans and tools for understanding how the system works are another aspect of pre-release activities that could be enhanced.

Currently some high-risk, high-needs offenders must travel on their own from prison to parole offices when released, creating a gap in overall supervision of the offender. There is a need for institutional CPOs that are able to assist with the transport of high-risk offenders (administrative segregation [ad seg] releases, sexually violent predators [SVP], and certain mentally ill offenders) to parole field offices.

Case Managers

The current average caseload for Case Managers at all state facilities averages 89.6. With the implementation of case planning through the use of Colorado Transition and Accountability Plan (CTAP), DOC case managers will have a drastic change in roles. Responsibilities will include engaging offenders in the process of assessment; goal identification; development of a detailed case plan which outlines steps that offenders and others will take to attain identified goals; and identifying and facilitating access to interventions and strategies that will address criminogenic needs and stability factors. The current caseload averages approximately 89.6 offenders per case manager will not allow sufficient time to effectively manage each individual case. Taking into account training, holidays, and other required activities, case managers with caseloads of approximately 90 offenders will never be able to average much more than 1.5 hours on each offender's caseload each month.

Four central components to effective case management include preparing for case planning, developing the case plan, delivering effective services, and managing the case. Preparing for the case planning process involves administering assessments, a comprehensive knowledge of the offender's history, and developing a rapport with the offender, and assessment of other factors such as the offender's strengths and triggers. This equates to the importance of the initial period of contact between the case manager and the offender. This contact period should be focused on gathering foundational information and building relationships with offenders, and establishing expectations with them about the importance of developing and following their personalized case plans.

Offender IDs

The Department administers various programs for offenders prior to and after release to assist with their re-entry into society. One such program is the offender identification program, which assists eligible offenders with receiving government-issued identity documents (ID) prior to release from a correctional facility in order to eliminate a potential barrier to obtaining employment, housing, and support services. The Department releases approximately 35 percent of offenders with a government-issued ID in hand. The remaining eligible offenders are issued a waiver letter that can be used to obtain a free ID at one of the State's Division of Motor Vehicle (DMV) offices in accordance with Senate Bill 10-006. In order for the offender to successfully transition into the community to obtain employment, housing, and support services, obtaining an ID prior to releasing to parole is key.

Pre-Release Program

Currently, there is a wait list for the transitional planning services at facilities, and supporting the facilities with four Pre-Release Specialists will assist in reducing the wait list and will create opportunities to expand the program for other offenders. The Pre-Release consists of three components: classroom module curriculum, a Career and Community Resource Center, and One-on-One transition planning. The Pre-Release curriculum targets the eight criminogenic needs through a series of modules (outlined below) using assessments and cognitive-based interventions that promote offender reflection and participation. In order to maintain fidelity to the research based model and avoid adverse outcomes (Habilitation or Harm: Project Greenlight and the Potential Consequences of Correctional Programming – James A. Wilson – NIJ Journal #257), the following principles are followed:

- A comprehensive, consistent 10 module curriculum in all facilities;
- A program dosage minimum of 100 contact hours;
- A class size of 10-15;
- Voluntary participation; and
- Staff skill set that includes cognitive behavioral interventions.

The Pre-Release modules are designed to target medium/high needs offenders (Level of Supervision Inventory – Revised [LSI- R] score of 13 or above) preparing for release within three months to one year of their predicted release date. The 10 modules are designed to increase awareness, personal accountability, self-sufficiency, networks of support, and action around critical re-entry components:

- Identification
- Housing
- Employment
- Transportation
- Money management
- Education
- Healthy Lifestyles
- Family, Relationships & Support Systems
- Victim Awareness and Restorative Justice
- Living Under Supervision

The Pre-Release Career and Community Resource Center plays a critical part in providing relevant and meaningful opportunities to prepare for life outside of prison. The computers utilize a secured network that allows Pre-Release Specialists and the Office of Information Technology to monitor offender activity in a secure setting, while providing up-to-date resources for transition planning. These computer based activities include Connecting Colorado, Key Train Basic Workplace Skills Training, statewide community resource information, career assessments and exploration tools, up-to-date job postings, money management and banking tutorials, interactive parenting curriculum, resume writing and job search tutorials, internet and online job application simulators and re-entry resources. In order to ensure relevant

and up-to-date information, as well as content consistency throughout the state, the information on the offender computers is updated daily through the secured network.

An essential element to addressing the risk, need and responsively principal, is one-on-one transition planning. All eight criminogenic needs are attended to through individualized transition planning which engages the participant to repair, rebuild and expand their networks of support in their natural communities. These individualized transitional plans target the specific challenges and immediate needs that each individual will face upon release while developing the networks and supports which will become a critical component in their successful transition. During one-on-one transition planning, Pre-Release Specialists utilize the tools of Motivational Interviewing, supportive inquiry, and solution focused dialogue, to motivate offenders to be accountable for their transition plans. One-on-one sessions are also utilized for offenders with critical needs such as medical or mental health issues, or for offenders who do not have sufficient time to participate in the entire module series.

Proposed Solution:

The Department is pursuing a multi-faceted and multi-phased approach to reforming the Division of Adult Parole, Community Corrections, and Community Re-entry. These transitional efforts are aimed at overcoming institutional issues that have eroded the public's confidence in the Department to manage the inherent risk with the parole population. This request will assist offenders by implementing case planning through the use of Colorado Transition and Accountability Plan (CTAP), and the introduction of parole officers in facilities to assist with the transition from incarceration to the community.

The Department requests a total of \$4,407,541 General Fund (GF) and 51.6 FTE in FY 2014-15 and \$4,089,859 GF and 56.3 FTE in FY 2015-16 for resources to benefit the offender at facilities. A corresponding Schedule 13 from the Department of Revenue is included and requests \$285,027 Reappropriated Funds (RF) and 3.7 FTE in FY 2014-15 and \$208,881 RF and 4.0 FTE in FY 2015-16.

Facility Parole Officer Program

The Department requests \$1,673,693 General Fund and 19.2 FTE in FY 2014-15 and \$1,521,819 GF and 21.0 FTE in FY 2015-16 in the Parole Subprogram for the establishment of the Facility Parole Officer Program. The Facility Parole Officer Program will include 19.0 FTE CPOs and 2.0 FTE Supervisors.

The Department will divide the 19 CPOs among field-based and institutional assignments. Field-based CPOs will facilitate the transition of the offender to parolee status by working at state and private facilities. They will assist with teaching courses, having face-to-face contact with offenders, completing the Level of Supervision Inventory - Revised (LSI-R) questionnaire (required to determine risk assessment), pre-parole planning, and community referrals. The institutional CPOs will be placed strategically at facilities depending upon the volume of offenders releasing to parole.

The Department recognizes that when field-based CPOs meet with offenders prior to release, they provide valuable transition assistance to offenders through communicating expectations before actual release into

the community. When field-based CPOs are able to work inside facilities, they can better assist facility-based case managers and community re-entry staff with pre-parole planning and community referrals for high-risk, high-needs offenders.

The institutional CPOs (parole officers at facilities) are the subject matter experts who spend one to two hours discussing terms and conditions of parole, what offenders can expect during supervision, and answering general questions from offenders about the parole process. This request will provide offenders with information on CPO expectations during supervision and terms and conditions of parole. It is anticipated that providing this information to offenders prior to release will reduce anxiety regarding release and increase a sense of preparedness for parole.

Assistance can also be offered with obtaining documents for identity, employment, housing, medication, and specialized program needs for transition to community. Similar Facility Parole Officer Programs exist in Montana and Wisconsin. Montana's background is provided below.

CPO Background (Montana)

Institutional Probation and Parole Officers (IPPOs) in the State of Montana, which have been in place for more than 15 years, most closely mirror the Department's vision for this proposed position. Montana's Institutional Parole Officers provide a seamless transition from prison to community by facilitating the placement of offenders in communities when they leave prison and providing the coordination necessary for the Parole Board, prisons, parole field offices and pre-release centers to expedite the transition of offenders to the community. The IPPO comes into the picture as the community re-entry plan becomes more focused. Specifically, the IPPOs cooperate with the field parole offices around the state to be better informed about an offender's history on supervision and progress that he or she may have made in different areas. IPPOs often advise field officers about programs offenders are involved in, answer any questions about the offender conduct that may arise, prepare the offender for release to parole, answer the offender requests for information, track their progress on release plans, explain various options and timelines for community placement, and help them understand how the system works. Once the offender is within 120 days of release to parole, the IPPO assists in developing an acceptable release plan that involves housing, employment, follow-up treatment, benefit application appointments and/or outside assistance, travel plans, and mandatory registrations. They work with the assigned field officer to set up the offender's reporting date and time. They also are utilized on a limited basis to transport offenders to treatment facilities or field offices when a specific case warrants it. IPPOs work jointly with case managers, classification staff, and medical and mental health staff in setting up appropriate plans of release. Montana has case managers, mental health discharge planners, and medical discharge planners to also assist in transitioning the offender to the community. DOC's Facility Parole Officer program will have similar components to Montana's program.

As the Department continues to expand its pre-release activities to include more interaction between the CPO and the offender prior to release, new staff are required to accomplish these new objectives as current resources dictate that most offenders release without transitional assistance from institutional CPOs.

The institutional CPOs will also provide educational classes related to parole:

- A field-experienced CPO will be present at facilities to discuss parole expectations, and terms and conditions of parole as part of the pre-release module “Living Under Supervision.” Currently, this portion of the pre-release class is offered 10 times per year at 16 facilities across the state. The total classroom time is equal to 320 hours per year.
- Each month at each facility CPOs will provide this same two hour course to offenders not receiving pre-release services.

The Department also recognizes the public safety danger related to the release of sexually violent predators and administrative segregation offenders. Additionally, there are a number of severely mentally and/or physically ill offenders who occasionally need additional assistance getting to parole offices upon release. Currently, no staffs are specifically assigned to transport these offenders upon release from facilities to the various parole offices across the state; with the request, assigned CPOs will be available to assist with this transportation.

Case Managers

The Department requests \$1,875,890 General Fund (GF) and 26.9 FTE in FY 2014-15 and \$1,868,226 GF and 29.3 FTE in FY 2015-16 in the Case Management Subprogram to decrease the current average caseload ratio of Case Managers from an average of 1:90.6 (combined average based on current population and current level of case manager staffing) to 1:80 for long-term general population offenders and 1:60 for higher-risk, higher-needs (medical, mental health, females, administrative segregation, and sex offenders). The total request (FY 2014-15 and the out year) will include 26.6 FTE Case Managers I and 2.7 FTE Case Managers II.

Developing the offender case plan recommended by the National Institute of Corrections and used with Colorado Transition and Accountability Plan (CTAP) will consume a significant time period for case managers. Assessments must be linked to goal setting, specific action steps, and mutually agreed upon time frames to meet those goals.

Delivering effective services is a dynamic process that requires active and ongoing engagement between case managers and offenders. For the first time, case managers will be matching interventions and programming opportunities to combat specific risk factors. Case managers will need to assist offenders in practicing newly learned skills and reinforcing strengths that offenders are developing. The importance of these one-on-one contacts cannot be underestimated. The Center for Effective Public Policy states, “ The amount of time case managers spend with offenders in one on one sessions, how they choose to use that time, and their skills in employing behavioral techniques, make a considerable difference upon offender outcomes.”¹

Improvements to case management include the role of advocacy for offenders. A recommendation by the National Institute of Corrections Technical Assistance Report, prepared August 2013, is for Colorado DOC

¹ *Effective Case Management*” Mark Carey, The Carey Group and Editor Madeline M. Carter, The Center for Effective Public Policy 2010

to, “Create an institutional case plan. A meaningful, individualized, case plan that follows the offender through incarceration and parole supervision could be created and used to determine program placements, inform parole board condition setting, and assist parole supervision staff with case planning activities. No offender-specific case plan currently exists within institutions, and the case plan on the parole supervision side appears to have little value to parole officers as they conduct their work. The inclusion of meaningful needs assessment information, and reliance on this case plan when program placements, parole conditions, or other significant decisions are made should assist DOC in moving forward with the implementation of various evidence based practice improvements.”²

DOC is moving away from primarily just referring offenders to a regimented curriculum of classes and therapeutic programming (parenting, Substance Abuse, General Education Diploma, and vocational programs). The case plan and guidance will now drive an emphasis on collaborative objectives and laying the foundation to enable many offenders to understand the importance of personal growth that comes from improved analytical thinking, decision making and problem solving skills. Case managers will facilitate the origin of the reentry process. Counseling that is provided on a regular and continuous basis throughout an offender’s incarceration is the core of re-entry and should be supported by programming and class room instruction. It is the case manager who will have the most contact with offenders, and therefore is in the position to have the most impact. DOC will optimize case management resources in the most efficient way possible.

The Department proposes smaller caseloads for case managers to better manage complex cases and successfully influence offenders. With a caseload of 80 offenders, meeting with each offender two hours per month would consume 160 hours of the 160 hours worked in a month. A well-trained case manager should be able to provide meaningful individual contact for each offender at least once a month. In addition, DOC needs to provide the professional development to case managers to successfully provide counseling services and case planning for offenders. The effectiveness of the case manager must be optimized to provide quality offender contact to more of a system that addresses offender requests for what they needs, not just what they desire. In the case of high-needs offenders, a ratio of 60:1 will provide additional time to address more detailed planning required for offender success.

Offender IDs

The Department of Corrections requests \$487,693 General Fund (GF) and 1.8 FTE in FY 2014-15 and \$435,628 GF and 2.0 FTE in FY 2015-16 to expand its efforts in obtaining IDs for offenders prior to release. The proposal has several components, including a more extensive collaboration with the Department of Revenue (DOR), to help facilitate successful offender transitions to the community. From the requested amount, DOC will use \$285,027 and \$208,881 respectively to reimburse DOR for enhanced services provided to DOC. A request for increased reappropriated funds spending authority and FTE is submitted by DOR through a corresponding Schedule 13.

² National Institute of Corrections Technical Assistance Report, NIC August 2013, p13.

The Department proposes establishing on-site DMV offices at the Denver Reception & Diagnostic Center (DRDC) and the Colorado Territorial Correctional Facility (CTCF) as the main step toward increasing the percentage of offenders releasing with government-issued IDs. The process of obtaining IDs for offenders will begin upon intake at DRDC. DRDC processes approximately 45 offenders daily, Monday through Friday. Those offenders who do not already possess valid government identification will be screened for their eligibility to obtain an ID through the ID renewal process. For those offenders who are unable to obtain an ID during intake, the Department will provide assistance to locate and obtain required documentation for issuance of IDs. Once these vital documents are received, they will be provided to the DMV staff at DRDC or CTCF for authentication and subsequent processing of a state ID.

The DMV office at CTCF will operate two days per week and will complete the ID process for those offenders who were unable to pursue an ID during intake. This includes the in-person credentialing requirements (photo, signature, fingerprints) for issuance of IDs. Once an offender is eligible to complete the credentialing requirements, he will transition through the Central Transportation Unit, located at CTCF, as part of the normal offender movement process to ensure the ID application is completed in advance of release. The DMV office at DRDC will also be available, as needed, for completing the in-person credentialing requirements depending on offender movements.

The DRDC office will be staffed with 2.0 FTE, while CTCF will require the equivalent of 1.0 FTE (two 0.5 FTE positions) who will rotate from the Canon City/Salida DMV offices. Besides the 3.0 FTE required for staffing the DMV offices, the Department also requires the services of a one full-time DMV compliance investigator to help identify missing documentation and other legal issues that might otherwise preclude the issuance of a state ID.

The Department also requests two Program Assistants to serve as the first stop for securing vital records for offenders when they are unable to obtain a state ID through the renewal process. These positions will work with facility case managers and offenders to seek the details necessary for obtaining documents. The positions will be responsible for utilizing other methods of document retrieval, such as Vitalchek for birth certificates or through the Department's existing agreement with the Social Security Administration. The program assistants will also work with the DMV investigator on the complicated documentation cases as well as coordinate ID workload with DMV on-site staff.

The final piece of the proposal requests funding for payment of Colorado ID fees (\$10.50 per ID) as well as funding to purchase out-of-state birth certificates at an average cost of \$25.00 each. The DMV utilizes a vendor to produce IDs and therefore requires a revenue stream to recoup vendor costs. The Department will need to provide payment when a birth certificate is requested from another state. Birth certificates are a force multiplier when it comes to proving identity as they satisfy 3 of 4 Colorado ID requirements (age, name, and lawful presence); therefore, birth certificates are the primary document that will be pursued when an offender cannot obtain an ID during intake.

Pre-Release Program

The Department requests \$370,265 General Fund (GF) and 3.7 FTE in FY 2014-15 and \$264,186 GF and 4.0 FTE in FY 2015-16 for the establishment of additional Pre-Release programs for the benefit of offenders for successful transitions into the community.

In 2013, reviews were conducted by Johns Hopkins University and the National Institute of Corrections; both recommend the Department increase the number of Pre-Release Specialists to accommodate for the number of releasing offenders. The same recommendation has been made by a number of offender advocacy groups, offender families. Endorsed by the National Institute of Corrections and Johns Hopkins University, the Pre-Release Program applies the principles of effective intervention and continuum of transitional services which span from inside the correctional facility into the community. Evidence based practices have determined that increasing support, networks and resources around know risk factors to continued criminal behavior can reduce recidivism. Pre-Release was designed to prepare offenders transitioning into the community through targeting those know predictors of recidivism and provide a continuum of services from prison through parole.

Increasing the Pre-Release staff by 4.0 FTE General Professional III will increase access to offenders for classroom modules, resource assistance and individualized case management and planning. These staff will be strategically placed in facilities with the larger population of offenders requesting the program and within a year of release.

Anticipated Outcomes:

Facility Parole Officer Program

As recommended by the National Research Council (2007, 82) “parole authorities and administrators of both in-prison and post-release programs [should] redesign their activities and programs to provide major support to parolees and other releases at the time of release.” The beginning of supervision is so critical to individual success that parole agencies should not wait for the individual to be released to the community to develop and implement a supervision plan (National Research Council 2008; Aos et al. 2006; Bogue et al. 2004; Burke 2004; Burke and Tonry 2006; Campbell 2008; Jakobson 2005; Petersilia 2003). Parole staff will ideally be involved in prerelease planning activities and help support the concentration of supervision interventions just after release. Early involvement by parole staff can contribute to success by helping the parolee understand the conditions of release and the expectations of the parole agency once release occurs (Putting Public Safety First, 13 Parole Supervision Strategies to Enhance Reentry Outcomes, The Urban Institute, December 2008, p14 and p15).

Institutional Parole Officers exist in a number of states, although the manner in which they serve offenders can differ substantially and is dependent upon the structure of each state's system. Some states utilize parole officers solely to prepare offenders for their parole application hearing. Others utilize parole officers to work with the offenders once arrested for parole violation and throughout their revocation process on the way back into the facilities. Others serve the offenders in more of a pre-release fashion designed to provide a smooth transition to the community. Other states where institutional parole officers work in correctional

facilities include Texas, Tennessee, New York, Pennsylvania, Missouri, Wisconsin, Kansas, and Montana. These Facility Parole Officer programs have different components from state to state.

The goal is to help offenders move forward toward productive lives so they can become successful members of their communities. This request will give offenders the tools and abilities to be successful in their transition and reduce recidivism resulting in a safer Colorado, fewer victims, and reduced costs.

Case Managers

The Department's goal is to provide efficient case management that increases public safety and reduce recidivism. It is essential to provide the state with enough case managers to deliver effective integrated case management. Additional case managers would increase face-to-face contacts with offenders and assist with desired results. Case Management is being urged to increase the number of quality, substantive contacts with the implementation of their new roles. A case manager must have the necessary face-to-face time to spend with each offender to properly evaluate and ensure proper goal setting, guidance, and service delivery.

Offender IDs

It is widely recognized in the correctional field that securing formal identification for offenders is a necessary step in their successful return to society. Accordingly, most states have implemented some form of offender identification program to facilitate the possession of IDs upon offender release. The common practice among states is to target their identification efforts at offenders who are preparing to release. Colorado is among the states that have followed this practice but believes the offender identification process must begin at intake in order to have sufficient time to overcome the documentation gaps that over half of the state's offenders have that precludes the issuance of an ID before release. With the move to a front-end process, the Department expects to increase the percentage of offenders releasing with a government ID from 35 percent to 80 percent by the end of FY 2016-17. The Department acknowledges there will always be barriers to putting IDs in the hands of all releasing offenders. Some releasing offenders ineligible for a state ID include those who are US Immigration and Customs Enforcement (ICE) detainees or those being released to another state under an interstate compact. It is also expected that complex legal issues will sometimes exceed the Department's resources and not be overcome in time to issue an ID to an otherwise eligible offender prior to release. The Department expects to gain new insight on any remaining barriers to obtaining IDs as it proceeds with the expanded efforts outlined in this proposal and will refine its approach based on the knowledge gained.

In order to obtain a renewal ID, an offender has to already be in the DMV system. The requirements that must be met to renew an ID include US citizenship, over 21 and under 60 years of age, have an ID that is valid or expired for less than one year, the ID was issued in a Driver's License Office, Social Security number is on file with the Department of Revenue (DOR), and have a good payment record with DOR. The offenders that do not qualify for ID renewal must prove four elements in order to be issued a Colorado ID. This includes full legal name, identity, age, and lawful presence in the United States. Table 13 shows the documents that can be used to prove each of the elements, to include stand-alone documents that satisfy all four requirements.

The Department's experience is that if an offender is unable to complete the ID renewal process, then they typically do not possess a stand-alone document that would satisfy the four elements. The recommended approach in this circumstance is to obtain the U.S. birth certificate and pair it with the DOC identification card to satisfy all four elements. The burden of paying for an out-of-state birth certificate (average cost \$25.00) currently falls on the offender. Because offenders have limited financial means, this issue usually prevents the gathering of the required documents for IDs, hence the Department's recommendation to pay for birth certificates when needed. The Department is in the process of including additional identity information on the DOC identification card in cases where an offender is sentenced under an alias to make sure the DOC identification card satisfies the criteria for proving the identity element.

When an offender is unable to obtain an ID through the online renewal process, he/she must present the necessary documents and complete the credentialing requirements (photo, fingerprints, signature) in person. This requirement is the main obstacle that prevents the issuance of IDs for offenders prior to release and is the primary driver for establishing a DMV office at CTCF. The Department expects to be able to cycle offenders needing to complete the ID process through the Central Transportation Unit located at CTCF during the course of routine offender movements between facilities. The DRDC office will also provide this function for female offenders or males that transition through the Northern Transportation Unit.

When an offender has a difficult issue or does not have the documents necessary to satisfy the DOR matrix, they must go through Exception Processing. In these complex cases, more time and expertise are required to research and gather supporting documents. The Department will rely on the DMV compliance investigator to play the lead role in identifying the acceptable documents for exception processing. The Program Assistants will assist with research, completing document requests, gathering missing documents, and tracking the progress of all required steps to fulfill documentation requirements. The circumstances that can lead to a complex case are offenders not knowing where they were born, who grew up in foster care, who have been married multiple times (numerous name changes), who were adopted, who have multiple aliases, who are victims of identity theft, and who are undocumented persons.

Pre-Release Program

Increased participation in the Pre-Release Program provides additional offenders quality pre-parole plans. Increased staffing levels afford more opportunities for quality case management in order to match appropriate services based on offender needs and risks, and engage the offender in their parole plans. The goal is to help offenders move forward toward productive lives so they can become successful members of their communities. This request will give offenders the tools and abilities to be successful in their transition and reduce recidivism resulting in a safer Colorado, fewer victims, and reduced costs.

Assumptions and Calculations:

Facility Parole Officer Program

DOC has 15 state facilities and 4 private facilities that will be supported by the Facility Parole Officer program. The Department will have the appropriate number of CPOs supporting the facilities (including the private prisons) depending upon the number of releases within the 120 days of eligibility for release. The request is for 19.0 FTE CPOs and 2.0 FTE Supervisors.

Providing this transportation is extremely time consuming and takes CPOs away from other critical duties. These institutional CPOs will assist with the workload associated with these transports. This request is based on the following information:

- Each year, DOC releases offenders to parole whose risk to themselves or the community may be reduced by providing secure transportation from facilities to field parole offices across the state. This includes:
 - 47 (<1%) sexually violent predators
 - 85 (< 1%) offenders from administrative segregation
 - 860 (8%) seriously mentally ill offenders (P4 and/or P5)
 - 307 (3%) seriously physically ill offenders (M5)

Estimating the time necessary to conduct these transports is difficult due to an inability to project future release destinations. However, the average time to pick up and transport an offender from a Canon City facility to the Denver Metro area and return home is minimally five hours.

Ideally, existing parole officers with field supervision and community resource knowledge would rotate into the position for a specified amount of time and be temporarily relieved of part of their community caseload to allow them the time to devote the necessary attention to offenders in their assigned facility. Utilizing caseload-carrying CPOs is a better alternative than to use only a few CPOs isolated from the field.

The Department is not suggesting the 19 additional CPOs be hired with no caseload to the Department to conduct this work. Rather, an additional 19 caseload-carrying CPOs will offset the workload of experienced CPOs assigned to these duties in addition to their regular caseload duties. The advantages to this approach include:

- Using CPOs in the facilities who maintain some supervisory duties in the field better bridges the gap between facility and parole operations;
- The CPOs providing the information to offenders stay current with field work trends and current community resources;
- It would not be an efficient and effective use of time and resources to have the assigned CPO meet with all soon-to-be-released offenders in the facilities from which they parole. However, by assigning CPOs some time to interact with offenders prior to their release, CPOs as a whole will develop a better sense of the challenges faced by offenders preparing for release.

Case Managers

The increase in staff by facility can be reviewed in Table 5 for the appropriate staffing level by caseload ratios at facilities: 1:80 for long-term offenders and 1:60 at high level risk populations (mental health, medical, sex offenders, female, and administrative segregation).

Offender ID's

In order to establish a DMV on-site office at DRDC and CTCF, a Driver's License (DL) Examiner I and III are required. This is the minimum staffing required for a DMV office of this type. This staffing level allows for separation of duties and provides greater accountability and control over the issuance of identification documents. The DL I will qualify offender applicants for a Colorado ID by determining the applicant's needs and eligibility. This position will also process computer-generated identification documents. The DL III will review the transactions being processed by the DL I and approves/rejects transactions based on questionable source documents, data errors, etc. The DRDC positions will be full-time (2.0 FTE) while the CTCF staffing can be fulfilled by two 0.5 FTE. A Compliance Investigator will identify the documents required for issuance of an ID, and can be filled by 1.0 FTE. This position will be located at DMV's Lakewood facility. The request for FY 2014-15 assumes 11 months of personal services expenses for the new FTE. The calculations for the 4.0 FTE are found at Table 23.

The DMV offices at DRDC and CTCF will require the typical furnishings and equipment that are essential to processing Colorado identification documents. Start-up costs total \$93,622 in FY 2014-15 and are outlined in Table 26. DMV will also have annual operating costs of \$13,560 found at Table 25.

The DOC will require two Program Assistant I positions in order to further advance the Department's offender ID program by pursuing IDs for those offenders currently ineligible for ID renewal. These positions will be charged with leading the effort to obtain the documents required to prove DOR's four elements (name, age, identity, and lawful presence). These positions will also work with the DMV investigator when more extensive research is required to find other methods of proving identity in accordance with the REAL ID Act and Colorado Statute. The request for FY 2014-15 assumes 11 months of personal services expenses for the new FTE with calculations found at Table 23.

The Department expects 80 percent of offenders will release with an ID in hand by FY 2016-17. The expectation is that the expanded efforts will result in a 60 percent release with ID rate in FY 2014-15, growing to 70 percent in FY 2015-16 as the DOC/DOR partnership continues to improve its success rate in obtaining documents for the complex cases. This steady increase in ability to issue IDs plays a factor in determining ID and birth certificate costs in FY 2014-15 and beyond.

The starting point for estimating ID and birth certificate costs is the offender admission population. This population is set at 9,746 for the purposes of this request (Table 9). With the change to a front-end approach to obtaining IDs for offenders and the increased DOC/DOR resources, the Department expects to purchase IDs for 60 percent of the admission population in FY 2014-15, increasing to 70 percent in FY 2015-16. The Department has a baseline of 4,150 offenders able to complete the ID renewal process. This means the growth in ID issuance represents the offenders that need additional documents including birth

certificates. Approximately 60 percent of needed birth certificates will be for offenders born out-of-state (Table 13). Total DOC operating costs for obtaining IDs and birth certificates are found at Table 11.

The summary of DOC and DOR costs for the Offender ID request are found at Tables 6, 11, 23 to 26.

Pre-Release Program

The current capacity for Pre-Release classrooms with multiple class schedules and cycles, and with the 16 existing Pre-Release Specialists, is 1,017 offenders. The following tables provide a breakdown of class completions, pre-parole planning services, and access to the Career and Community Resource Centers. The tables below clearly show that in the area of individualized case management and planning, and pre-release career and community resource center there is a pattern of increasing needs by offenders requesting the pre-release services. The increase of the 4.0 FTE Pre-Release Specialists will also assist with increasing the availability of teaching the 10 modules.

Pre-Release Class Completions	
FY	Offenders
2012/13	946
2011/12	999
2010/11	845

Individualized Case Management/Planning	
FY	Offenders
2012/13	3,116
2011/12	2,592
2010/11	1,626

Pre-Release Career and Community Resource Centers	
FY	Offenders
2012/13	15,141
2011/12	12,860
2010/11	15,214

Budget Amendment Criteria:

With the unfortunate and unforeseen events that occurred in March 2013 involving a parolee that was on Parole Intensive Supervision, the Department requested the assistance of the National Institute of Corrections to assess the parole division in efforts to enhance the effectiveness of DOC. The report was released in August 2013, and given the timing of the NIC Technical Assistance Report release, the Department did not have sufficient time to fully develop plans by the normal budget cycle deadline to effectively meet the recommendations of the study. These transitional efforts are aimed at overcoming institutional issues that have eroded the public’s confidence in the Department to manage the inherent risk with the parole population. This request will assist offenders by implementing case planning through the

use of Colorado Transition and Accountability Plan (CTAP), and the introduction of parole officers in facilities to assist with the transition from incarceration to the community.

Appendix:

Staffing Calculations

Facility Parole Officer Program

Table 1 ~ Facility Parole Officer Unit Personal Services Summary							
FY 2014-15							
	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
Supv	1.8	\$121,892	\$8,105	\$240	\$4,369	\$4,096	\$138,702
CPO	17.4	\$783,643	\$72,947	\$1,545	\$28,088	\$26,332	\$912,555
Total	19.2	\$905,535	\$81,052	\$1,785	\$32,457	\$30,428	\$1,051,257

* Includes PERA and Medicare

Table 2 ~ Facility Parole Officer Unit Personal Services Summary							
FY 2015-16							
	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
Supv	2.0	\$132,983	\$8,842	\$262	\$5,243	\$5,064	\$152,394
CPO	19.0	\$854,945	\$84,000	\$1,685	\$33,708	\$32,558	\$1,006,896
Total	21.0	\$987,928	\$92,842	\$1,947	\$38,951	\$37,622	\$1,159,290

* Includes PERA and Medicare

Case Managers

Table 3 ~ Case Management Personal Services Summary							
FY 2014-15							
	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
CM I	24.4	\$1,298,562	\$101,316	\$2,560	\$46,543	\$43,634	\$1,492,615
CM II	2.5	\$145,298	\$12,158	\$286	\$5,208	\$4,882	\$167,832
Total	26.9	\$1,443,860	\$113,474	\$2,846	\$51,751	\$48,516	\$1,660,447

Table 4 ~ Case Management Personal Services Summary							
FY 2015-16							
	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
CM I	26.6	\$1,416,715	\$119,368	\$2,793	\$55,856	\$53,952	\$1,648,684
CM II	2.7	\$158,519	\$13,263	\$312	\$6,250	\$6,037	\$184,381
Total	29.3	\$1,575,234	\$132,631	\$3,105	\$62,106	\$59,989	\$1,833,065

Table 5 ~ Case Manager Caseload Ratio Change

Facilities	Current Case Managers	Ratios Used For Each Facility Based Upon Risk Level	Facility Populations & Case Managers with 80:1 & 60:1 Ratios	Case Managers Requested
Arkansas Valley Correctional Facility	11.0	80:1	1,054	
Case Managers I	10.0		12.9	2.9
Case Managers II	1.0		1.0	
Buena Vista Correctional Facility	14.0	80:1	1,096	
Case Managers I	13.0		13.4	0.4
Case Managers II	1.0		1.0	
Colorado Correctional Center	3.0	80:1	130	
Case Managers I	3.0		1.6	(1.4)
Centennial Correctional Facility	3.0	60:1	296	
Canon Minimum Center	12.0	80:1	1,047	
Case Managers I	11.0		12.8	1.8
Case Managers II	1.0		1.0	
Colorado State Penitentiary	11.0	60:1	726	
Case Managers I	10.0		11.7	1.7
Case Managers II	1.0		1.0	
Colorado Territorial Correctional Facility	10.0	60:1	910	
Case Managers I	9.0		14.8	5.8
Case Managers II	1.0		1.0	
Delta Correctional Center	5.0	80:1	344	
Case Managers I	5.0		4.3	(0.7)
Denver Women's Correctional Facility	15.0	60:1	856	
Case Managers I	15.0		14.3	(0.7)
Fremont Correctional Facility	18.0	80:1	1,662	
Case Managers I	16.0		20.2	4.2
Case Managers II	2.0		2.0	
Limon Correctional Facility	9.0	80:1	950	
Case Managers I	9.0		11.9	2.9
La Vista Correctional Facility	6.0	60:1	577	
Case Managers I	5.0		9.2	4.2
Case Managers II	1.0		1.0	
Rifle Correctional Center	3.0	80:1	188	
Case Managers I	3.0		2.4	(0.7)
Skyline Correctional Facility	3.0	80:1	249	
Case Managers I	2.0		2.8	0.8

Table 5 ~ Case Manager Caseload Ratio Change

Facilities	Current Case Managers	Ratios Used For Each Facility Based Upon Risk Level	Facility Populations & Case Managers with 80:1 & 60:1 Ratios	Case Managers Requested
Case Managers II	1.0		1.0	
San Carlos Correctional Facility	3.0	60:1	228	
Case Managers I	3.0		3.8	0.8
Sterling Correctional Facility	30.0	80:1	2,283	
Case Managers I	27.0		27.6	0.6
Case Managers II	3.0		3.0	
Sterling Correctional Facility Ad Seg	30.0	60:1	128	
Case Managers I	0.0		2.1	2.1
Case Managers II	0.0		-	
Trinidad Correctional Facility	4.0	80:1	407	
Case Managers I	4.0		5.1	1.1
Grand Total	160.0		13,003	27.6
Decrease for Additional CMII				(1.0)
Total Case Managers I (CMI)	148.0		173.4	26.6
Total CMII (25 caseload) + 10:1 for CMI	12.0		12.0	2.7

Note: Excludes Denver Reception & Territorial Infirmary population ~ total 578 + 13,003= 13,581 Nov 30, 2013 population

Offender IDs

Table 6 ~ Case Management ID Program Assistant I Personal Services Summary

	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
FY 2014-15							
Program Assistant I	1.8	\$88,135	\$8,105	\$174	\$3,159	\$2,962	\$102,535
FY 2015-16							
Program Assistant I	2.0	\$96,154	\$8,842	\$190	\$3,791	\$3,662	\$112,639

Pre-Release Program

Table 7 ~ Re-Entry Pre-Release Specialist Personal Services Summary

	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
FY 2014-15							
GPIII- Pre-Release	3.7	\$188,251	\$16,210	\$371	\$6,747	\$6,326	\$217,905
FY 2015-16							
GPIII- Pre-Release	4.0	\$205,379	\$405	\$17,684	\$8,097	\$7,821	\$239,386

The Department assumes the following detailed assumptions for FTE calculations:

- The Facility Parole Officer Unit is comprised of 19.0 FTE Community Parole Officers (CPO) and 2.0 FTE Supervisors (Supv).
- The Case Managers request is comprised of 26.6 FTE Case Managers I and 2.5 FTE Case Managers II.
- The Pre-Release request is comprised of 4.0 FTE General Professional III
- The Offender ID’s request is comprised of 2.0 FTE Program Assistant I
- Salary is calculated using the proposed FY 2013-14 compensation plan.
- FTE requests are based on 11 months of salary for FY 2014-15, and 12 months for FY 2015-16.
- PERA is calculated at 10.15%.
- Medicare is calculated at 1.45%.
- Health, Life, and Dental is calculated at \$4,421.04 annually.
- Short-term Disability is calculated at 0.22%.
- AED is calculated at 4.0% for FY 2014-15 for paid months and 4.4% for FY 2015-16.
- SAED is calculated 3.75% for FY 2014-15 for paid months and 4.25% for FY 2015-16.
- Operating expenses are calculated at 12 months for FY 2014-15.

Operating Expenses

Operating expenses detailed under FTE calculation and tables have been calculated by the total FTE for each position in FY 2014-15 and FY 2015-16. Parole Operating Expenses have been increased for 19 vehicles for the change in mileage of \$2,688 annually per vehicle.

Combined Request

Table 8 ~ General FTE Operating Expenses FY 2015-16			
(1)(A) Executive Director's Office ~ Leased Space	\$5,500	21.0	\$115,500
(1)(C) Inspector General ~ Staff Drug Test	\$25	56.3	\$1,408
(3)(D) Communications ~ Telephone Expense	\$450	56.3	\$25,335
(3)(E) Transportation ~ Vehicle Lease*	\$6,360	19.0	\$120,840
(3)(F) Training ~ Staff Training Supplies	\$25	56.3	\$1,408
(3)(G) Information Systems	\$200	56.3	\$11,260

*FY 2014-15 Vehicle Lease is four months = \$40,280

Facility Parole Officer Program

Table 9 ~ Parole Facility Parole Officer Unit Operating Expense Request				
	Cost	FTE	FY 2014-15	FY 2015-16
Total FTE Operating & Vehicle Operating			\$77,441	\$111,489
Operating Total	\$2,877	21.0	\$60,417	\$60,417
Base Operating Supplies	\$500		\$10,500	\$10,500
Cell Phone Annual Charges	\$637		\$13,377	\$13,377
Travel for Spec Training**	\$600		\$12,600	\$12,600

Table 9 ~ Parole Facility Parole Officer Unit Operating Expense Request

	Cost	FTE	FY 2014-15	FY 2015-16
Specialized Training*	\$600		\$12,600	\$12,600
Ordinance	\$540		\$11,340	\$11,340
Officer Vehicle Operating by Vehicles				
Variable Mileage Rate (based on 19 vehicles)	\$2,688	19	\$17,024	\$51,072

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

Interagency Training with Judicial Department at \$200 each.

Offender Specific Training: gang, sex offender, Offender with Mental Illness (OMI), and restorative justice @ \$150 each.

Offense Specific Training: robbery, risk and threat assessment @ \$100 each.

Skill Specific Training: team leadership, supervisory, computer related, firearms @ \$100 each.

Professional Specific Training: Association of Parole and Probation Officers, and Organization for Victim Assistance @ \$50 each.

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

Case Managers

Table 10 ~ General Case Management FTE Operating Expenses

(2)(I) Case Management Operating Expenses	\$500	31.3	\$15,650
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Offender IDs

Table 11 ~ DOC Operating Costs for Offender IDs

	Unit Cost	Quantity	FY 2014-15	Quantity	FY 2015-16	Quantity	FY 2016-17
Colorado IDs	\$10.50	5,848	\$61,400	6,822	\$71,633	7,797	\$81,866
Birth Certificates	\$25.00	1,019	\$25,475	1,603	\$40,075	2,188	\$54,700
Total Operating			\$86,875		\$111,708		\$136,566

Table 12 ~ Total Offender Admissions

FY 2012	FY 2013	FY 2014*	3-Yr Avg
9,116	9,620	10,502	9,746

*Projected

Table 13~ Birth Certificate Needs

		FY 2014-15 60% get IDs	FY 2015-16 70% get IDs	FY 2016-17 80% get IDs
Average Admissions	9,746	5,848	6,822	7,797
Admissions Needing Birth Certificates		1,698	2,672	3,647
Out-of-State Birth Certificates (60% of need)		1,019	1,603	2,188

Pre-Release Program

Table 14 ~ Pre-Release Specialist Operating Expenses			
(5)(E) Re-Entry Operating Expenses	\$500	4.0	\$2,000
(5)(E) Re-Entry Operating Expenses ~ Classroom Expenses	\$5,000	4.0	\$20,000
(5)(E) Total Re-Entry Operating Expenses			\$22,000

Note: Classroom operating expenses include: paper, printer cartridges, blank writable CDs, marketing materials, dry erase, writing utensils, GO books (one for each offender in class), Productions materials, staff training costs (motivation interviewing, Strength Based Assessments, NIC, Cognitive Behavioral), staff travel costs for training, community outreach, career videos, education support materials, assessment costs, and computer replacements.

Combined Request

Table 15 ~ Superintendent Start-up Costs FY 2014-15			
Basic Training (Per Diem Costs)	56.3	\$1,450	\$81,635

Facility Parole Officer Program

Table 16 ~ Parole Supervisor Start-up Costs			
Start-up Costs	FTE	Cost	FY 2014-15
Computer, Printer, and Software		\$1,230	
Office Furniture		\$3,473	
IPhone & Accessories		\$120	
Total Supervisor Start-up Costs	2.0	\$4,823	\$9,646

Table 17 ~ Parole Facility Parole Officer Unit Officer Start-up Specialized and General Costs			
Start-up Expenses	FTE	Cost	
Laptop Computer		\$2,206	
800 MHz or VHF Radio Battery and Charger		\$4,590	
ASP Baton/Baton Holders		\$90	
Badge and Holder		\$110	
IPhone & Accessories		\$110	
Body Armor Bulletproof Vest - Level III		\$1,750	
Tazer		\$1,300	
Ear/Eye Protection/Flashlight/Search Gloves		\$194	
Handcuffs w/ Case		\$30	
Magazine Pouch		\$36	

Table 17 ~ Parole Facility Parole Officer Unit Officer Start-up Specialized and General Costs			
Start-up Expenses	FTE	Cost	
Drug Field Test		\$1,200	
Pepper Spray w/ Holder		\$36	
Pistol & Holster		\$570	
Psych and Poly Testing		\$450	
Vehicle Cage		\$480	
Windbreaker w/ ID		\$84	
Car mount for Laptop (Officers only)		\$400	
Auto Gun Vault		\$300	
Fire Extinguisher		\$60	
Mesh Traffic Vest		\$50	
First Aid Kit		\$40	
Restraint-Belly Chains & Leg Irons		\$42	
Total Specialized Officer Start-up	19.0	\$14,128	\$268,432
Office Furniture	19.0	\$3,473	\$65,987
Total Officer Start-up	19.0	\$17,601	\$334,419

Pre-Release Program

Table 18 ~ Total Re-Entry Pre-Release Specialists Start-up Costs			
Start-up Costs	FTE	Cost	FY 2014-15
FTE	4.0		
Computer, Printer, and Software		\$1,230	
Office Furniture		\$3,473	
FTE Start-up Costs	4.0	\$4,703	\$18,812
Classroom Start-up Costs*	4.0	\$25,737	\$102,948
Total Start-up Costs			\$121,760

*Classroom start-up costs include computers (15) and software licenses for classroom materials.

Case Managers

Table 19 ~ Total Case Management Start-up Costs			
Start-up Costs	FTE	Cost	FY 2014-15
FTE	31.3		
Computer, Printer, and Software		\$1,230	
Office Furniture		\$3,473	
Total Supervisor Start-up Costs	31.3	\$4,703	\$147,204

Summary of Request

Table 20 ~ FY 2014-15						
Summary of Request FY 2014-15	Total Funds	Case Management	InReach Parole	Pre-Release Re-Entry	Offender ID Case Management	FTE
Total Request	\$4,407,541	\$1,875,890	\$1,673,693	\$370,265	\$487,693	51.6
(1)(A) Executive Director's Office						
Health, Life and Dental	\$218,840	\$113,473	\$81,052	\$16,210	\$8,105	
Short-term Disability	\$5,176	\$2,846	\$1,785	\$371	\$174	
AED	\$94,114	\$51,751	\$32,457	\$6,747	\$3,159	
Supplemental AED	\$88,232	\$48,516	\$30,428	\$6,326	\$2,962	
Leased Space	\$115,500	\$0	\$115,500	\$0	\$0	
Total Executive Director's Office	\$521,862	\$216,586	\$261,222	\$29,654	\$14,400	
(1)(C) Inspector General~ Operating Expense	\$1,408	\$733	\$525	\$100	\$50	
(2)(G) Superintendent~ Start-up Costs	\$80,185	\$42,485	\$30,450	\$5,800	\$1,450	
(2)(I) Case Management~ Personal Services	\$1,531,995	\$1,443,860	\$0	\$0	\$88,135	28.7
(2)(I) Case Management~ Operating Expenses	\$15,650	\$14,650	\$0	\$0	\$1,000	
(2)(I) Case Management~ Offender ID Program	\$371,902	\$0	\$0	\$0	\$371,902	
(2)(I) Case Management~ Start-up Costs	\$147,204	\$137,798	\$0	\$0	\$9,406	
(3)(D) Communications~ Operating Expense	\$25,335	\$13,185	\$9,450	\$1,800	\$900	
(3)(E) Transportation~ Vehicle Lease Payments	\$40,280	\$0	\$40,280	\$0	\$0	
(3)(F) Training~ Operating Expenses	\$1,408	\$733	\$525	\$100	\$50	
(3)(G) Information Systems~ Operating Expenses	\$11,260	\$5,860	\$4,200	\$800	\$400	
(5)(A) Parole~ Personal Services	\$905,535	\$0	\$905,535	\$0	\$0	19.2
(5)(A) Parole~ Operating Expenses	\$77,441	\$0	\$77,441	\$0	\$0	
(5)(A) Parole~ Start-up Costs	\$344,065	\$0	\$344,065	\$0	\$0	
(5)(E) Re-Entry~ Personal Services	\$188,251	\$0	\$0	\$188,251	\$0	3.7
(5)(E) Re-Entry~ Operating Expenses	\$22,000	\$0	\$0	\$22,000	\$0	
(5)(E) Re-Entry~ Start-up Costs	\$121,760	\$0	\$0	\$121,760	\$0	

Table 21 ~ FY 2015-16

Summary of Request FY 2015-16	Total Funds	Case Management	InReach Parole	Pre-Release Re-Entry	Offender ID Case Management	FTE
Total Request	\$4,089,859	\$1,868,226	\$1,521,819	\$264,186	\$435,628	56.3
(1)(A) Executive Director's Office						
Health, Life and Dental	\$251,999	\$132,631	\$92,842	\$17,684	\$8,842	
Short-term Disability	\$5,647	\$3,105	\$1,947	\$405	\$190	
AED	\$112,945	\$62,106	\$38,951	\$8,097	\$3,791	
Supplemental AED	\$109,094	\$59,989	\$37,622	\$7,821	\$3,662	
Leased Space	\$115,500	\$0	\$115,500	\$0	\$0	
Total Executive Director's Office	\$595,185	\$257,831	\$286,862	\$34,007	\$16,485	
(1)(C) Inspector General~ Operating Expense	\$1,408	\$733	\$525	\$100	\$50	
(2)(I) Case Management~ Personal Services	\$1,671,388	\$1,575,234	\$0	\$0	\$96,154	31.3
(2)(I) Case Management~ Operating Expenses	\$15,650	\$14,650	\$0	\$0	\$1,000	
(2)(I) Case Management~ Offender ID Program	\$320,589	\$0	\$0	\$0	\$320,589	
(3)(D) Communications~ Operating Expense	\$25,335	\$13,185	\$9,450	\$1,800	\$900	
(3)(E) Transportation~ Vehicle Lease Payments	\$120,840	\$0	\$120,840	\$0	\$0	
(3)(F) Training~ Operating Expenses	\$1,408	\$733	\$525	\$100	\$50	
(3)(G) Information Systems~ Operating Expenses	\$11,260	\$5,860	\$4,200	\$800	\$400	
(5)(A) Parole~ Personal Services	\$987,928	\$0	\$987,928	\$0	\$0	21.0
(5)(A) Parole~ Operating Expenses	\$111,489	\$0	\$111,489	\$0	\$0	
(5)(E) Re-Entry~ Personal Services	\$205,379	\$0	\$0	\$205,379	\$0	4.0
(5)(E) Re-Entry~ Operating Expenses	\$22,000	\$0	\$0	\$22,000	\$0	

Offender ID's

Table 22~ Required Elements to Obtain Colorado DL/ID				
Document	Elements			
Stand-Alone Documents	Identity	Age	Name	Lawful Presence
CO license/ID card (expired < 10 yrs, image on file)	X	X	X	X
US passport (expired < 10 yrs)	X	X	X	X
Out of state DL/ID from LP state (expired < 1 yr)	X	X	X	X

Table 22~ Required Elements to Obtain Colorado DL/ID				
Document	Elements			
	Identity	Age	Name	Lawful Presence
Stand-Alone Documents				
Foreign passport w/photo, US Visa, I-94	X	X	X	X
Valid Military ID	X	X	X	X
Cert. of Naturalization w/photo < 20 yrs old	X	X	X	X
Cert. of Citizenship w/photo < 20 yrs old	X	X	X	X
Valid I-551	X	X	X	X
Valid EAD/Temporary Resident	X	X	X	X
Refugee/Asylee I-94 w/photo < 20 yrs old	X	X	X	X
Lawful Presence Documents				
Social Security Card				X
U.S. Birth Certificate		X	X	X
Certificate of Citizenship from Dept of Interior		X		
U.S. Adoption Order w/birth information		X		
Asylee/refugee I-94, no photo		X		
Name, Age, and Identity Documents				
CO license/ID card (expired < 10 yrs, no image on file)	X	X	X	
Out of state DL/ID (expired < 10 yrs)	X	X	X	
BIA ID Card w/photo less than 20 yrs old	X	X	X	
Military ID (expired < 10 yrs)	X	X	X	
VA card w/photo	X	X	X	
Parent/Guardian affidavit if under 21	X			
US school record < 12 months old		X		
DOC or Federal Bureau of Prisons ID card	X			

Table 23 ~ DMV Personal Services Summary							
FY 2014-15							
	FTE Request	Personal Services*	HLD	AED	SAED	STD	Total Request
Driver's License Examiner I	1.4	\$42,827	\$8,105	\$1,535	\$1,439	\$84	\$53,990
Driver's License Examiner III	1.4	\$57,189	\$8,105	\$2,050	\$1,922	\$113	\$69,379
Compliance Investigator I	0.9	\$47,062	\$4,053	\$1,687	\$1,581	\$93	\$54,476
Total	3.7	\$147,078	\$20,263	\$5,272	\$4,942	\$290	\$177,845

*Includes PERA and Medicare

Table 24 ~ DMV Personal Services Summary							
FY 2015-16							
	FTE Request	Personal Services*	HLD	AED	SAED	STD	Total Request
Driver's License Examiner I	1.5	\$46,725	\$8,842	\$1,842	\$1,779	\$92	\$59,280

Table 24 ~ DMV Personal Services Summary							
FY 2015-16							
	FTE Request	Personal Services*	HLD	AED	SAED	STD	Total Request
Driver's License Examiner III	1.5	\$62,394	\$8,842	\$2,460	\$2,376	\$123	\$76,195
Compliance Investigator I	1.0	\$51,345	\$4,421	\$2,024	\$1,955	\$101	\$59,846
Total	4.0	\$160,464	\$22,105	\$6,326	\$6,110	\$316	\$195,321

*Includes PERA and Medicare

Table 25 ~ DMV Operating Costs		
Item	FY 2014-15	FY 2015-16
Telephone Service	\$1,080	\$1,080
Print Station	\$5,400	\$5,400
Fax Machine	\$1,080	\$1,080
Office Supplies	\$6,000	\$6,000
Total Operating	\$13,560	\$13,560

Table 26 ~ DMV Start-Up Costs			
Item	Unit Cost	Quantity	FY 2014-15
Manager's Office	\$5,100	2	\$10,200
2-Person Exam Stations	\$3,150	2	\$6,300
Camera Backdrop Curtain	\$200	2	\$400
Examiner Chairs	\$462	4	\$1,848
Manager's Chair	\$462	2	\$924
Signage	\$35	4	\$140
Telephone/Answering Machine	\$100	4	\$400
Fax Machine	\$150	2	\$300
Network Drops	\$250	8	\$2,000
Miscellaneous Supplies	\$550	1	\$550
Intake Workstation	\$4,158	4	\$16,632
ID Suite Software	\$13,474	2	\$26,948
Capture Workstation	\$10,943	2	\$21,886
Security Camera	\$547	2	\$1,094
Network Video Recorder	\$2,000	2	\$4,000
Total Start-Up			\$93,622

Calculation Assumptions:

Personal Services -- Based on the Department of Personnel and Administration's July 2013 Annual Compensation Survey Report, all positions were calculated at the bottom of the pay range for their respective class title.

Operating Expenses -- Base operating expenses are included per FTE for \$500 per year. In addition, for regular FTE, annual telephone costs assume base charges of \$450 per year.

Standard Capital Purchases -- Each additional employee necessitates the purchase of a Personal Computer (\$900), Office Suite Software (\$330), and office furniture (\$3,473).

General Fund FTE -- New full-time General Fund positions are reflected in FY 2014-15 as 0.9 FTE to account for the pay-date shift.


Expenditure Detail		FY 2014-15		FY 2015-16	
<i>Personal Services:</i>		FTE	\$	FTE	
	Monthly Salary				
Driver's License Examiner I	\$ 2,326	1.4	38,376	1.5	41,868
PERA			3,895		4,250
AED			1,535		1,842
SAED			1,439		1,779
Medicare			556		607
STD			84		92
Health-Life-Dental			8,105		8,842
Subtotal Position 1, 1.5 FTE		1.4	\$ 53,990	1.5	\$ 59,280
	Monthly Salary				
Driver's License Examiner III	\$ 3,106	1.4	51,245	1.5	55,908
PERA			5,201		5,675
AED			2,050		2,460
SAED			1,922		2,376
Medicare			743		811
STD			113		123
Health-Life-Dental			8,105		8,842
Subtotal Position 2, 1.5 FTE		1.4	\$ 69,380	1.5	\$ 76,195
	Monthly Salary				
Compliance Investigator I	\$ 3,834	0.9	42,171	1.0	46,008
PERA			4,280		4,670
AED			1,687		2,024
SAED			1,581		1,955
Medicare			611		667
STD			93		101
Health-Life-Dental			4,053		4,421
Subtotal Position 3, 1.0 FTE		0.9	\$ 54,476	1.0	\$ 59,846
Subtotal Personal Services		3.7	\$ 177,846	4.0	\$ 195,321
TOTAL REQUEST		3.7	\$ 177,846	4.0	\$ 195,321

General Fund:

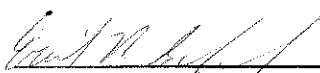
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Schedule 13 Funding Request for the 2014-15 Budget Cycle

Department: Corrections
 Request Title: Transition Services - Division of Parole
 Priority Number: BA-2

Dept. Approval by: 
 Rick Raemisch 1/02/2014
 Date

- Decision Item FY 2014-15
- Base Reduction Item FY 2014-15
- Supplemental FY 2013-14
- Budget Amendment FY 2014-15

OSPB Approval by: 
 Grant W. Bush 12/31/15
 Date

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items		Total				
	FTE	106,534,813		111,459,942	-2,099,689	2,116,169
	GF	336.0		330.1	10.1	11.0
	GFE	101,796,332		106,531,198	2,099,689	2,116,169
	CF	2,956,381		3,146,644		
	RF	1,782,100		1,782,100		
	FF					
(1) Management						
(A) Executive Director's		Total				
Office Subprogram		44,623,647	-	46,290,809	44,578	48,631
Health, Life, and Dental		FTE	-	-	-	-
	GF	43,108,254		44,686,811	44,578	48,631
	GFE					
	CF	1,515,393		1,603,998		
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management						
(A) Executive Director's		Total				
Office Subprogram		606,866	-	703,101	1,063	1,159
Short-term Disability		FTE	-	-	-	-
	GF	587,122		679,591	1,063	1,159
	GFE					
	CF	19,744		23,510		
	RF					
	FF					
(1) Management						
(A) Executive Director's		Total				
Office Subprogram		11,374,795	-	13,083,309	19,324	23,192
S.B. 04-257 Amortization		FTE	-	-	-	-
Equalization Disbursement		GF	11,000,858	12,653,932	19,324	23,192
	GFE					
	CF	373,937		429,377		
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Department of Corrections
Transition Services - Division of Parole

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
	Fund					
(1) Management	Total	10,228,268	-	12,265,602	18,118	22,401
(A) Executive Director's Office Subprogram	FTE	-	-	-	-	-
S.B. 06-235 Supplemental	GF	9,890,686	-	11,863,061	18,118	22,401
Amortization Equalization	GFE	-	-	-	-	-
Disbursement	CF	337,582	-	402,541	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management	Total	3,590,796	-	3,681,627	60,500	60,500
(A) Executive Director's Office Subprogram	FTE	-	-	-	-	-
Leased Space	GF	3,374,285	-	3,442,548	60,500	60,500
	GFE	-	-	-	-	-
	CF	216,511	-	239,079	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management	Total	349,740	-	349,421	275	275
(C) Inspector General Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	266,553	-	266,234	275	275
	GFE	-	-	-	-	-
	CF	83,187	-	83,187	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(2) Institutions	Total	144,093	-	4,350	15,950	-
(G) Superintendents Subprogram	FTE	-	-	-	-	-
Start-up Costs	GF	144,093	-	4,350	15,950	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(2) Institutions	Total	10,440,908	-	10,487,970	256,784	280,147
(J) Mental Health Subprogram	FTE	126.1	-	127.0	4.6	5.0
Personal Services	GF	10,440,908	-	10,487,970	256,784	280,147
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(2) Institutions	Total	257,853	-	257,853	2,500	2,500
(J) Mental Health Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	257,853	-	257,853	2,500	2,500
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(2) Institutions	Total	-	-	-	24,115	-
(J) Mental Health Subprogram	FTE	-	-	-	-	-
Start-up Costs (new line item)	GF	-	-	-	24,115	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Department of Corrections
Transition Services - Division of Parole

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
(3) Support Services						
(D) Communications	Total	1,556,475	-	1,550,745	4,950	4,950
Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	1,556,475	-	1,550,745	4,950	4,950
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services						
(E) Transportation	Total	3,119,528	-	3,219,035	8,480	25,440
Services Subprogram	FTE	-	-	-	-	-
Vehicle Lease Payments	GF	2,709,501	-	2,854,083	8,480	25,440
	GFE	-	-	-	-	-
	CF	410,027	-	364,952	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services						
(F) Training Subprogram	Total	279,259	-	276,510	275	275
Operating Expenses	FTE	-	-	-	-	-
	GF	279,259	-	276,510	275	275
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services						
(G) Information Systems	Total	1,618,749	-	1,616,202	2,200	2,200
Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	1,618,749	-	1,616,202	2,200	2,200
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services						
(A) Parole Subprogram	Total	11,156,105	-	10,805,504	188,251	205,379
Personal Services	FTE	174.3	-	167.5	3.7	4.0
	GF	11,156,105	-	10,805,504	188,251	205,379
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services						
(A) Parole Subprogram	Total	1,174,353	-	1,123,795	5,584	12,752
Operating Expense	FTE	-	-	-	-	-
	GF	1,174,353	-	1,123,795	5,584	12,752
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Department of Corrections
Transition Services - Division of Parole

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
Fund		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
(5) Community Services (A) Parole Subprogram Contract Services	Total	3,564,892	-	3,564,892	1,322,678	1,322,678
	FTE	-	-	-	-	-
	GF	1,782,792	-	1,782,792	1,322,678	1,322,678
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	1,782,100	-	1,782,100	-	-
	FF	-	-	-	-	-
(5) Community Services (A) Parole Subprogram Start-up Costs	Total	350,621	-	-	19,292	-
	FTE	-	-	-	-	-
	GF	350,621	-	-	19,292	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services (E) Re-Entry Subprogram Personal Services	Total	1,974,663	-	2,056,015	94,126	102,690
	FTE	35.6	-	35.6	1.8	2.0
	GF	1,974,663	-	2,056,015	94,126	102,690
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services (E) Re-Entry Subprogram Operating Expenses	Total	123,202	-	123,202	1,000	1,000
	FTE	-	-	-	-	-
	GF	123,202	-	123,202	1,000	1,000
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services (E) Re-Entry Subprogram Start-up Costs (new line item)	Total	-	-	-	9,646	-
	FTE	-	-	-	-	-
	GF	-	-	-	9,646	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
<p>Letternote Text Revision Required? Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/> If yes, describe the Letternote Text Revision:</p> <p>Cash or Federal Fund Name and COFRS Fund Number: None</p> <p>Reappropriated Funds Source, by Department and Line Item Name: None</p> <p>Approval by OIT? Yes: <input type="checkbox"/> No: <input type="checkbox"/> Not Required: <input checked="" type="checkbox"/></p> <p>Schedule 13s from Affected Departments: Department of Personnel and Administration</p> <p>Other Information: None</p>						

**Schedule 13
Funding Request for the FY 2014-15 Budget Cycle**

Department: Department of Personnel & Administration

Request Title: Transitional Services - Div. of Parole

Priority Number: NP - 4

Dept. Approval by: *[Signature]* 12/27/13
Date

- Decision Item FY 2014-15
 Base Reduction Item FY 2014-15
 Supplemental FY 2013-14
 Budget Amendment FY 2014-15

OSPB Approval by: *[Signature]* 12/31/13
Date

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
Fund		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items	Total	\$18,014,816	\$0	\$18,197,990	\$8,480	\$25,440
	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$0	\$0	\$0	\$0	\$0
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$18,014,816	\$0	\$18,197,990	\$8,480	\$25,440
	FF	\$0	\$0	\$0	\$0	\$0
(4) Central Services (C) Fleet Management Program and Motor Pool Services, Vehicle Replacement Lease, Purchase or Lease/Purchase	Total	\$18,014,816	\$0	\$18,197,990	\$8,480	\$25,440
	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$0	\$0	\$0	\$0	\$0
	GFE	\$0	\$0	\$0	\$0	\$0
	CF	\$0	\$0	\$0	\$0	\$0
	RF	\$18,014,816	\$0	\$18,197,990	\$8,480	\$25,440
	FF	\$0	\$0	\$0	\$0	\$0

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number: Fund 607 - State Fleet Management Fund

Reappropriated Funds Source, by Department and Line Item Name:

Approval by OIT? Yes: No: Not Required:

Schedule 13s from Affected Departments:

Other Information:

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Cost and FTE

- The Department requests an increase of \$2,099,689 million General Fund (GF) and 10.1 FTE in FY 2014-15 and \$2,116,169 and 11.0 FTE in FY 2015-16 to enhance services provided to parolees transitioning into the community.

Current Program

- The Division of Adult Parole, Community Corrections, and Community Re-entry provides supervision and services to community corrections offenders (housed in community corrections beds) as well as parolees in the community after release from Prison. Parole populations are projected to average 8,169 in FY 2014-15.

Problem or Opportunity

- An internal review of the Department's transition program has identified a number of areas for improvement that are addressed with this request.
- Emergency assistance for parolees is currently limited based on funding availability in various contracting line items. As a result, housing, employment, counseling, and other needs of parolees are not fully met.
- The Division of Adult Parole does not currently have specialized staff to serve as Employment & Training Navigators and Behavior Health (BH) staff. The current Re-Entry staff has caseloads between 75 to 80 parolees, a caseload to high to sufficiently support the needs of parolees.
- People with opiate or alcohol addiction have a difficult time staying clean with medications or therapy-based models alone. Vivitrol treatment is currently provided only on a very limited basis as part of a pilot program.

Consequences of Problem

- Providing limited tools to parolees transitioning into the community increases the chances that they will return to prison.
- The Department's top three parole violations that result in the offender being reincarcerated and having parole revoked are directly related to positive drug and alcohol tests or admissions.

Proposed Solution

- Provide emergency assistance for parolees to include inpatient residential treatment, housing, psychotropic medication for parolees, clothing, and any other specialized needs that may impact a parolee's successful transition into the community. The cost is \$772,678 General Fund.
- Provide additional transition tools for offenders on parole. This includes: expanding the cognitive behavioral programs offered; increasing the number of Employment & Training Navigators to assist offenders with obtaining employment; and increasing the number of regional Behavior Health (BH) Social Workers who will provide and assist parole officers with clinical case planning, consultation, and parolee training. The cost is \$942,111 and 8.3 FTE.
- Increase the number of Re-Entry Specialists to assist parolees with comprehensive transitional community re-entry services at a cost of \$134,900 and 1.8 FTE.
- Fund a full Vivitrol program for \$250,000 by expanding the current pilot program designed to help alcohol and opiate addicts.

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COLORADO

Department of Corrections

FY 2014-15 Funding Request | January 2, 2014

John W. Hickenlooper
Governor

Rick Raemisch
Executive Director

Department Priority: BA-2

Request Detail: Transition Services – Division of Adult Parole

Summary of Incremental Funding Change for FY 2014-15	Total Funds	General Fund
Transition Services – Division of Adult Parole	\$2,099,689	\$2,099,689

Problem or Opportunity:

An important component of offender success is ensuring they have the proper tools at their disposal when they are released. Lack of opportunities and assistance for employment, housing stability, and community services can prevent the successful release of parolees into the community. In Colorado, the current level of transitional assistance funding is not sufficient to support and sustain parolees in their transition into the community. An internal review of the Department's transition program has identified a number of areas for improvement that are addressed in this request.

Emergency Assistance Funding:

The current level of funding to assist parolees is currently not sufficient to support an average of 8,169 parolees. The parolee emergency assistance includes inpatient residential treatment, housing, psychotropic medication for parolees, transportation assistance, clothing, employment assistance, and any other specialized needs that may impact a parolee's successful transition into the community.

Cognitive Behavior Therapy:

The Division of Adult Parole, Community Corrections, and Community Re-entry (Division of Adult Parole) does not currently have contract funding for cognitive behavioral programs for the benefit of parolees. Cognitive Behavioral Therapy (CBT) will give parolees a tool to modify their current behavior positively.

Employment & Training Navigators and Behavior Health Social Workers:

Gaining employment and managing mental health are key factors in an offender successfully integrating into society. The Division of Adult Parole does not currently have the specialized skill sets devoted to assisting offenders obtain employment or navigate behavioral health issues upon release. There are no dedicated resources to address employment needs and job training in the community. An offender's ability to secure and maintain meaningful employment has a clear impact on the offender's successful transition.

The same issues apply to offenders with behavioral health needs; the Division does not have specialized Behavioral Health Social Workers whose focus is on the specific mental health treatment needs of offenders or parolees. There are no specific resources for the parole officers to go to as they work with offenders to navigate the possible options and resources in the community as they deal with their own mental health needs.

Re-Entry Specialists:

Community Re-Entry is the second phase of the continuum (Pre-Release/Community Re-Entry) that assists parolees preparing for a successful transition from prison to stabilization in the community, focusing on those most at risk for returning to prison. The principals of evidence-based practice suggest that it is critical to link higher risk/need offenders with specific programmatic interventions geared to meet their criminogenic needs and to expand formal and informal networks of support to reinforce pro-social values. Community Re-Entry Specialists (CRES), using cognitive behavioral interventions, act as change agents interacting with the offender to enhance motivation and reinforce positive behavior, deliver risk reduction and stabilization efforts, encourage family reunification and support, assist with employment opportunities, and oversee a unified plan of service delivery.

Currently, there are 15 CRES; seven are located at the Broadway Community Re-Entry Center in Denver and eight are located in parole offices throughout the state (Grand Junction covering Craig and Durango; Pueblo covering Alamosa, Lamar, and LaJunta; Colorado Springs; Englewood, covering Arapahoe and Douglas Counties; Westminster, covering Longmont and Ft. Collins; and Greeley, covering Sterling). The eight CRES located in parole offices throughout the state is not sufficient to support the entire state (besides Denver).

Vivitrol:

The Department's top three parole violations that result in the offender having parole revoked and being reincarcerated are directly related to positive drug and alcohol tests. People with opiate or alcohol addiction have a difficult time staying clean with medications or therapy-based models alone, and are more likely to return to prison because their addiction often leads them back to illegal behaviors. Studies have recognized that pharmacotherapy (coined "Medication Assisted Therapy") can significantly enhance program adherence and participation in alcohol- or opioid-dependent individuals. Improved program adherence and participation strongly indicates lower potential for substance abuse and an increase in pro-social thinking and behavior. Offender addictions reduce the likelihood of staying on parole and avoiding a return trip to prison.

Roughly 80 percent of offenders sentenced to the Department are determined to have a need for alcohol and/or drug treatment services. Traditionally, cognitive-behavioral treatment and self-help programs have included community-based, outpatient interventions for offenders challenged with alcohol and drug abuse. Research suggests that many offenders are unsuccessful in a traditional approach to treatment. The Department does not have specific funding for a pharmacotherapy program. The Department currently has a temporary Vivitrol pilot program initiated in FY 2013-14 (see explanation under proposed solutions) to

begin to address the current need. However, this limited, temporary program does not fully meet the ongoing needs.

Proposed Solution:

The Department is pursuing a multi-faceted and multi-phased approach to reforming the Division of Adult Parole. These transitional efforts are aimed at overcoming institutional issues that have eroded the public's confidence in the Department to manage the inherent risk with the parole population. This transitional request will assist parolees by providing additional tools for success in the transition from incarceration into the community. The programs focus on assistance with stabilization and focuses on the specialized needs of parolees. The ultimate goal is to reduce recidivism through increased opportunity for successful transition into the community.

The Department requests 10.1 FTE and \$2,099,689 General Fund (GF) in FY 2014-15 and \$2,116,169 GF and 11.0 FTE in FY 2015-16 for the support of parolees with these transitional tools.

Emergency Assistance Funding:

This part of the request includes consolidating contract funding as well as providing an additional \$772,678 General Fund in FY 2014-15 and continued into FY 2015-16, for parolee emergency assistance to include inpatient residential treatment, housing, psychotropic medication for parolees, transportation assistance, clothing, employment assistance, and any other specialized needs that may impact a parolee's successful transition into the community. Assuming 8,169 parolees, this translates into an average of approximately \$94.58 of emergency assistance per parolee each year which equals \$772,678. The current level of funding to assist parolees is currently not sufficient to support the 8,169 parolees forecasted to be supervised in FY 2014-15.

Cognitive Behavior Therapy:

The request includes \$300,000 General Fund for contract funding to expand cognitive behavioral programs. Cognitive Behavioral Therapy (CBT) will give parolees a tool to modify their current behavior positively. Studies completed by the Washington State Institute for Public Policy (WSIPP) in 2006 show that CBT in prisons or in the community have shown to reduce crime by 6.3 percent. Additional studies in correctional literature indicate that recidivism is decreased due to effective treatment intervention models that CBT would provide. The CBT therapy will be provided by the Department's current providers as agreed upon in the current contracts.

CBT is based on the idea that thoughts cause feelings and behaviors, not external things, like people, situations, and events. In adopting this belief, individuals can change the way they think to feel and act better even if the situation does not change. CBT is used to treat bi-polar disorder, anger issues, insomnia, bulimia, Post Traumatic Stress Disorder (PTSD), schizophrenia, and panic disorders, among others. In the 1970s Samuel Yochelson and Stanton Samenow showed that CBT can be applied to a criminal population as well.

In a separate study, Nana Landenberger and Mark Lipsey showed that CBT works in a variety of criminal justice settings including prison, residential and community supervision. CBT significantly reduced recidivism among even the highest risk offenders, both juvenile and adult.

A cost-benefit analysis done by the Washington State Institute for Public Policy (WSIPP) in 2006 supports these findings. The average CBT program costs approximately \$105 per offender to operate. The WSIPP researchers estimate that the 6.3 percent reduction in crimes rates means the net value of the average CBT program is \$10,299 per offender.

Most of the body of literature revolves around "meta-analysis". In the "Effects of Cognitive Behavioral Programs for Criminal Offenders" (Aug. 2007; Lipsey, Landenberger, Wilson), a meta-analysis of 69 research studies covering both behavioral and cognitive-behavioral programs, researchers found that CB Programs were more effective in reducing recidivism than the behavioral ones, with a mean recidivism reduction for treated groups of about 30 percent.

George A. Parks, Ph.D., Associate Director of Addictive Behaviors Research Center, University of Washington, Seattle Washington presented a paper at the 2005 Alcohol and Substance Abuse Summit in Mandan, North Dakota titled, "Staying Sober & Making Good" - Effective Treatment for Substance Abusing Offenders". In the paper, Dr. Parks presented several points: the most effective treatment intervention models combined Motivational Enhancement Therapy (MET) with Cognitive-Behavioral Therapy in a multi-modal model; found that on average CBT reduced recidivism by 35 percent; the way a person perceives and understands incoming information influences how they feel and act and that changes in values, beliefs, and thoughts will result in changes in behavior and emotion.

Dr. Parks also stated that CBT works because it focuses on changing thoughts, feelings, and behaviors with demonstrated connection to substance abuse, mental disorders and criminal conduct. It delivers interventions using motivational interviewing and teaches offenders how to cope with stress and satisfy needs in a pro-social manner. CBT also increases both coping-by-thinking and coping-by-doing skills and uses process and outcome evaluation to ensure treatment fidelity and effectiveness. For additional research supporting the benefits of CBT: The National Institute of Corrections (NIC), *Cognitive-Behavioral Treatment - A Review and Discussion for Corrections Professionals* was published in 2007 and the State of Utah published a Cost of Crime paper; *Cognitive-Behavioral Therapy for Adult Offenders: Technical Report*, Utah Criminal Justice Center, in December 2012.

Employment & Training Navigators and Behavior Health Social Workers:

Employment & Training Navigators: This part of the request includes 3.7 FTE and \$281,861 GF in FY 2014-15 and 4.0 FTE, and \$302,378 GF in FY 2015-16 for Employment & Training Navigators to assist offenders with obtaining employment. Research indicates these components have a 4.3 percent decrease in recidivism according to findings by the U.S. Department of Justice.¹ Additional research looking at the

¹ Evidence-Based Policy, Practice, and Decisionmaking, Implications for Paroling Authorities, U. S. Department of Justice, March 2011, NIC Accession Number 024198, p.22.

impact of labor market conditions impact on the likelihood of a parolee returning to custody found that lack of employment opportunities impacted the low risk parolees the greatest.

The Employment & Training Navigator positions (General Professional III) will be located in the four parole regions. These positions are part of the Department's new strategy to improve transition services, and will therefore work closely with Workforce Centers, community colleges, technical schools, and employers to enhance training and employment opportunities for parolees. For skill development, the Navigators will complete the National Institute of Corrections "Offender Workforce Development Specialist" training to ensure effective delivery of services. They will recruit on a business-to-business approach assisting in gaining federal tax credits and bonding, training opportunities, and additional community employment and training support.

National Institute of Corrections studies state there is an unmistakable link between an offender's capability of securing and maintaining "meaningful employment" and recidivism rates. In many cases, obtaining and maintaining employment prior to incarceration was a problem for most offenders. The problem is compounded with the addition of a felony conviction. Meaningful employment or a career path to meaningful employment can have a positive impact on this predictor of recidivism. Equally as important is the private sectors involvement and understanding of the Department's re-entry efforts, and support of the offender transitioning back to the community. A lack of understanding or connection with the private sector may be reinforcing barriers to certain types of employment opportunities for offenders in the marketplace. These positions will build relationships understanding the offender's circumstances as well as the employer's needs and concerns, which is critical for eliminating employment barriers for individuals with a criminal record.

The Navigators will become familiar with a broad range of job and industry characteristics, as well as business and labor market cycles. While each employer is distinct, research and experience has shown some general trends in employer and industry characteristics are associated with the willingness to hire ex-offender candidates. They will also work with local industry and community organizations to promote workforce development projects and apprenticeship programs. In addition, this position will coordinate with community colleges and local employers to develop internship programs. They will identify certificate and degree related training opportunities that could benefit offenders transitioning back to the community, and enhance their employment opportunities. This position will coordinate with Department of Corrections (DOC) education, technical schools, and community colleges to assist with the transition from facility educational programming to the community, to include transcript transfers, financial aid application, and enrollment. These Navigators will be the point of contact with county workforce centers, community colleges, and vocational rehabilitation throughout the state and will help staff and parolees navigate the various systems to understand and access services, as described in the *2007 Breaking Barriers, Building Bridges: Enhancing Training and Education Programs for Special Populations, Colorado Community College System* report.

The US Department of Justice, Bureau of Justice Assistance published a report called *Integrated Re-Entry Employment Strategies: Reducing Recidivism & Promoting Job Readiness*. The report outlines some employment strategies for integrated reentry which includes the need for job development that is an Employment & Training Navigator that works with local employers to identify position openings.

Between 2004 and 2006, the Kansas Department of Corrections trained staff on the NIC's Offender Workforce Development Specialist (OWDS) program and developed an Offender Workforce Development Program. The initial results of the program show a slight improvement of recommitments for medium to high risk program participants. The principles of OWDS are used in Pre-Release and Community Re-Entry, and proposed for the Employment & Training Navigator positions.²

Behavior Health Social Workers: This part of the request also includes \$360,250 General Fund and 4.6 FTE in FY 2014-15 and \$358,019 and 5.0 FTE in FY 2015-16 for regional Behavior Health (BH) Social Workers who will provide and assist parole officers with clinical case planning, consultation, and training regarding the mental health treatment needs of offenders with mental illness and behavioral problems who are supervised in the community. The request includes four BH Social Worker staff (Social Worker III) located in each of the four parole regions and one Supervisor (Social Worker IV) to further develop the unit for the essential needs of parolees for behavioral health treatment care. These will be new positions within the Department. Research indicates that providing a tailored, treatment-oriented intensive supervision programs for parolees have led to a 16.7 percent decrease in recidivism; the BH Social Workers will be the link to parolees for accessing proper and tailored treatment in the community.³

The positions will be funded and monitored by the Mental Health subprogram to provide oversight from experienced staff in the behavioral health issues of offenders. The Specialists will provide case planning, consultation, and training to CPOs, supervisors, and administrative staff regarding the mental health treatment needs of offenders with mental illness and behavioral problems who are supervised in the community. This includes making specific treatment and intervention recommendations, arranging services, providing information on the mental health treatment needs of offenders who are returned to custody and ensuring offenders who experience mental health crises in the community receive appropriate treatment.

The Colorado Department of Human Services Division of Behavioral Health received a Justice Assistance Grant to strategically place 10 Criminal Justice Clinical Specialists and other ancillary services in the behavioral health system to coordinate with criminal justice authorities and to case manage referrals of offenders to community behavior health agencies and other needed service providers. The primary goal of the program was to foster successful re-entry into the community by offenders with behavioral health needs and ultimately to reduce recidivism back in to the criminal justice system.⁴ An analysis was completed of

² *Offender Workforce Development Services Makes an Impact*, Eric Lichtenberger and Scott Weygandt, NIC Update, American Correctional Association, Alexandria, Va.

³ *Ibid.*, p.22.

⁴ *Criminal Justice Clinical Specialist Program Final Evaluation Report*, June 2012, Diane Fox, Ashley Brock, Karrie Witkind. P6

the effect of adding criminal justice focused case management services to traditional mental health services. The outcomes measured indicated that even though those participating in the program were high-risk participants, they committed fewer new offenses than the comparison clients who had not received the services. The Department believes that by adding the BH Specialists, the Department will experience similar benefits to contribute to the public safety and the success of the transition of offenders into the community by being the link between both.

Research indicates that providing a tailored, treatment-oriented program for parolees has led to a 16.7 percent decrease in recidivism. The BH Social Workers will be the link to parolees for accessing proper and tailored treatment in the community.⁵

Re-Entry Specialists:

This part of the request includes \$134,900 General Fund and 1.8 FTE in FY 2014-15 and \$133,094 and 2.0 FTE in FY 2015-16 for Re-Entry Specialists to assist parolees with comprehensive transitional community re-entry services. Additional Re-Entry Specialists will be placed at parole offices with the highest needs. They will have direct contact with parolees to provide comprehensive re-entry services by assessing the needs of the parolee, developing and implementing a transitional plan, and developing support systems to stabilize an offender back into the community.

Vivitrol:

This part of the request includes \$250,000 General Fund for expanding a pilot program designed to help parolees beat their addiction to alcohol and opiates with the use of Vivitrol. The current pilot program between the Division of Behavioral Health (Department of Human Services), Jefferson Center for Mental Health, and private community corrections facilities coordinates services in which Vivitrol will continue to be prescribed as part of a comprehensive treatment program for alcohol abuse and dependence. Potential beneficiaries of this pilot program include offenders in community corrections and offenders on parole. A limited pilot program is running from November 1, 2013 through June 30, 2014. This request is for the continuation of this pilot program to support approximately 30 participants. Vivitrol is a tool that allows an offender with an addiction to alcohol to become more readily engaged and focused in treatment. Vivitrol assists an offender by reducing cravings and lowering anxiety, hence allowing the opportunity to more successfully incorporate the treatment principles leading to positive change and re-integration into the community.

A number of states and counties, including Missouri Department of Corrections, Los Angeles County California, and Hocking County Ohio are participating in Vivitrol pilot programs. A “Vivitrol Evaluation Pilot Results” report prepared by the University of California, Los Angeles, and the Department of Public Health indicated that, “Overall, the Vivitrol pilot in Los Angeles County substance use disorder treatment programs proved to be quite successful at increasing the number of clients who completed treatment in detoxification, outpatient counseling, and residential treatment programs. Vivitrol also appears to: decrease substance use among outpatient counseling and residential treatment clients, increase treatment

⁵ *Ibid.*, p.22.

engagement among outpatient and residential clients, and increase treatment continuance for residential treatment clients.” The complete evaluation report can be found at <http://publichealth.lacounty.gov/sapc/resources/VivitrolPilot1FinalReport.pdf>.

The current pilot program is being administered by the following three community corrections centers and will continue with this funding request.

1) Correctional Management Inc. (CMI) is a residential community corrections center in Denver that houses a 36 bed Intensive Residential Treatment (IRT) population in their facility, among other populations. The IRT program is 90 days in length and is targeted for those with serious substance problems. The IRT population includes both inmates in transition, as well as parolees placed in the IRT program as a condition of parole.

2) Arapahoe House (AH) is a residential and outpatient program that provides substance use assessment and treatment services for offenders in the Denver Metro area. One of Arapahoe House’s populations is the Short Term Intensive Residential Remediation Treatment program (STIRRT). The STIRRT program consists of both an inpatient phase (two weeks) and an outpatient phase (nine months aftercare).

3) The John Eachon Re-Entry Program (JERP) is collaboration between the Department of Corrections, the Jefferson Center for Mental Health, Intervention Community Corrections Services (ICCS) and Jefferson County Criminal Justice Services. Based out of ICCS Community Corrections Center in Lakewood, JERP serves inmates with persistent mental illness and co-occurring substance abuse issues. It is a residential program where the treatment team determines when the offender is released to the community. The potential for sustainability of a Vivitrol Program within JERP is high given the fact that a proportion of these offenders will later qualify for Medicaid benefits.

Anticipated Outcomes:

Expanding efforts of comprehensive evidence-based practices will create positive long-term impacts for changing offender behavior. Additional resources both in staffing and funding for supporting offenders transitioning into the community are efforts to increase public safety and reduce recidivism. The anticipated outcomes are:

- Decreased number of parole revocations due to lack of stable housing and transitional services and employment opportunities (reduce technical returns to custody);
- Increased access to benefits acquisition for homeless and high risk offenders prior to release;
- Increased community outreach and collaboration with employers, community, and faith based organizations;
- Increased number of parolees receiving Community Re-Entry services. The continuum of services of Re-Entry efforts efficiently utilizes resources and reduces the number of homeless, denied, and tabled parole plans. This funding request increases effectiveness as more offenders will receive quality

transition planning services that addresses the offender's criminogenic needs and implements a stabilization plan designed to enhance public safety; and

- Improved program adherence and participation strongly indicates lower potential for substance abuse and an increase in pro-social thinking and behavior. The offender's success in the Vivitrol pilot program could significantly reduce the chances of the offender going back to prison rather than staying on parole thereby culminating in considerable cost avoidance to the state.

Assumptions and Calculations:

Emergency Assistance Funding:

Offender Emergency Assistance provides funding for one-time or short-term services for parolees in areas such as housing, clothing, transportation, and work tools which increase a released offender's opportunity for success in the reintegration process. The additional Offender Emergency Assistance of \$772,678 is requested not only for the basic needs of the offender but to assist with additional funding components. Additional funding would provide additional resources, including transportation, work tools, housing for four weeks rather than the current two, medication (including psychotropic), assistance with program expenses and for other support that address the offender's stability needs as they reenter the community and are necessary to avoid future costs of incarceration through technical parole violations and recidivism. Housing expenses paid in FY 2011-12 were \$1,382,262 (up to one month stay) and in FY 2012-13 were \$814,027 (two weeks stay, more if approved by Community Parole Supervisor). Currently, these expenses have been paid out of contract funding lines to provide short term stable housing for parolees.

A similar situation occurred with psychotropic medication. In FY 2012-13 the total paid for psychotropic medications for both parolees and offenders in the community was \$514,954: FY 2011-12 was \$857,050 and the current funding for offenders under community supervision is \$131,400. By paying for these expenses out of contract funding, it has created a shortfall of funding for other supporting contract funding for parolees. With the additional funding for Emergency Assistance, more support, assistance, and added services for parolees for treatment programs, educational opportunities, and other resources will address offender's stability needs as they transition to the community.

Assuming 8,169 parolees, this translates into on average approximately an additional \$94.58 of emergency assistance per parolee each year which equals \$772,678. The current level of funding to assist parolees is currently not sufficient to support an average of 8,169 parolees. The Department is also requesting to consolidate the multiple contract funding lines and this \$772,678 request will be combined with the Parole Contract Service line.

While the number of parolees receiving services from the Community Re-Entry Specialists continues to increase, the resources for Emergency Assistance services have remained constant. In FY 2010-11 Long Bill, the Emergency Assistance Fund received a slight increase in funding. Current items funded through the Offender Emergency Assistance under the Re-Entry program include but are not limited to: backpacks, personal hygiene items, bicycles, coats, gloves, hats, work clothing, work boots, tools, food boxes, legal

documents, training materials, dental exams, eye glasses, and tattoo removal. These items are based on the offender's individual needs and are incentive based.

Cognitive Behavior Therapy:

A cost-benefit analysis done by the Washington State Institute for Public Policy (WSIPP) in 2006 supports Cognitive Behavior Therapy (CBT) in prisons or in community has been shown to reduce crime by 6.3 percent. The average CBT program costs approximately \$105 per offender to operate. The WSIPP researchers estimate that the 6.3% reduction in crime rates means the net value of the average CBT program is \$10,299 per offender. The requested \$300,000 will support approximately 2,800 parolees at an average of \$105 per parolee (approximately 35% of the FY 2014-15 projected population of 8,169).

Employment & Training Navigator:

The Employment & Training Navigator positions (General Professional III) will be located in the four parole regions, with one Navigator per region. These positions will work closely with Workforce Centers, community colleges, technical schools, and employers to enhance training and employment opportunities for parolees. They will recruit on a business-to-business approach assisting in gaining federal tax credits and bonding, training opportunities, and additional community employment and training support. These positions do not currently exist in the Department.

Behavioral Health Specialists:

The request includes 4.0 BH Social Worker staff (Social Worker III) located in each of the four parole regions and one Supervisor (Social Worker IV) to further develop the unit for the essential needs of parolees for behavioral health treatment care. Currently, these positions do not exist within the Department.

Re-Entry Specialists:

Support services provided by CRES include case management, medical needs (diabetic/disabled), long-term or hospice care, social security benefits and/or social security disability insurance benefits and Medicaid/Medicare application follow up, functionality assessments, provisional benefits, on-going stabilization services to include long-term housing assistance, transportation assistance, clothing, personal hygiene back-packs, tools, employment services, repayment of restitution, child support arrearages, health care referrals or resources, and referral to additional community support services for any other specialized needs that may impact a parolee's transition from prison into the community. These services are incentive based and engage the offender in their transition plan, holding them accountable for their success in the community. All Community Re-Entry programs and services are voluntary. Typically, offenders receiving Community Re-Entry services have higher risk/needs levels that include homelessness, are dual-diagnosed, have health issues, lack family/community support, are gang affiliated and have sex offenses.

Additionally, CRES works collaboratively with facility Case Managers to provide pre-parole planning assistance, minimize re-entry barriers and increase support for stabilization in the community. This process includes leveraging resources, consolidating support services, and increasing access to federal, state and county benefits for support. Creating broad networks of support prior to release increases stability on parole

and provide resources which assist the offender to function successfully on parole and beyond supervision, enhancing public safety.

Currently, there are 15 CRES; 7 are located at the Broadway Community Re-Entry Center in Denver and 8 are located in parole offices throughout the state (Grand Junction covering Craig and Durango; Pueblo covering Alamosa, Lamar, and LaJunta; Colorado Springs; Englewood, covering Arapahoe and Douglas Counties; Westminster, covering Longmont and Ft. Collins; and Greeley covering Sterling). CRES does not maintain traditional caseloads since participation in re-entry programs and services is voluntary. Offenders fall off their caseloads if inactive over 60 days, and offenders can be reinstated for services at any time while under supervision. A point in time check of caseloads can vary from 75 to 80 offenders for each CRES. The requested 2.0 FTE will assist with the higher volume parole offices in Grand Junction, Pueblo, Colorado Springs, Englewood, Westminster, and Greeley which are currently supported by 8 CRES.

Vivitrol:

Currently there are 16 offenders that are participating in the Vivitrol program and the injection (\$847 cost per injection) will be repeated monthly for a period of up to six months. The Department is requesting additional funding to expand the pilot program with a target pool of 25 to 30 parolees and continue to monitor the success of the program. The funding request is for the injections and the complete program costs for the initial assessments, medical assessments, lab costs for blood tests, cost of administering the injections by medical staff, doctor's and nurse's travel expenses, and nurses counseling costs. The Arapahoe House (a residential community corrections center in Denver) has been contracted to conduct the research of the pilot program's outcomes such as the urinalysis and recidivism. The results will be available in August 2014.

Budget Amendment Criteria:

With the unfortunate and unforeseen events that occurred in March 2013 involving a parolee that was on Parole Intensive Supervision, the Department requested the assistance of the National Institute of Corrections to assess the parole division in efforts to enhance the effectiveness of DOC. The report was released in August 2013, and given the timing of the NIC Technical Assistance Report release, the Department did not have sufficient time to fully develop plans by the normal budget cycle deadline to effectively meet the recommendations of the study. This transitional request will assist parolees by providing additional tools for success in the transition from incarceration into the community. The programs focus on assistance with stabilization and focuses on the specialized needs of parolees. The ultimate goal is to reduce recidivism through increased opportunity for successful transition into the community.

Appendix:

Employment & Training Navigator:

Table 1 ~ Parole Navigator Personal Services Summary							
	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
FY 2014-15							
GP III	3.7	\$188,251	\$16,210	\$371	\$6,747	\$6,326	\$217,905
FY 2015-16							
GP III	4.0	\$205,379	\$17,684	\$405	\$8,097	\$7,821	\$239,386

* Includes PERA and Medicare

Behavioral Health Specialists:

Table 2~ Mental Health Behavior Specialists Personal Services Summary							
	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
FY 2014-15							
Social Worker IV	0.9	\$54,391	\$4,053	\$107	\$1,949	\$1,828	\$62,328
Social Worker III	3.7	\$202,393	\$16,210	\$399	\$7,254	\$6,801	\$233,057
Total	4.6	\$256,784	\$20,263	\$506	\$9,203	\$8,629	\$295,385
FY 2015-16							
Social Worker IV	1.0	\$59,340	\$4,421	\$117	\$2,340	\$2,260	\$68,478
Social Worker III	4.0	\$220,807	\$17,684	\$435	\$8,706	\$8,409	\$256,041
Total	5.0	\$280,147	\$22,105	\$552	\$11,046	\$10,669	\$324,519

Re-Entry Specialists:

Table 3 ~ Re-Entry Personal Services Summary							
	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
FY 2014-15							
GP III	1.8	\$94,126	\$8,105	\$186	\$3,374	\$3,163	\$108,954
FY 2015-16							
GP III	2.0	\$102,690	\$8,842	\$202	\$4,049	\$3,911	\$119,694

* Includes PERA and Medicare

Personal Services Details:

- Salaries calculated at the current entry level per the FY 2013-14 compensation plan:
 - General Professional III: \$3,834/month
 - Social Worker IV: \$4,431/month
 - Social Worker III: \$4,122/month
- PERA calculated at 10.15% salary
- Medicare calculated at 1.45% salary
- Health, Life, and Dental calculated at \$4,421.04 annually
- Short-Term Disability calculated at 0.22%
- Amortization Equalization Disbursement (AED) calculated at 4.0% for FY 2014-15 and 4.4% in FY 2015-16
- Supplemental Amortization Equalization Disbursement (SAED) calculated at 3.75% for FY 2014-15 and 4.25% in FY 2015-16

Behavioral Health Specialists, Employment & Training Navigator, and Re-Entry Specialists:

Table ~ General FTE Operating Expenses						
	Costs	Behavioral Health Mental Health	Navigators Parole	Re-Entry Specialists Re-Entry	Total FTE	Total
(1)(A) Executive Director's Office Leased Space	\$5,500	5.0	4.0	2.0	11.0	\$60,500
(1)(C) Inspector General - Staff Drug Test	\$25	5.0	4.0	2.0	11.0	\$275
(2)(J) Mental Health FTE Operating	\$500	5.0	0.0	0.0	5.0	\$2,500
(3)(D) Communications - Telephone Expense	\$450	5.0	4.0	2.0	11.0	\$4,950
(3)(F) Training - Staff Training Supplies	\$25	5.0	4.0	2.0	11.0	\$275
(3)(G) Information Systems	\$200	5.0	4.0	2.0	11.0	\$2,200
(5)(A) Parole FTE Operating	\$500	0	4.0	0.0	4.0	\$2,000
(5)(A) Parole FTE Operating Vehicle Mileage* 4 Vehicles	\$2,688	0	4	0.0	4	\$10,752
(5)(E) Re-Entry FTE Operating	\$500	0	0	2.0	2.0	\$1,000

* Vehicle Mileage for 4 vehicles for FY 2014-15 is for 4 months (\$2,688 *4 vehicles for 4 months= \$3,584)

Behavioral Health Specialists:

Table 5 ~ Total Mental Health Behavior Health Start-up Cost			
Start-up Costs	FTE	Cost	FY 2014-15 Only
FTE	5.0		
Computer, Printer, and Software		\$1,230	\$6,150
Office Furniture		\$3,473	\$17,365
IPhone & Accessories		\$120	\$600
Total Start-up Costs	5.0	\$4,823	\$24,115

Behavioral Health Specialists, Employment & Training Navigator, and Re-Entry Specialists:

Table 6 ~ Superintendent Start-up Costs			
	Combined		
Basic Training (Per Diem Costs)	11.0	\$1,450	\$15,950

Employment & Training Navigator:

Table 7 ~ Total Parole Navigators Start-up Costs			
Start-up Costs	FTE	Cost	FY 2014-15 Only
FTE	4.0		
Computer, Printer, and Software		\$1,230	\$4,920
Office Furniture		\$3,473	\$13,892
IPhone & Accessories		\$120	\$480
Total Start-up Costs	4.0	\$4,823	\$19,292

Re-Entry Specialists:

Table 8 ~ Total Re-Entry Start-up Costs			
Start-up Costs	FTE	Cost	FY 2014-15 Only
FTE	2.0		
Computer, Printer, and Software		\$1,230	\$2,460
Office Furniture		\$3,473	\$6,946
IPhone & Accessories		\$120	\$240
Total Start-up Costs	2.0	\$4,823	\$9,646

Table 9	FY 2014-15					
Summary of Request FY 2014-15	Total Funds	Behavioral Health Mental Health	Navigators Parole	Re-Entry Specialists Re-Entry	Contract Funding Parole	FTE
Total Request	\$2,099,689	\$360,250	\$281,861	\$134,900	\$1,322,678	10.1
(1)(A) Executive Director's Office						
Health, Life and Dental	\$44,578	\$20,263	\$16,210	\$8,105	\$0	
Short-term Disability	\$1,063	\$506	\$371	\$186	\$0	
AED	\$19,324	\$9,203	\$6,747	\$3,374	\$0	
Supplemental AED	\$18,118	\$8,629	\$6,326	\$3,163	\$0	
Leased Space	\$60,500	\$27,500	\$22,000	\$11,000	\$0	
Total Executive Director's Office	\$143,583	\$66,101	\$51,654	\$25,828	\$0	
(1)(C) Inspector General~ Operating Expense	\$275	\$125	\$100	\$50	\$0	
(2)(G) Superintendent~ Start-up Costs	\$15,950	\$7,250	\$5,800	\$2,900	\$0	
(2)(J) Mental Health~ Personal Services	\$256,784	\$256,784	\$0	\$0	\$0	4.6
(2)(J) Mental Health~ Operating Expenses	\$2,500	\$2,500	\$0	\$0	\$0	
(2)(J) Mental Health~ Start-up Costs	\$24,115	\$24,115	\$0	\$0	\$0	
(3)(D) Communications~ Operating Expense	\$4,950	\$2,250	\$1,800	\$900	\$0	
(3)(E) Transportation~ Vehicle Lease Payments	\$8,480	\$0	\$8,480	\$0	\$0	
(3)(F) Training~ Operating Expenses	\$275	\$125	\$100	\$50	\$0	
(3)(G) Information Systems~ Operating Expenses	\$2,200	\$1,000	\$800	\$400	\$0	
(5)(A) Parole~ Personal Services	\$188,251	\$0	\$188,251	\$0	\$0	3.7
(5)(A) Parole~ Operating Expenses	\$5,584	\$0	\$5,584	\$0	\$0	
(5)(A) Parole~ Contract Services	\$1,322,678	\$0	\$0	\$0	\$1,322,678	
(5)(A) Parole~ Start-up Costs	\$19,292	\$0	\$19,292	\$0	\$0	
(5)(E) Re-Entry~ Personal Services	\$94,126	\$0	\$0	\$94,126	\$0	1.8
(5)(E) Re-Entry~ Operating Expenses	\$1,000	\$0	\$0	\$1,000	\$0	
(5)(E) Re-Entry~ Start-up Costs	\$9,646	\$0	\$0	\$9,646	\$0	

Table 10	FY 2015-16					
Summary of Request FY 2015-16	Total Funds	Behavioral Health Mental Health	Navigators Parole	Re-Entry Specialists Re-Entry	Contract Funding Parole	FTE
Total Request	\$2,116,169	\$358,019	\$302,378	\$133,094	\$1,322,678	11.0
(1)(A) Executive Director's Office						
Health, Life and Dental	\$48,631	\$22,105	\$17,684	\$8,842	\$0	

Table 10	FY 2015-16					
Summary of Request FY 2015-16	Total Funds	Behavioral Health Mental Health	Navigators Parole	Re-Entry Specialists Re-Entry	Contract Funding Parole	FTE
Short-term Disability	\$1,159	\$552	\$405	\$202	\$0	
AED	\$23,192	\$11,046	\$8,097	\$4,049	\$0	
Supplemental AED	\$22,401	\$10,669	\$7,821	\$3,911	\$0	
Leased Space	\$60,500	\$27,500	\$22,000	\$11,000	\$0	
Total Executive Director's Office	\$155,883	\$71,872	\$56,007	\$28,004	\$0	
(1)(C) Inspector General~ Operating Expense	\$275	\$125	\$100	\$50	\$0	
(2)(J) Mental Health~ Personal Services	\$280,147	\$280,147	\$0	\$0	\$0	5.0
(2)(J) Mental Health~ Operating Expenses	\$2,500	\$2,500	\$0	\$0	\$0	
(3)(D) Communications~ Operating Expense	\$4,950	\$2,250	\$1,800	\$900	\$0	
(3)(E) Transportation~ Vehicle Lease Payments	\$25,440	\$0	\$25,440	\$0	\$0	
(3)(F) Training~ Operating Expenses	\$275	\$125	\$100	\$50	\$0	
(3)(G) Information Systems~ Operating Expenses	\$2,200	\$1,000	\$800	\$400	\$0	
(5)(A) Parole~ Personal Services	\$205,379	\$0	\$205,379	\$0	\$0	4.0
(5)(A) Parole~ Operating Expenses	\$12,752	\$0	\$12,752	\$0	\$0	
(5)(A) Parole~ Contract Services	\$1,322,678	\$0	\$0	\$0	\$1,322,678	
(5)(E) Re-Entry~ Personal Services	\$102,690	\$0	\$0	\$102,690	\$0	2.0
(5)(E) Re-Entry~ Operating Expenses	\$1,000	\$0	\$0	\$1,000	\$0	

Calculation Assumptions:

Personal Services -- Based on the Department of Personnel and Administration's July 2013 Annual Compensation Survey Report, the positions are paid at the minimum of the pay range and are detailed below.

Operating Expenses -- Base operating expenses are included per FTE for \$500 per year. In addition, for regular FTE, annual telephone costs assume base charges of \$450 per year.

Standard Capital Purchases -- Each additional employee necessitates the purchase of a Personal Computer (\$900), Office Suite Software (\$330), and office furniture (\$3,473).

General Fund FTE -- New full-time General Fund positions are reflected in FY 2014-15 as 0.9166 FTE to account for the pay-date shift.

Expenditure Detail		FY 2014-15		FY 2015-16		PS Total	PS Total
Personal Services:		FTE	\$	FTE			
Social Worker IV	Monthly Salary \$ 4,431	0.9	48,737	1.0	53,172	54,391	59,340
PERA			4,947		5,397		
AED			1,949		2,340		
SAED			1,828		2,260		
Medicare			707		771		
STD			107		117		
Health-Life-Dental			4,053		4,421		
Subtotal Position 1, 1.0 FTE		0.9	\$ 62,328	1.0	\$ 68,478		
Social Worker III	Monthly Salary \$ 4,122	3.7	181,355	4.0	197,856	202,393	220,807
PERA			18,408		20,082		
AED			7,254		8,706		
SAED			6,801		8,409		
Medicare			2,630		2,869		
STD			399		435		
Health-Life-Dental			16,210		17,684		
Subtotal Position 2, 4.0 FTE		3.7	\$ 233,057	4.0	\$ 256,041		
Subtotal Personal Services		4.6	\$ 295,385	5.0	\$ 324,519	256,784	280,147
Operating Expenses						Op's	Op's
(1)(C) Leased Space	5,500	5.0	27,500	5.0	27,500		
Testing	25	5.0	125	5.0	125		
(3)(D) Telephone Expenses	450	5.0	2,250	5.0	2,250		
(3)(F) Training	25	5.0	125	5.0	125		
(3)(G) OIT	200	5.0	1,000	5.0	1,000	31,000	31,000
(2)(J) FTE Operating	500	5.0	2,500	5.0	2,500	2,500	2,500
Start-Up Expenses							
(2)(J) Start-up Expenses	4,823	5.0	24,115		-		
(2)(G) Basic Training New FTE's	1,450	5.0	7,250		-	31,365	
Subtotal Operating Expenses			\$ 64,865		\$ 33,500	64,865	33,500
TOTAL REQUEST		4.6	\$ 360,250	5.0	\$ 358,019		
<i>General Fund:</i>			\$ 360,250		358,019		
<i>Cash funds:</i>			\$ -		-		
<i>Reappropriated Funds:</i>			\$ -		-		
<i>Federal Funds:</i>			\$ -		-		

	FY 2014-15	FY 2015-16
PERA	10.15%	10.15%
AED	4.00%	4.40%
SAED	3.75%	4.25%
Medicare	1.45%	1.45%
STD	0.220%	0.220%
Health-Life-Dental	4,052.62	4,421.04

368.42

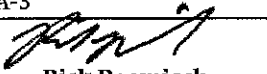
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Summary Total's

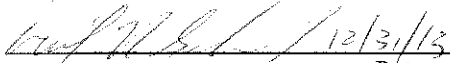
Personal Services	4.6	230,092	5.0	251,028
PERA		23,355		25,479
AED		9,203		11,046
SAED		8,629		10,669
Medicare		3,337		3,640
STD		506		552
Health-Life-Dental		20,263		22,105
Total		295,385		324,519
Total Personal Services , PERA, Medicare		256,784		280,147

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Department: Corrections
 Request Title: Operational Enhancements - Division of Parole
 Priority Number: BA-3

Dept. Approval by: 
Rick Raemisch 1/02/2014
 Date

- | |
|---|
| <input type="checkbox"/> Decision Item FY 2014-15 |
| <input type="checkbox"/> Base Reduction Item FY 2014-15 |
| <input type="checkbox"/> Supplemental FY 2013-14 |
| <input checked="" type="checkbox"/> Budget Amendment FY 2014-15 |

OSPB Approval by: 
12/31/13
 Date

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items	Total	92,474,341		97,233,903	1,517,660	1,525,588
	FTE	199.3		192.5	12.0	13.1
	GF	88,145,887		92,670,111	1,517,660	1,525,588
	GFE					
	CF	2,546,354		2,781,692		
	RF	1,782,100		1,782,100		
	FF					
(1) Management	Total	44,623,647	-	46,290,809	52,684	61,894
(A) Executive Director's Office Subprogram	FTE	-	-	-	-	-
Health, Life, and Dental	GF	43,108,254		44,686,811	52,684	61,894
	GFE					
	CF	1,515,393		1,603,998		
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management	Total	606,866	-	703,101	1,916	2,040
(A) Executive Director's Office Subprogram	FTE	-	-	-	-	-
Short-term Disability	GF	587,122		679,591	1,916	2,040
	GFE					
	CF	19,744		23,510		
	RF					
	FF					
(1) Management	Total	11,374,795	-	13,083,309	34,854	40,814
(A) Executive Director's Office Subprogram	FTE	-	-	-	-	-
S.B. 04-257 Amortization Equalization Disbursement	GF	11,000,858		12,653,932	34,854	40,814
	GFE					
	CF	373,937		429,377		
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Department of Corrections
Operational Enhancements - Div of Parole

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
(1) Management	Total	10,228,268	-	12,265,602	32,676	39,421
(A) Executive Director's Office Subprogram	FTE	-	-	-	-	-
S.B. 06-235 Supplemental	GF	9,890,686	-	11,863,061	32,676	39,421
Amortization Equalization	GFE	-	-	-	-	-
Disbursement	CF	337,582	-	402,541	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management	Total	3,590,796	-	3,681,627	55,550	55,550
(A) Executive Director's Office Subprogram	FTE	-	-	-	-	-
Leased Space	GF	3,374,285	-	3,442,548	55,550	55,550
	GFE	-	-	-	-	-
	CF	216,511	-	239,079	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management	Total	349,740	-	349,421	328	328
(C) Inspector General Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	266,553	-	266,234	328	328
	GFE	-	-	-	-	-
	CF	83,187	-	83,187	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(2) Institutions	Total	144,093	-	4,350	14,645	-
(G) Superintendents Subprogram	FTE	-	-	-	-	-
Start-up Costs	GF	144,093	-	4,350	14,645	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services	Total	1,556,475	-	1,550,745	5,895	5,895
(D) Communications Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	1,556,475	-	1,550,745	5,895	5,895
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services	Total	1,855,682	-	1,918,036	449,673	490,590
(F) Training Subprogram	FTE	25.0	-	25.0	7.3	8.0
Personal Services	GF	1,855,682	-	1,918,036	449,673	490,590
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
(3) Support Services						
(F) Training Subprogram	Total	279,259	-	276,510	4,328	4,328
Operating Expenses	FTE	-	-	-	-	-
	GF	279,259	-	276,510	4,328	4,328
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services						
(F) Training Subprogram	Total	-	-	-	37,624	-
Start-up Costs (new line item)	FTE	-	-	-	-	-
	GF	-	-	-	37,624	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services						
(G) Information Systems Subprogram	Total	1,618,749	-	1,616,202	2,620	2,620
Operating Expenses	FTE	-	-	-	-	-
	GF	1,618,749	-	1,616,202	2,620	2,620
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services						
(A) Parole Subprogram	Total	11,156,105	-	10,805,504	522,759	544,597
Personal Services	FTE	174.3	-	167.5	4.7	5.1
	GF	11,156,105	-	10,805,504	522,759	544,597
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(5) Community Services						
(A) Parole Subprogram	Total	1,174,353	-	1,123,795	217,511	217,511
Operating Expense	FTE	-	-	-	-	-
	GF	1,174,353	-	1,123,795	217,511	217,511
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Department of Corrections
Operational Enhancements - Div of Parole

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Fund						
(5) Community Services (A) Parole Subprogram Contract Services	Total	3,564,892	-	3,564,892	60,000	60,000
	FTE	-	-	-	-	-
	GF	1,782,792	-	1,782,792	60,000	60,000
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	1,782,100	-	1,782,100	-	-
	FF	-	-	-	-	-
(5) Community Services (A) Parole Subprogram Start-up Costs	Total	350,621	-	-	24,597	-
	FTE	-	-	-	-	-
	GF	350,621	-	-	24,597	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:
 Cash or Federal Fund Name and COFRS Fund Number: None
 Reappropriated Funds Source, by Department and Line Item Name: None
 Approval by OIT? Yes: No: Not Required:
 Schedule 13s from Affected Departments: None
 Other Information: None



Cost and FTE

- The Department requests \$1,517,660 General Fund (GF) and 12.0 FTE in FY 2014-15, and \$1,525,587 GF and 13.1 FTE in FY 2015-16 to enhance the operations in the Division of Adult Parole, Community Corrections, and Youthful Offender Services (YOS).

Current Program

- The Division of Adult Parole, Community Corrections, and Community Re-entry (Division of Parole) provides supervision and services to community corrections offenders (housed in community corrections beds) as well as parolees in the community after release from prison.
- The Division of Parole, Community Corrections, and Community Re-entry was appropriated \$39.4 million and 380.6 FTE for FY 2013-14.

Problem or Opportunity

- An internal review of the Department's parole operations has identified a number of areas for improvement that are addressed with this request including training, safety equipment, and monitoring alerts.
- Community Parole Officers have insufficient training to assist them in the complex and difficult tasks of counseling, assisting, correcting, and supervising parolees.
- Officer safety equipment is only purchased when funding is not required for other needs, often leaving gaps in the availability of essential safety gear for officers on the street.
- Thousands of electronic monitoring alerts have come into the Department over the past eight months resulting in officers needing to sift through large amounts of data to determine a proper response.

Consequences of Problem

- Inconsistent and inefficient implementation of internal policy and industry best practices, which can lead to public safety issues.
- Out-dated safety equipment creates safety concerns for parole officers working with offenders.
- Processing numerous monitoring alerts creates additional administrative work for parole officers and takes time away from responding to important situations and assisting assigned parolees.

Proposed Solution

- Develop a safety equipment replacement plan and enhance the Division's computer system, CWISE. The cost is \$274,961.
- Create a staff training program modeled after the successful program implemented by the Judicial Department for Probation Officers. The cost is \$596,181 and 7.3 FTE.
- Create an electronic monitoring command post responsible for sifting through all data and, where warranted, coordinate officer response to specific alerts. The cost is \$646,518 and 4.7 FTE.

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COLORADO

Department of Corrections

FY 2014-15 Funding Request | January 2, 2014

John W. Hickenlooper
Governor

Rick Raemisch
Executive Director

Department Priority: BA-3

Request Detail: Operational Enhancements – Division of Adult Parole

Summary of Incremental Funding Change for FY 2014-15	Total Funds	General Fund
Operational Enhancements – Division of Adult Parole	\$1,517,660	\$1,517,660

Problem or Opportunity:

External studies and internal analysis of parole operations has revealed several opportunities to enhance overall parole operations. Areas for improvement include:

- Training and Skill Development;
- Electronic Monitoring Command Post;
- Personal Safety/Protection equipment replacement scheduling; and
- Improvements to the Parole Information Technology system (CWISE).

Additional details on each of these opportunities are outlined below.

Training & Skill Development

The Department does not have a comprehensive, ongoing training program that fully recognizes the complexities of implementing Evidence-Based Practices (EBP) such as Moral Reconciliation Therapy (MRT), motivational interviewing, or curriculums which focus on the eight principles of effective intervention. Current staffing within the Division or the Department's Training Academy does not have the specialized skills or the capacity for effective development and delivery of complex EBP-focused curriculum. Professional trainers with specialized expertise are required for building and sustaining skills for Division staff and institutional staff around EBP models in cognitive restructuring training (such as MRT), as well as building skills in motivational interviewing and the principles of effective intervention.

The Department is in the infancy stage of implementing EBP practices, which include brand name cognitive behavioral therapies such as Thinking for a Change (T4C). The Department, primarily the Division of Adult Parole, was a partner with the Evidence-Based Practices Implementation for Capacity (EPIC) grant and trained a small percentage of Community Parole Officers (CPO) in Motivational Interviewing skills. Training staff is currently focused on core traditional training requirements for new employees, and basic safety precautions for in-service training for existing officers—the training costs of

40 hours annually, plus a small amount of specialized training. This training is focused on containment and safety, leaving a significant gap in terms of evidence-based practices geared towards effective intervention.

While the Division of Prison Operations has had full-time FTE assigned to coordinate and monitor training, the Division of Adult Parole has not been funded for field training coordinators nor do they have a dedicated full-time FTE dedicated to coordinate and deliver training.

Currently, the Division of Adult Parole does not have ongoing EBP skill-specific training designed to maintain the necessary skills for field work with offenders. Hiring additional parole staff does not solve the problem if the Department of Corrections (DOC) does not provide appropriate training to staff when they join the Department, and there is no ongoing, in-service training to support strong skill development. EPB skill development is necessary to ensuring holistic program development; more specialized and equipped staff foster improved opportunity for successful offender reentry into communities.

Electronic Monitoring Command Post

The Department utilizes electronic monitoring devices as an additional layer of supervision for those offenders that pose a higher risk of recidivism based on their individual criminogenic risk factors. There are currently 1,448 offenders being monitored electronically. While the use of electronic monitoring devices can assist with tracking the location of an offender and compliance with the conditions of parole, they also serve to increase the workload for CPOs due to the volume of alerts generated by the devices. As an example, the Department received 85,939 electronic monitoring alerts during the three month period from June 2013 to September 2013. These alerts reflect an attempt to defeat the monitoring equipment or a failure to comply with curfew or geographic restrictions; transmitter tampers were excluded from this count. From this number, 46 percent (39,532) did not pair with a closing alert. A paired closing alert is an alert that closes the previous alert. For example, an “exclusion zone enter” is closed by an “exclusion zone leave” while a “did not return” alert is closed by a “return during curfew” alert. The National Institute of Corrections (NIC) August 2013 report, “Electronic Supervision Technologies in Colorado: A Report to the Colorado Department of Corrections”, recommended the Department develop nuanced response protocols for those alerts that were not resolved with a paired closing alert. The report also recommended the Department strengthen its oversight of the monitoring center contract.

With the unfortunate and unforeseen events that occurred in March, 2013 involving a parolee that was on Parole Intensive Supervision, the Department implemented a two hour response timeframe where community parole officers must initiate an investigation into the cause of a tamper alert. Funding for this was received through a one-time roll-forward of \$500,000 from FY 2012-13 into FY 2013-14. Given that the current source of funding is one-time in nature, funding is currently not available for FY 2014-15.

Through this new policy several issues were illustrated. There was a significant amount of information going through BI (electronic monitoring vendor) and Protocol (CWISE vendor call center), flowing to the Department. The right information was not always being shared and when information was being shared, it often took a trained officer to decipher what is important versus what is noise. Tamper alerts are not the only alert that requires attention, but trained staffs are required to understand the information and dispatch

resources as appropriate. The frequent need to interpret information and decipher the incoming alerts created, at times, additional administrative work for the individual officers taking time away from responding to the important information and assisting their assigned parolees.

Safety Equipment Replacement Plan

A Community Services environment poses inherent safety risks to CPO, Team Leaders (CTL), and Supervisor staff. While it may be impossible to totally eliminate the risk of parole or community offender assaults against officers, steps can be taken to provide optimum protection to staff. Peace officers (post certified) have elevated levels of risk due to their ability to make arrests and the frequent transport of parolees and offenders. This request addresses staff protection by asking for additional funding to establish a Parole Division Officer Safety Equipment Replacement Plan to purchase ballistic vests and radios for Community Services staff that have frequent contact with parolees or community offenders.

Parole officers regularly conduct visit the home and offices of adult or youth offenders to verify compliance of parole orders, employment, and electronic monitoring services. In FY 2012-13 there were over 191,300 face-to-face contacts completed by officers with assigned parolees.

The goal of all parole officers is to assist each parolee to become a law abiding citizen and successfully reintegrate into society, while managing the inherent risk of the population as effectively as possible. As of November 30, 2013 CPOs, CTLs, and Supervisors were responsible for the supervision of 8,461 parolees, 2,299 offenders in the Community Supervision programs, and 35 Youthful Offenders in Phase III. In addition, there were 2,120 absconsions during FY 2012-13, and 583 remaining absconders at large as of November 30, 2013. Within the parole population in FY 2010-11 and FY 2011-12, an average of 28 percent had committed a felony class I, II, and III, and an average of 20 percent of the total population's offenses were either a homicide, robbery, kidnapping, assault, and or a sexual assault.

As these officers deal with an elevated level of risk with the parole and offender population in the community, it is important to ensure their safety to the extent possible. The ballistic vests worn by parole officers (CPOs, CTLs, and Supervisors) have a useful service life cycle of five years; therefore, the Department will need to replace, on average, one fifth of the ballistic vests each year to keep the inventory of ballistic vests from expiring. Additionally, the Division operates with two different models of radios, as the Denver Police Department operates on an encryption system that is different than the remainder of the State. One model is the state-wide radio Motorola XTS-2500 which will no longer be manufactured after December 2014. While there may be parts available to repair what the Division of Adult Parole have after that date, these 200 radios will not be available after that date and will need to be replaced. On average, the 200 radios that the Division uses are projected to last 7 to 10 years; many of the current radios are reaching the end of their useful life. The Division of Adult Parole also has 86 radios that are compatible with the Denver Police Department that will also need to be replaced as part of an ongoing replacement plan.

CWISE Programming

Current funding for the primary information technology system within the parole subprogram covers only routine maintenance, troubleshooting, and reporting. Creation of additional system functionality is not included. Colorado Web-based Integrated Support Environment (CWISE) is unable to perform certain functions needed to improve the overall management and performance of the Division of Adult Parole. Insufficient information is available for supervisors when monitoring individual officer performance. Furthermore, the system lacks the ability to sufficiently aggregate the data to determine trends and overall performance. Parole plans for discretionary releases are delayed at times, creating timing gaps when offenders are released. Other paper/manual processes are unable to be adjusted based on the current number of funded programming hours for CWISE.

Proposed Solution:

The Department is pursuing a multi-faceted and multi-phased approach to reforming the Division of Adult Parole. These transitional efforts are aimed at addressing operational challenges that weaken the Department's ability to manage the inherent risks with the parole population. The Department's operation enhancement requests will assist parolees by building and sustaining skills for parole, and institutional staff in motivational interviewing and the principles of effective intervention for success of offenders in the transition from incarceration to the community. Additional components of the request will assist with maintaining a two hour response protocol for all tamper alerts for public safety, as well as protecting staff with the development of a Parole Division Officer Safety Equipment Replacement Plan and interim enhancements to the capabilities of the current information technology infrastructure.

The Department requests \$1,517,660 General Fund (GF) and 12.0 FTE in FY 2014-15 and \$1,525,587 GF and 13.1 FTE in FY 2015-16.

Training & Skill Development

The Department requests \$596,181 General Fund (GF) and 7.3 FTE increase in FY 2014-15 and \$602,049 and 8.0 FTE in FY 2015-16 related to the Training and Skill Development specialized training for parole and institutional staff.

Training and skill development must be expanded to include EBP and CBT skill development for all staff. Correctional Officers have a significant influence and impact on offender behavior and offender thinking during the period of incarceration. A CPO must be law enforcement, social worker, counselor, mentor, and coach for an offender on the streets. An effective training skill development program must encompass staff assigned to facilities and community assignments.

Effective EBP practices and skill development in motivational interviewing as well as the eight principles of intervention drives a need for dedicated positions to focus on development, coordination, evaluation, management, and delivery of extensive training. These positions will also promote standardization of programming that includes, but is not limited to, system design, implementation, quality management, fidelity assurance, technical assistance, and resource sustainability. The Department's Corrections Training

Academy relies heavily upon the success achieved by the Colorado Judicial Department Probation Services and their training and staff development programs as well as the National Institute of Corrections.

During the development of this request the Department reached out to Judicial Department Probation Services to use their current training/skill development program as a model to develop a successful curriculum and staff development training program to enhance basic training for new employees in the Division of Adult Parole, in-service training for parole staff, and staff development within the Division of Adult Parole and Institutions to prepare and supervise offenders through successful reintegration. The Department has chosen the Colorado Probation training model because Probation has had significant success in reducing probation failures.

This training program includes clear and consistent follow through, or implementation science, to ensure the officers are learning the skills and appropriately utilizing the skills. This is critical for motivational interviewing (MI) and applying the LSI-R assessment as examples. The programs are designed to:

- Create high fidelity implementation of MI, cognitive restructuring, and LSI-R, the latter provides the foundation of criminogenic needs which assists the community parole officer (CPO) with evidence-based case planning;
- Utilize Cognitive Restructuring (also known as reframing) to help alter errors in thinking so that the offender can become more aware when they occur and correct them;
- Provide MI skills for staff to communicate more effectively with offenders and their support network;
- Administer quality risk/need assessment instrument to target interventions to criminogenic needs; and,
- Assure program fidelity.

The “Eight Evidence-Based Principles for Effective Correctional Interventions” help parole officers understand the interaction between evidence-base practices and assessment and implementation science. These principles are set out in the following graphic, with assessment (LSI-R) forming the base, enhancing intrinsic motivation (MI) layered next. Cognitive restructuring and implementation science (Target Intervention, Skill Train with Directed Practice) reside in the next two layers as the helix winds its way up in the schematic. These “eight guiding principles” are accepted as fundamental.



To drive change, the Department’s organizational management must have buy-in. To achieve success, initial training will target the supervisory level throughout the agency then incorporate the line staff level. Only with such a commitment will the Department develop skilled staff proficient in “what works” in corrections, which creates the best opportunity to drive offender behavior change and have a positive impact on community safety. Additionally, the Department will enhance its supervisory training by implementing an intensive mandatory program to enhance skills and coaching at the mid-management level and higher. The supervisory and succession training curriculum will enhance leadership, provide tools including mentoring and feedback to improve staff performance, and achieve the Department’s goals for effective offender success.

EBP practices, cognitive behavioral therapy and MRT, and motivational interviewing are considered industry best practices. What works in corrections is not a program or a single intervention, but rather a body of knowledge that is accessible to criminal justice professionals (Latessa, E.J. and Lowenkamp, C. (2006). What works in reducing recidivism? University of St. Thomas Law Journal 521-535.) There is a wealth of industry research supporting the use of CBT, MRT, and MI to modify offender thinking and thus behavior. Policy makers and government administrators are recognizing the value of including implementation in their planning for using interventions of any kind (Fixsen, 2009). True implementation of evidence-based practices in large organizations is a complex endeavor and often met with failure. Accumulating literature across domains convincingly shows that the failure to utilize research is largely the result of a lack of implementation infrastructure. (Fixsen and Blase, 2009; Bonta, Bogue, Crowley & Mottuk, 2001; Gambrill & Schlonsky, 2000; Mears & Kelly, 1999).

The 8.0 FTE that the Department is requesting will be deployed as follows: 2.0 FTE General Professional IV (GP IV) specialized trainer/skill developers assigned to the Corrections Training Academy (CTA) to develop additional course work for new parole and institutional staff; 5.0 FTE General Profession IV (GP IV) specialized trainers, with one assigned to each of four Parole Regions with an additional trainer in the Denver metro area; and 1.0 FTE Administrative Assistant III (AA III) support staff assigned to Corrections Training Academy to support the additional training activity.

The Department requests 5.0 FTE GP IV EBP/MI field training coordinators. This is a higher classification than the Correctional Officer III Facility Trainers assigned to facilities due to the specialized skills required. These staff will be responsible to coordinating, scheduling and delivering training in their regions and partnering with other regions to deliver training. It is reasonable to anticipate that a training program will be offered weekly within the Division. Additionally, successful implementation of EBT and MI requires follow-up and skill building support. These FTE will provide mentoring and one-on-one skill build practice to ensure program fidelity.

The 2.0 FTE GP IV assigned to CTA will provide curriculum development, program measurement, and deliver training and skill-build mentoring to staff assigned to prison operations and parole. The AA III will track the myriad of paperwork generated through the expanded training. The program success will be measured through staff retention statistics, incidents within facilities, and offender recidivism (technical and new crimes).

Electronic Monitoring Command Post

The Department requests \$646,518 and 4.7 FTE to General Fund (GF) increase in FY 2014-15 and \$648,578 and 5.1 FTE in FY 2015-16 for the proposal of establishing a 24-hour/7-day per week electronic monitoring command post as the primary step for implementing the NIC's recommendation to develop protocols for responding to tamper alerts. The command post will require 5.1 FTE (24-hour post), and assigned staff will monitor tamper alerts, location alerts, and equipment status alerts for electronic monitoring devices issued to high risk parolees. Staff will review the alerts against a pre-established hierarchy of alerts, assign appropriate response protocols, clear alerts if possible and, if not possible to clear the alert, escalate response protocols if the offender or officer cannot be reached. The command post will monitor alerts around the clock to ensure alert information is processed and addressed in a timely manner for the safety of Colorado citizens. Table 15 illustrates the one-month volume of alerts from October 2013 and provides details on the flow of alerts throughout each day as well as day of the week. This information provides context for the necessity of a command post to review and process data.

The second part of the proposal will continue the current initiative designating eight teams of two CPOs each to respond to alerts within specified timeframes throughout the state. This proposal will utilize existing CPOs within the Parole Division and does not require additional FTE. However, the Department will have increased personal services expenditures for compensation paid to CPOs when they are scheduled to remain on-call and be available to respond to monitoring device alerts (Tables 3 and 4). In addition, the Department will pay the overtime rate to CPOs when called upon to respond to an alert (Table 5).

Safety Equipment Replacement Plan

The request for the annual officer safety equipment replacement plan is \$214,961 General Fund for FY 2014-15 and FY 2015-16 (Table 12). The proposed solution is to develop an annual officer safety equipment replacement plan that will purchase custom fitted ballistic vests, external carriers, radio holders, and radios for parole staff. Since the protective elements of a vest break down over a five year period of time, the Department will institute an ongoing five-year replacement plan to ensure staff is equipped with protective equipment that functions properly and a seven-year replacement plan for the State-issued radios.

In FY 2013-14, the Parole Division ensured that all of the 286 parole officers, team leaders, and supervisors had unexpired vests. These vests will need to begin to be replaced starting in year three (FY 2015-16) and a funding request for the replacement will be made in the appropriate annual budget cycle. This plan will follow the manufacturer's warranty and useful service life period of five years.

The Department expects to have an annual requirement for the custom fitted ballistic vests in the four years between the FY 2013-14 purchase and the replacement plan to properly outfit new staff based upon staff turnover and replacement vests that have been damaged in the line of duty or normal wear and tear. A 15 percent replacement factor is being used (Table 12). The 15 percent replacement factor is using the turnover rate for officers in FY 2012-13 of 13 percent, and 2 percent for the worn out or damaged vests that need to be replaced annually. The current cost of ballistic vests and external carriers is \$750 (Table 11). These Level IIIA custom fitted ballistic vests were chosen as they can be worn outside the officer's clothing or can be concealed under clothing.

The statewide radios being used will need to be replaced as the current radios will not be available after December 2014 (not being manufactured). The Department is proposing that beginning in FY 2014-15, 15% of the current radios will be replaced to maintain standard safety equipment for community parole officers. The batteries for the radios have a useful life of one year and need to be replaced annually. The new model APX6000 statewide radios cost \$3,655 per radio and \$95 per battery and the Denver Police Department radios cost \$3,669 per radio and \$74 per battery (Table 11).

CWISE Programming

Increase functionality of the CWISE system and provide an additional \$60,000 General Fund for FY 2014-15 and FY 2015-16 to create additional automation and required changes for effective monitoring of parolees and offenders within the community. Improved functionality is needed in the following areas: case supervision auditing functions, electronic monitoring alert dispatch tracking, pre-parole assignment/investigation automation, and Parole Board revocation hearings automation.

These are ongoing requests and do not require a statutory change.

Anticipated Outcomes:

Training & Skill Development

Proper staff development and training in EBP implementation, quality assurance, and skill building functionalities for more effective supervision of offenders. The supervisory and succession training curriculum will enhance leadership, provide tools including mentoring and feedback to improve staff performance, and achieve the Department's goals for effective offender success. Overall, the improved skills of the parole officer will result in improved communications with the parolee, and ultimately reduce the technical parole violators that return to prison.

Electronic Monitoring Command Post

The concept of a command post to receive, monitor, dispatch, track, and resolve escalated electronic monitoring alerts is relatively new in the corrections field. The states of New Mexico, Michigan, and Missouri operate their own electronic monitoring centers for offenders that are on probation or are paroled but do not take alert responses to the next level (dispatch/track/resolve alerts) other than the issuance of arrest warrants. The Cook County (Illinois) jail is operating a command post similar to what the Department is proposing.

Cook County has approximately 4,000 pre-trial and post-sentence offenders that are living in the community and subject to electronic monitoring in order to track their presence at designated locations and/or their movement in the community. Cook County contracts the monitoring center functions to Protocol Government Solutions. Once the monitoring center processes and documents the alert, the alert is escalated to the command post. The command post then dispatches Cook County sheriff deputies to resolve the alert. The deputies record their contacts and attempted contacts made to locate, repair the equipment, and/or arrest the offender in the alert tracking system. They also advise the command post once the alert is resolved or request the issuance of an arrest warrant if the offender is not located.

The Department's proposed command post will provide continuous monitoring of alerts coming from BI and Protocol that are indicative of attempts to defeat electronic monitoring equipment (tampering), to abscond or escape from supervision (curfew and GPS inclusion zone violations), or to cause harm to victims (exclusion zone violations). The command post will receive the alert notifications, assign, dispatch, and track the response to the alert until resolution either by repair, arrest, or issuance of a warrant. The command post will be the first point of contact with the monitoring center (Protocol Government Solutions) for alerts and will maintain contact with the monitoring center and equipment vendor (BI, Inc.) through computer and telephone communications.

The command post will have access to various information systems to facilitate the timely processing of actions by internal and external agencies. This includes: the Department of Corrections Information System (DCIS) for the processing of parole violation complaints; the Colorado Web-based Integrated Support Environment (CWISE) to allow electronic data transmission with the Colorado State Board of Parole for the review of parole violation complaints, issuance of parole violation warrants by the Board, and transmission of approved warrants to the Colorado State Patrol; the Colorado Crime Information System (CCIS) and the National Crime Information Center (NCIC) to verify the entry of warrants for access by local, state, and federal law enforcement agencies.

The establishment of an electronic monitoring command post and its designation as the first point of entry for the monitoring center will facilitate the Department's oversight of the monitoring service provided by the vendor, Protocol Government Solutions. The NIC recommended the Department establish direct oversight of this service to ensure all contractual obligations are met. Under the current process, Protocol Government Solutions contacts on-call CPOs when further action is required for a monitoring device alert. The command post will streamline the contact process for the monitoring center vendor and will also

enable consistent measuring of vendor performance and earlier identification of needed changes, such as fine tuning the definition of alerts and violations.

The Department's current monitoring device policy requires on-call CPOs to respond within two hours of receiving an alert from the monitoring center that a parolee might be tampering with an electronic monitoring device. With the proposed command post, the initial analysis of tamper alert information will be performed by assigned staff. The appropriate CPOs will only be contacted for action when their response is required, thereby freeing CPOs to focus on responding to valid alerts rather than spending time analyzing tamper alert information.

Safety Equipment Replacement Plan

The Department cannot totally eliminate parolee or offender risk of assaults or harm against officers, but steps can be taken to reduce the risk of serious assaults and their severity when they do occur. The purchase of new ballistic vests of protective equipment for staff and department radios are an integral part of the equation to improve staff safety in their public street environment as there is a high level of risk to DOC Parole Officers with the population they supervise.

CWISE Programming

The request for 480 hours of computer programming funding will increase the functionality of the CWISE system and create additional automation and required changes to increase overall functionality for effective monitoring of parolees and offenders within the community.

Assumptions and Calculations:

Training & Skill Development

The 8.0 FTE will be as follows: 2.0 FTE General Professional IV (GP IV) specialized trainer/skill developers assigned to the Corrections Training Academy to develop additional course work for new parole and institutional staff; 5.0 FTE General Profession IV (GP IV) specialized trainers, one assigned to each of four Parole Regions with an additional trainer in the Denver metro area; 1.0 FTE Administrative Assistant III (AA III) support staff assigned to Corrections Training Academy to support the additional training activity.

Electronic Monitoring Command Post

The Department plans to staff the electronic monitoring command post with General Professional IIIs. The command post would require 5.1 FTE in order to provide coverage for three eight-hour shifts, seven days per week. The Department's shift relief factor is 1.7 FTE for one eight-hour shift in a seven-day post. The factor includes coverage for regular days off, annual leave, sick leave, and training. The request for FY 2014-15 assumes 11 months of personal services expenses for the new FTE. The calculations for the 5.1 FTE are found at Table 1.

The Department is currently paying on-call CPOs \$2.00 per hour for the hours spent in this capacity outside of the normal work day (8:00 a.m. to 5:00 p.m.). In addition, this rate is paid for a 24 hour period when it

falls on a weekend or holiday. Total on-call costs for 16 CPOs are calculated at \$247,366 in FY 2014-15 (Tables 3, 4 and 6). While the Department established the policy of designated on-call CPOs in FY 2013-14, the expense is being financed by the JBC-approved roll-forward spending authority from FY 2012-13. Additional funding is therefore needed in FY 2014-15 in order to continue this initiative.

When a CPO is called upon to respond to an alert outside of the normal work day, they no longer receive on-call pay but receive overtime pay instead. The Department used the hourly rate for entry level CPOs as the starting point for calculating overtime requirements. Community Parole Officers enter service at a monthly salary of \$3,696 which equates to an hourly rate of \$21.32. The time-and-a-half overtime rate is therefore calculated at \$31.98 per hour. Since the on-call calculations in Table 3 already account for all hours outside of the normal workday, the on-call rate of \$2.00 per hour is subtracted from the overtime rate to arrive at a net hourly rate of \$29.98 for overtime.

The Department has been tracking overtime hours accrued for tamper alert responses since July 2013. This information has allowed the Department to establish an average response time as well as average time to resolve the alert. Based on the 172 notifications made from July 3, 2013 through October 16, 2013, the Department has estimated CPOs will work 1,550 overtime hours annually. These hours exclude any responses made during the normal work day and represent responses to existing alert protocols. The FY 2014-15 requests includes \$55,564 for CPO overtime when responding to monitoring device alerts (Table 5). Similar to the on-call pay, the Department is using FY 2012-13 roll-forward spending authorities to fund this expense in FY 2013-14 and requires additional funding in FY 2014-15 if it is to continue this initiative. A summary of on-call and overtime costs is found at Table 6. The summary of all costs for this proposal is included in Tables 13 and 14.

Safety Equipment Replacement Plan

The 286 custom fitted ballistic vests are based on the current number of positions of CPOs, CTLs, and Supervisors. A 15 percent replacement factor is being used (Table 12). The 15 percent replacement factor is using the turnover rate of officers in FY 2012-13 of 13 percent, and 2 percent for the normal wear and tear or damaged vests that need to be replaced annually. The current statewide radio Motorola XTS-2500 will no longer be manufactured after December 2014. While there may be parts available to repair the current radios the Division of Adult Parole uses, these 200 radios will not be available after that date and will need to be replaced. On average, these radios are rated to last 7 to 10 years and many of the current radios are reaching their useful life. As the current radios will no longer be available for purchase after December 2014 the Department is proposing to start replacing these in FY 2014-15 at a rate of 15 percent per year (7 year life). The unit costs in Table 11 reflect previous pricing for the same Level IIIA ballistic vests purchased April 2013 by the Department and the current cost of radios. The Division of Adult Parole also has 86 Denver Police Department radios included in the replacement plan. Batteries used in both radios are required to be replaced annually at the cost of \$95 for the 200 standard state radios and \$74 for the 86 Denver Police Department issued radios. Please see Table 12 for the calculation.

CWISE Programming

The vendor (Protocol) charges \$125.00 per hour of programming. The Division requests an additional 40 hours of programming per month (480 total hours) for \$60,000 in FY 2014-15. The Division currently contracts 60 hours per month of computer programming from the vendor in support of the CWISE database. The 60 hours includes routine maintenance, troubleshooting, and reporting. The remaining hours of programming will be used for new automated functions. Several large programming requests are pending that will need additional programming resources from the vendor. These projects include:

- Case auditing functions-an automated case audit will allow a broader, timelier, and more thorough review of case supervision. Data can be more easily parsed to determine individual officer deficiencies and aggregated to determine trends and provide information on training needs. (160 hours)
- Electronic monitoring alert dispatch-automation to support an electronic monitoring command post for coordinating responses to alerts. This will allow tracking of alert responses as they occur and the ability to review responses for timeliness and appropriateness. (80 hours)
- Pre-parole assignment/investigation-automation to support programming by Office of Information Technology (OIT) in the Department of Colorado Information System (DCIS) database to allow for more rapid release placement of offenders granted parole by the Parole Board. This will minimize delays for discretionary parole releases and assist in finding suitable plans prior to release of mandatory parole releases. (120 hours)
- Parole Board revocation hearings-automation to support programming by OIT in the Department's DCIS database to provide the Parole Board, Department, and Parole Division electronic hearing records. This will provide the Parole Board with relief from paper documents, hasten their ability to respond to warrant requests, and provide searchable data for analysis relative to release decisions, violation behavior, and recidivism. (120 hours)

Budget Amendment Criteria:

With the unfortunate and unforeseen events that occurred in March 2013 involving a parolee that was on Parole Intensive Supervision, the Department requested the assistance of the National Institute of Corrections to assess the parole division in efforts to enhance the effectiveness of DOC. The report was released in August 2013, and given the timing of the NIC Technical Assistance Report release, the Department did not have sufficient time to fully develop plans by the normal budget cycle deadline to effectively meet the recommendations of the study. The operation enhancements request matches with NIC's technical assistance recommendations to create an institutional case plan by the implementation of various evidence based practice improvements and providing staff with more guidance regarding the use of discretions which will require specialized training and skill development of both institutional staff and the Division of Adult Parole staff. NIC also recommended the review of the imposition and decision making regarding ISP and electronic monitoring responses of violations by developing policies and procedures that provide for direct oversight and contact with the central monitoring center, develop response protocols based upon appropriate responses, hierarchy of alerts, timelines for responses, back-up plans, multiple

alerts handling, and victim notification responsibilities along with comprehensive electronic monitoring training for officers.

Furthermore, with the issuance of the NIC study, internal review of policies and procedures continued to eye operational improvements and develop action plans to achieve them. With the variety of completed assistance reports and evaluations and the change of leadership, the Department reviewed multiple areas of the Division of Adult Parole. One particular factor reviewed was the Community Services ballistic vests inventory and state issued radios. It was determined that the current vests were not within the appropriate manufacturer's suggested warranty shelf life of five years and the current radios would not be available after December 2014. This request is to maintain standard safety protective equipment for parole staff while interacting with a level of high risk parolees and offenders by having a developed annual replacement plan for the ballistic vests and radios.

Appendix:

Training & Skill Development

Table 1 ~ Training Personal Services Summary							
	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
FY 2014-15							
GP IV	6.4	\$409,350	\$28,368	\$807	\$14,672	\$13,755	\$466,952
Admin Assistant III	0.9	\$40,323	\$4,053	\$79	\$1,445	\$1,355	\$47,255
Total	7.3	\$449,673	\$32,421	\$886	\$16,117	\$15,110	\$514,207
FY 2015-16							
GP IV	7.0	\$446,597	\$30,947	\$880	\$17,608	\$17,007	\$513,039
Admin Assistant III	1.0	\$43,993	\$4,421	\$87	\$1,734	\$1,675	\$51,910
Total	8.0	\$490,590	\$35,368	\$967	\$19,342	\$18,682	\$564,949

Includes PERA and Medicare

Electronic Monitoring Command Post

Table 2 ~ Parole Electronic Monitoring Personal Services Summary							
	FTE Request	Personal Services*	HLD	STD	AED	SAED	Total Request
FY 2014-15							
GP III	4.7	\$240,021	\$20,263	\$473	\$8,603	\$8,065	\$277,425
FY 2015-16							
GP III	5.1	\$261,859	\$26,526	\$516	\$10,324	\$9,972	\$309,197

* Includes PERA and Medicare

Personal Services Details:

- Salaries calculated at the current entry level per the FY 2013-14 compensation plan:
 - General Professional IV: \$4,764/month
 - General Professional III: \$3,834/month
 - Administrative Assistant III: \$3,285/month
- PERA calculated at 10.15% salary
- Medicare calculated at 1.45% salary
- Health, Life, and Dental calculated at \$4,421.04 annually
- Short-Term Disability calculated at 0.22%
- Amortization Equalization Disbursement (AED) calculated at 4.0% for FY 2014-15 and 4.4% in FY 2015-16

- Supplemental Amortization Equalization Disbursement (SAED) calculated at 3.75% for FY 2014-15 and 4.25% in FY 2015-16

Electronic Monitoring Command Post ~ On-Call Pay & Overtime for Response

Table 3 ~ Community Parole Officer On-Call Pay					
	On-Call Hourly Rate	# On-Call Hours per Day	# On-Call CPOs per Day	# Days	Annual Cost
Weekdays	\$2.00	15	16	255	\$122,400
Weekends/Holidays	\$2.00	24	16	110	\$84,480
Total Cost					\$206,880

Table 4 ~ On-Call Pay Benefits Calculations				
On-Call Pay: \$206,880	%	FY 2014-15	%	FY 2015-16
PERA	10.15%	\$20,998	10.15%	\$20,998
Medicare	1.45%	\$3,000	1.45%	\$3,000
AED	4.00%	\$8,275	4.40%	\$9,103
SAED	3.75%	\$7,758	4.25%	\$8,792
STD	0.22%	\$455	0.22%	\$455
Total		\$40,486		\$42,348

Table 5 ~ Community Parole Officer Overtime Hours						
	Overtime Hours	Hourly Rate	FY 2014-15		FY 2015-16	
			%	Annual Cost	%	Annual Cost
Overtime	1,550	\$29.98	-	\$46,469	-	\$46,469
PERA			10.15%	\$4,717	10.15%	\$4,717
Medicare			1.45%	\$674	1.45%	\$674
AED			4.00%	\$1,859	4.40%	\$2,045
SAED			3.75%	\$1,743	4.25%	\$1,975
STD			0.22%	\$102	0.22%	\$102
Total Overtime Cost				\$55,564		\$55,982

Table 6 ~ CPO On-Call/Overtime Cost Summary		
Pay Type:	FY 2014-15	FY 2015-16
On-Call Pay	\$247,366	\$249,228
Overtime Pay	\$55,564	\$55,982
Total	\$302,930	\$305,210

Combined Training & Skill Development & Electronic Monitoring Command Post

Table 7 ~ General FTE Operating Expenses					
		Training FTE	Parole FTE	Total FTE	Total
(1)(A) Executive Director's Office Leased Space	\$5,500	5.0	5.1	10.1	\$55,550
(1)(C) Inspector General - Staff Drug Test	\$25	8.0	5.1	13.1	\$328
(3)(D) Communications - Telephone Expense	\$450	8.0	5.1	13.1	\$5,895
(3)(F) Training - Staff Training Supplies	\$25	8.0	5.1	13.1	\$328
(3)(F) Training FTE Operating	\$500	8.0	0	8.0	\$4,000
(3)(G) Information Systems	\$200	8.0	5.1	13.1	\$2,620
(5)(A) Parole FTE Operating	\$500	0.0	5.1	5.1	\$2,550

Note: 5.0 FTE for Training Program staff + 5.1 FTE Electronic Monitoring

Training & Skill Development

Table 8 ~ Total Training Start-up Cost			
Start-up Costs	FTE	Cost	FY 2014-15 Only
FTE	8.0		
Computer, Printer, and Software		\$1,230	\$9,840
Office Furniture		\$3,473	\$27,784
Total Start-up Costs	8.0	\$4,703	\$37,624

Combined Training & Skill Development & Electronic Monitoring Command Post

Table 9 ~ Superintendent Start-up Costs			
	Combined		
Basic Training (Per Diem Costs)	10.1	\$1,450	\$14,645

Note: 5.0 FTE for Training Program staff + 5.1 FTE Electronic Monitoring

Electronic Monitoring Command Post

Table 10 ~ Total Parole Electronic Monitoring Start-up Costs			
Start-up Costs	FTE	Cost	FY 2014-15 Only
FTE	5.1		
Computer, Printer, and Software		\$1,230	\$6,273
Office Furniture		\$3,473	\$17,712
IPhone & Accessories		\$120	\$612
Total Start-up Costs	5.1	\$4,823	\$24,597

Safety Equipment Replacement Plan

Table 11 ~ Replacement Costs and Current Inventory		
Item	Quantity	Unit Cost*
Level IIIA Ballistic Vest		\$595
External Carrier TAC Modular Webbing		\$140
Radio Pocket, Compatible with Carrier		\$15
Ballistic Vest Total	286	\$750
State Radios ~ APX6000 (new model in FY 2014-15)	200	\$3,655
State Radios ~ APX6000 Batteries	200	\$95
Denver Police Department Radios	86	\$3,669
Denver Police Department Radios Batteries	86	\$74

*Cost based on current purchases

Table 12 ~ Annual Replacement Costs for Officer Safety Equipment			
Annual Requirement Costs	Quantity	Unit Cost	FY 2014-15 Total Cost
Vests New Staff Needs and Replacements (286 FTE * 15% = 43)*	43	\$750	\$32,250
State Radios ~ APX6000 (200 * 15% = 30)	30	\$3,655	\$109,650
State Radios ~ APX6000 Batteries***	200	\$95	\$19,000
Denver Police Department Radios (86 * 15% = 13)**	13	\$3,669	\$47,697
Denver Police Department Radios Batteries***	86	\$74	\$6,364
Operating Expenses Total			\$214,961

*15% is calculated using the turnover rate for FY 2012-13 for officers of 13% and 2% is being used for the normal wear and tear or damaged vests that need to be replaced annually.

**15% is used for complete replacement over 7 years

***Batteries need to be replaced annually

Combined Request

Table 13 Summary of Request	FY 2014-15					
	Total Funds	Training	Electronic Monitoring Parole	Parole On Call and Overtime	Safety Equipment Replacement & CWISE Parole	FTE
Total Request	\$1,517,660	\$596,181	\$343,588	\$302,930	\$274,961	12.0
(1)(A) Executive Director's Office						
Health, Life and Dental	\$52,684	\$32,421	\$20,263	\$0	\$0	
Short-term Disability	\$1,916	\$886	\$473	\$557	\$0	

Table 13	FY 2014-15					
Summary of Request	Total Funds	Training	Electronic Monitoring Parole	Parole On Call and Overtime	Safety Equipment Replacement & CWISE Parole	FTE
AED	\$34,854	\$16,117	\$8,603	\$10,134	\$0	
Supplemental AED	\$32,676	\$15,110	\$8,065	\$9,501	\$0	
Leased Space	\$55,550	\$27,500	\$28,050	\$0	\$0	
Total Executive Director's Office	\$177,680	\$92,034	\$65,454	\$20,192	\$0	
(1)(C) Inspector General~ Operating Expense	\$328	\$200	\$128	\$0	\$0	
(2)(G) Superintendent~ Start-up Costs	\$14,645	\$7,250	\$7,395	\$0	\$0	
(3)(D) Communications~ Operating Expense	\$5,895	\$3,600	\$2,295	\$0	\$0	
(3)(F) Training~ Personal Services	\$449,673	\$449,673	\$0	\$0	\$0	7.3
(3)(F) Training~ Operating Expenses	\$4,328	\$4,200	\$128	\$0	\$0	
(3)(F) Training~ Start-up Costs	\$37,624	\$37,624	\$0	\$0	\$0	
(3)(G) Information Systems~ Operating Expenses	\$2,620	\$1,600	\$1,020	\$0	\$0	
(5)(A) Parole~ Personal Services	\$240,021	\$0	\$240,021	\$0	\$0	4.7
(5)(A) Parole~ Personal Services On Call & OT	\$282,738	\$0	\$0	\$282,738	\$0	
(5)(A) Parole~ Operating Expenses	\$217,511	\$0	\$2,550	\$0	\$214,961	
(5)(A) Parole~ Contract Services	\$60,000	\$0	\$0	\$0	\$60,000	
(5)(A) Parole~ Start-up Costs	\$24,597	\$0	\$24,597	\$0	\$0	

Table 14	FY 2015-16					
Summary of Request FY 2015-16	Total Funds	Training	Electronic Monitoring Parole	Parole On Call and Overtime	Safety Equipment Replacement & CWISE Parole	FTE
Total Request	\$1,525,588	\$602,049	\$343,368	\$305,210	\$274,961	13.1
(1)(A) Executive Director's Office						
Health, Life and Dental	\$61,894	\$35,368	\$26,526	\$0	\$0	
Short-term Disability	\$2,040	\$967	\$516	\$557	\$0	
AED	\$40,814	\$19,342	\$10,324	\$11,148	\$0	
Supplemental AED	\$39,421	\$18,682	\$9,972	\$10,767	\$0	
Leased Space	\$55,550	\$27,500	\$28,050	\$0	\$0	
Total Executive Director's Office	\$199,719	\$101,859	\$75,388	\$22,472	\$0	
(1)(C) Inspector General~ Operating Expense	\$328	\$200	\$128	\$0	\$0	

Table 14	FY 2015-16					
	Total Funds	Training	Electronic Monitoring Parole	Parole On Call and Overtime	Safety Equipment Replacement & CWISE Parole	FTE
Summary of Request FY 2015-16						
(3)(D) Communications~ Operating Expense	\$5,895	\$3,600	\$2,295	\$0	\$0	
(3)(F) Training~ Personal Services	\$490,590	\$490,590	\$0	\$0	\$0	8.0
(3)(F) Training~ Operating Expenses	\$4,328	\$4,200	\$128	\$0	\$0	
(3)(G) Information Systems~ Operating Expenses	\$2,620	\$1,600	\$1,020	\$0	\$0	
(5)(A) Parole~ Personal Services	\$261,859	\$0	\$261,859	\$0	\$0	5.1
(5)(A) Parole~ Personal Services On Call & OT	\$282,738	\$0	\$0	\$282,738	\$0	
(5)(A) Parole~ Operating Expenses	\$217,511	\$0	\$2,550	\$0	\$214,961	
(5)(A) Parole~ Contract Services	\$60,000	\$0	\$0	\$0	\$60,000	

Electronic Monitoring Command Post

Table 15 ~ Electronic Monitoring Device Alerts								
Hourly Averages for October 2013								
Hour of Day	Avg	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
0000	19	22	17	19	18	17	20	23
0100	16	17	16	14	12	19	17	16
0200	17	17	15	17	14	19	18	16
0300	15	16	12	14	16	19	14	16
0400	20	21	17	17	37	16	22	13
0500	17	13	19	16	19	16	19	19
0600	16	13	20	14	14	16	21	17
0700	15	12	14	13	13	17	14	19
0800	16	13	16	15	15	17	16	17
0900	17	14	16	17	23	20	19	11
1000	16	9	14	14	20	21	22	9
1100	16	9	15	21	18	22	20	10
1200	15	9	14	16	16	24	15	11
1300	14	10	7	17	16	20	14	13
1400	16	12	14	19	19	18	19	12
1500	16	8	16	16	23	21	21	8
1600	17	9	17	16	20	27	23	9
1700	31	16	26	32	32	30	34	49
1800	35	27	37	36	43	35	37	28
1900	35	27	40	41	41	33	37	28
2000	40	33	46	42	45	32	42	40

**Table 15 ~ Electronic Monitoring Device Alerts
Hourly Averages for October 2013**

Hour of Day	Avg	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
2100	41	39	49	43	46	34	43	36
2200	30	27	36	25	34	28	24	34
2300	22	20	25	25	19	16	24	26
Total	514	413	518	519	573	537	555	480
Hourly Average	21.4	17.2	21.6	21.6	23.9	22.4	23.1	20.0

Calculation Assumptions:
Personal Services -- Based on the Department of Personnel and Administration's July 2013 Annual Compensation Survey Report, the positions are paid at the minimum of the pay range and are detailed below.
Operating Expenses -- Base operating expenses are included per FTE for \$500 per year. In addition, for regular FTE, annual telephone costs assume base charges of \$450 per year.
Standard Capital Purchases -- Each additional employee necessitates the purchase of a Personal Computer (\$900), Office Suite Software (\$330), and office furniture (\$3,473).
General Fund FTE -- New full-time General Fund positions are reflected in FY 2014-15 as 0.9166 FTE to account for the pay-date shift.

Expenditure Detail		FY 2014-15		FY 2015-16			
	Monthly Salary						
General Professional III	\$ 3,834	4.7	215,072	5.1	234,641	240,021	261,859
PERA			21,830		23,816		
AED			8,603		10,324		
SAED			8,065		9,972		
Medicare			3,119		3,402		
STD			473		516		
Health-Life-Dental			20,263		26,526		
Subtotal Position 3, 5.1 FTE		4.7	\$ 277,425	5.1	\$ 309,197		
Subtotal Personal Services		4.7	\$ 277,425	5.1	\$ 309,197	240,021	261,859
Operating Expenses							
(1)(C) Leased Space	5,500	5.1	28,050	5.1	28,050	Op's	Op's
Testing	25	5.1	128	5.1	128		
(3)(D) Telephone Expenses	450	5.1	2,295	5.1	2,295		
(3)(F) Training	25	5.1	128	5.1	128		
(3)(G) OIT	200	5.1	1,020	5.1	1,020	31,620	31,621
(5)(A) FTE Operating	500	5.1	2,550	5.1	2,550		
(5)(E) Start-Up Expenses							
Office Furniture, One-Time	3,473	5.1	17,712		-		
PC, One-Time & Cell phone	1,350	5.1	6,885		-		
Basic Training New FTE's	1,450	5.1	7,395		-		
Subtotal Operating Expenses			\$ 66,163		\$ 34,171	66,163	34,172
TOTAL REQUEST		4.7	\$ 343,588	5.1	\$ 343,368		
	<i>General Fund:</i>		\$ 343,588		343,368		
	<i>Cash funds:</i>		\$ -		-		
	<i>Reappropriated Funds:</i>		\$ -		-		
	<i>Federal Funds:</i>		\$ -		-		

	FY 2014-15	FY 2015-16
PERA	10.15%	10.15%
AED	4.00%	4.40%
SAED	3.75%	4.25%
Medicare	1.45%	1.45%
STD	0.220%	0.220%
Health-Life-Dental	4,052.62	4,421.04

368.42

Summary Total's

Personal Services	4.7	215,072	5.1	234,641
PERA		21,830		23,816
AED		8,603		10,324
SAED		8,065		9,972
Medicare		3,119		3,402
STD		473		516
Health-Life-Dental		20,263		26,526
Total		277,425		309,197

Total Personal Services , PERA, Medicare

240,021

261,859

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Department: Corrections
 Request Title: Payments to District Attorneys
 Priority Number: S-1, BA-4

Dept. Approval by: *[Signature]* 1/2/2014
 Date

OSPB Approval by: *[Signature]* 12/21/13
 Date

- Decision Item FY 2014-15
- Base Reduction Item FY 2014-15
- Supplemental FY 2013-14
- Budget Amendment FY 2014-15

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items	Total	366,880	857,813	366,880	714,222	
	FTE					
	GF	366,880	857,813	366,880	714,222	
	GFE					
	CF					
	RF					
	FF					
(1) Management	Total	366,880	857,813	366,880	714,222	-
(A) Executive Director's Office	FTE	-	-	-	-	-
Payments to District Attorneys	GF	366,880	857,813	366,880	714,222	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number: N/A

Reappropriated Funds Source, by Department and Line Item Name: N/A

Approval by OIT? Yes: No: Not Required:

Schedule 13s from Affected Departments: N/A

Other Information: N/A

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Cost and FTE

- The Department of Corrections (DOC) is requesting a General Fund (GF) increase of \$857,813 in the Payments to District Attorneys appropriation for FY 2013-14, and a Budget Amendment increase in FY 2014-15 in the amount of \$714,222. This represents an increase of 184%.

Current Program

- The Department is funded \$366,880 to reimburse Judicial Districts for the prosecution of cases for crimes committed by offenders while in the custody of the DOC.
- The District Attorneys (DAs) prosecute cases for DOC offenders that are charged with a serious crime that warrants outside prosecution ranging from bartering or drug possession to aggravated assault and murder.
- Per Section 16-18-101 C.R.S. the Department shall reimburse county Judicial Districts for costs of prosecuting any crime alleged to have been committed by the person in custody of the Department.

Problem or Opportunity

- There are three high profile cases that represent 84% of the estimated reimbursements. Two cases are in the 18th Judicial District: the retrial of offender Eddie Montour for the alleged murder of a correctional officer, and a new trial of offender David Bueno in the alleged killing of another offender, both at the Limon Correctional Facility. In the 16th Judicial District the other case is the trial of offender Miguel Contreras-Perez for the alleged murder of a correctional officer at the Arkansas Valley Correctional Facility in 2012.
- The Department has received estimates of \$1,224,693 from the District Attorneys for FY 2013-14 legal cases involving DOC offenders. The Department is funded \$366,880 for FY 2013-14 in the Payments to District Attorneys budget line.
- The estimated cost for legal cases in FY 2014-15 is \$1,081,102. The continuation of the high profile cases projected to carry into the next fiscal year are estimated to cost \$714,222.
- Legal costs can fluctuate year to year based on crimes committed by offenders. The Long Bill appropriation of \$366,880 is adequate in a normal year. Should the Department have high profile crimes, District Attorney costs to prosecute cases goes up.

Consequences of Problem

- Without prompt payments, DAs are less open to continue taking cases brought to them by the Department to help reduce future crimes from being committed by offenders while incarcerated.
- There could be an inability to hold offenders accountable for their behavior.

Proposed Solution

- Increase the appropriation to adequate levels sufficient to reimburse Colorado District Attorneys for costs associated with DOC offenders and enable the Department to meet its statutory obligation.

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COLORADO

Department of Corrections

John W. Hickenlooper
Governor

Rick Raemisch
Executive Director

FY 2013-14 Supplemental Request

FY 2014-15 Funding Request | January 2, 2014

Department Priority: S-1
Department Priority: BA-4
Request Detail: Payments to District Attorneys

Summary of Incremental Funding Change for FY 2013-14	Total Funds	General Fund
Payments to District Attorneys	\$857,813	\$857,813

Summary of Incremental Funding Change for FY 2014-15	Total Funds	General Fund
Payments to District Attorneys	\$714,222	\$714,222

Problem or Opportunity:

The Department of Corrections (DOC) is funded \$366,880 in the Payments to District Attorneys appropriation to reimburse Judicial Districts for the prosecution of cases for crimes committed by offenders while in the custody of the DOC.

The Department will be involved in three high profile cases starting or continuing this fiscal year and extending into FY 2014-15. The District Attorneys have provided the Department with estimated legal costs. The estimates are \$1,224,693 in FY 2013-14 and \$1,081,102 in FY 2014-15. The Department is requesting a General Fund (GF) increase of \$857,813 in the Payments to District Attorneys appropriation for FY 2013-14, and a Budget Amendment increase in FY 2014-15 in the amount of \$714,222.

In FY 2011-12 the Department requested a 1331 supplemental request for additional funding for two high profile cases. Those two cases are still in the court system. The case against David Bueno will be going into a new trial. In November 2013 the Colorado Court of Appeals upheld a lower court's ruling that overturned offender Bueno's murder conviction. The other case against Edward Montour involved the alleged murder of a DOC employee. In April 2013 offender Montour withdrew his guilty plea, and the offender will get a new trial which will begin this fiscal year and continue into next fiscal year.

The new case will be the trial of Miguel Contreras-Perez in the alleged murder of a correctional officer at the Arkansas Valley Correctional Facility. This trial in the 16th Judicial District will be heard during both fiscal years.

Section 16-18-101 (3) (2013), C.R.S. provides the authority for the payment to county district attorneys for prosecution of cases for the Department. The statute reads: “(3) *The department of corrections, from annual appropriations made by the general assembly, shall reimburse the county or counties in a judicial district for the costs of prosecuting any crime alleged to have been committed by a person in the custody of the department. The county or counties shall certify these costs to the department, and upon approval of the executive director of the department, the costs shall be paid. The provisions of the subsection (3) shall apply to costs that are not otherwise paid by the state.*”

The Payments to District Attorneys Long Bill appropriation was created in HB 08-1282 under the Executive Director’s Office Subprogram. Prior to the separate appropriation, these expenses were paid from the Executive Director Subprogram’s Personal Services appropriation and averaged approximately \$150,000 per year. This funding line was established to provide a designated appropriation for these specific payments to District Attorneys.

Payments made to County District Attorney Offices are made generally for two purposes. The first purpose is to file charges and prosecute cases for crimes committed in the State’s prison system. Routine cases involve such crimes as assault, drug possession, bartering, etc. The Long Bill amount of \$366,880 is sufficient to pay for the normal year reimbursements.

The more extraordinary and second purpose for these expenditures to County District Attorney Offices is for prosecution of cases that are of a serious enough nature to require a court trial. These cases could include such crimes as aggravated assault or murder. The three high profile cases fall into this category in which above normal expenditures are expected, and additional funding is needed to adequately reimburse the affected judicial districts. The projected costs are an estimate by the district attorneys and can fluctuate up or down depending on the status and detail of the cases. There currently is no cap on the amount that can be reimbursed.

Proposed Solution:

The Department requests a General Fund increase of \$857,813 for FY 2013-14, and \$714,222 in FY 2014-15 to adequately reimburse Colorado district attorneys for costs associated with DOC offenders. The Department has always paid the district attorneys for their services. This request will provide the Department with the needed funds to continue reimbursing them for their legal expenses, pursuant to statute.

Anticipated Outcomes:

All invoices received from the District Attorneys must be certified by the counties in which the trial occurred. Upon receipt of the larger certified bills, the DOC Internal Auditor audits these bills for accuracy and appropriate expenses. By prompt payment of its obligations, the District Attorneys are more open to continue to take cases brought to them by the Department. Prosecuting offenders for crimes committed while incarcerated will help reduce future crimes from being committed.

Assumptions and Calculations:

Expenses charged to the Department include: professional services, witness fees, supplies, lodging and per diem. Rates that are charged include: Attorney hourly rates, Legal Assistants/Paralegals hourly rates and Investigator hourly rates. The projected costs associated with this request were submitted by the District Attorney in each Judicial District. (Table 1).

Supplemental, 1331 Supplemental or Budget Amendment Criteria:

The Department's supplemental request is based on new data provided by the District Attorney offices. The Department was not aware that these cases would be on the court docket for FY 2013-14 and continuing in FY 2014-15 at the time of the Department budget submittal.

Addendum

Table 1: District Attorney Expenses Four Year History and Projections							
Judicial District	County Location	FY 10	FY 11	FY 12	FY 13	FY 14 Projection	FY 15 Projection
2 nd	Denver	\$748	\$1,826	\$1,408	\$3,380	\$10,354	\$10,354
3 rd	Las Animas	\$0	\$1,188	\$929	\$0	\$0	\$0
7 th	Montrose	\$372	\$0	\$981	\$0	\$0	\$0
9 th	Garfield, Rio Grand	\$0	\$0	\$0	\$0	\$4,900	\$4,900
10 th	Pueblo	\$700	\$212	\$0	\$0	\$0	\$0
11 th	Fremont	\$59,452	\$30,524	\$51,255	\$52,589	\$65,000	\$65,000
13 th	Logan	\$21,316	\$19,776	\$15,362	\$15,579	\$84,238	\$85,000
16 th	Bent, Crowley, Otero (1)	\$43,018	\$46,334	\$44,560	\$105,858	\$349,718	\$415,848
18 th	Arapahoe, Douglas, Elbert, Lincoln (2)	\$635,421	\$199,414	\$205,499	\$155,040	\$710,483	\$500,000
Subtotal		\$761,027	\$299,274	\$319,994	\$322,446	\$1,224,693	\$1,081,102
SB13-230	Long Bill Appropriation					\$366,880	\$366,880
Total Need						\$857,813	\$714,222

(1) Includes the David Bueno case.

(2) Includes the Eddie Montour and Miguel Contreas-Perez cases

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Schedule 13
Funding Request for the 2014-15 Budget Cycle

Department: Corrections
 Request Title: Executive Security Detail
 Priority Number: S-2, BA-5

Dept. Approval by: *[Signature]* 1/2/14
 Date

- Decision Item FY 2014-15
- Base Reduction Item FY 2014-15
- Supplemental FY 2013-14
- Budget Amendment FY 2014-15

OSPB Approval by: *[Signature]* 12/31/13
 Date

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items	Total	72,632,291	107,206	78,100,940	421,675	424,220
	FTE	22.0	1.8	22.6	7.2	7.2
	GF	69,968,643	107,206	75,224,522	421,675	424,220
	GFE					
	CF	2,573,648		2,786,418		
	RF	5,000		5,000		
	FF	85,000		85,000		
(1) Management						
(A) Executive Director's Office Subprogram	Total	1,564,241	78,898	1,678,486	315,590	315,590
Personal Services	FTE	22.0	1.8	22.6	7.2	7.2
	GF	1,320,436	78,898	1,434,681	315,590	315,590
	GFE	-	-	-	-	-
	CF	243,805	-	243,805	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management						
(A) Executive Director's Office Subprogram	Total	44,623,647	-	46,290,809	35,368	35,368
Health, Life, and Dental	FTE	-	-	-	-	-
	GF	43,108,254	-	44,686,811	35,368	35,368
	GFE	-	-	-	-	-
	CF	1,515,393	-	1,603,998	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management						
(A) Executive Director's Office Subprogram	Total	606,866	-	703,101	622	622
Short-term Disability	FTE	-	-	-	-	-
	GF	587,122	-	679,591	622	622
	GFE	-	-	-	-	-
	CF	19,744	-	23,510	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Department of Corrections
Request Title: Executive Security Detail

Schedule 13
Funding Request for the 2015 Budget Cycle

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
Fund		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
(1) Management	Total	11,374,795	-	13,083,309	11,311	12,443
(A) Executive Director's Office Subprogram	FTE	-	-	-	-	-
S.B. 04-257 Amortization	GF	11,000,858	-	12,653,932	11,311	12,443
Equalization Disbursement	GFE	-	-	-	-	-
	CF	373,937	-	429,377	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management	Total	10,228,268	-	12,265,602	10,605	12,018
(A) Executive Director's Office Subprogram	FTE	-	-	-	-	-
S.B. 06-235 Supplemental	GF	9,890,686	-	11,863,061	10,605	12,018
Amortization Equalization	GFE	-	-	-	-	-
Disbursement	CF	337,582	-	402,541	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(1) Management	Total	286,158	15,060	282,405	43,139	43,139
(A) Executive Director's Office Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	196,158	15,060	192,405	43,139	43,139
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	5,000	-	5,000	-	-
	FF	85,000	-	85,000	-	-
(1) Management	Total	349,740	45	349,421	180	180
(C) Inspector General Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	266,553	45	266,234	180	180
	GFE	-	-	-	-	-
	CF	83,187	-	83,187	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(2) Institutions	Total	144,093	11,988	4,350	-	-
(G) Superintendents Start-Up Costs	FTE	-	-	-	-	-
	GF	144,093	11,988	4,350	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services	Total	1,556,475	810	1,550,745	3,240	3,240
(D) Communications Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	1,556,475	810	1,550,745	3,240	3,240
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services	Total	279,259	45	276,510	180	180
(F) Training Subprogram	FTE	-	-	-	-	-
Operating Expenses	GF	279,259	45	276,510	180	180
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Department of Corrections
Request Title: Executive Security Detail

Schedule 13
Funding Request for the 2015 Budget Cycle

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	5
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
(3) Support Services	Total	1,618,749	360	1,616,202	1,440	1,440
(G) Information Systems	FTE	-	-	-	-	-
Subprogram	GF	1,618,749	360	1,616,202	1,440	1,440
Operating Expenses	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:

Cash or Federal Fund Name and COFRS Fund Number:

Reappropriated Funds Source, by Department and Line Item Name:

Approval by OIT? Yes: No: Not Required:

Schedule 13s from Affected Departments:

Other Information:

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COLORADO

Department of Corrections

Priority: S-2/BA-5
Executive Security Detail
FY 2013-14 SUPPLEMENTAL REQUEST
FY 2014-15 BUDGET AMENDMENT

Cost and FTE

- The Department of Corrections (DOC) requests a General Fund (GF) increase of \$107,206 and 1.8 FTE in the Executive Director's Office (EDO) subprogram for FY 2013-14, and a Budget Amendment increase in FY 2014-15 for \$421,675 and 7.2 FTE. These requests represent a 6.97% increase and a 22.36% increase, respectively.

Current Program

- The Executive Director provides management, leadership, and direction in all policy, fiscal, and operational matters. The Executive Director is the primary contact on public and legislative issues and supports the effort of wardens in implementing defined facility missions.
- For FY 2013-14, the EDO subprogram was appropriated 22.0 FTE and \$1,516,594 GF for personal services and operating expenses. The GF base request for FY 2014-15 is \$1,627,086.

Problem or Opportunity

- In light of events impacting the Department's former Executive Director, there are specific security concerns surrounding the safety of the Executive Director.
- The Department believes there is a need to provide security to increase the safety of the Department Executive Director.
- The Department had no way to prepare for these needs, since the events driving these needs occurred after the budget for FY 2013-14 was submitted to the General Assembly.

Consequences of Problem

- Due to the safety concerns, the Department has been utilizing existing specially-trained staff to provide this security detail, which has in turn removed those staff resources from their regular posts. Continued use of this existing staff will potentially cause staffing shortages in critical specialty roles within the correctional facilities.
- Unanticipated expenses related to providing this security detail, including travel, per diem, and training expenses, have put a strain on contingency funds, which are typically utilized for unexpected and emergency expenses. Because the need for this security detail is ongoing, the Department needs to seek a permanent funding source for these expenses.

Proposed Solution

- Provide FTE and operating funding increases to continue to provide critical security detail to the Executive Director.
- New positions for this purpose will prevent a drain on specialty staff resources in the facilities.
- Adequate funding for operating expenses will allow for the security detail, including travel and specialized training.

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COLORADO

Department of Corrections

John W. Hickenlooper
Governor

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Executive Director

FY 2013-14 Supplemental Funding Request

FY 2014-15 Funding Request | January 2, 2014

Department Priority: S-2, BA-5
Request Detail: Executive Security Detail

Summary of Incremental Funding Change for FY 2013-14	Total Funds	General Fund
Executive Security Detail	\$107,206	\$107,206

Summary of Incremental Funding Change for FY 2014-15	Total Funds	General Fund
Executive Security Detail	\$421,675	\$421,675

Problem or Opportunity:

The Department experienced a serious and significant incident in March 2013 with the homicide of the Executive Director. As a result of this investigation, specific DOC staff were assigned to provide security detail to the Executive Director position.

Initially, security detail was provided by staff from the DOC Office of the Inspector General (OIG). Responsibilities of the OIG include, but are not limited to, monitoring and analyzing intelligence information to improve the safety and security of staff, visitors, and offenders. Members of the OIG staff are certified peace officers and thus trained in law enforcement and qualified to provide security detail. As time went on and investigation into the homicide continued, the Department determined that it would be beneficial to expand the scope of staff that could provide this essential protection function in order to allow the OIG enough resources to perform their extensive array of daily functions. It was determined that members of SORT (Special Operations Response Team) would be appropriate to provide security detail duties. SORT is a specially selected and trained volunteer team of Correctional Officers (COs) at various levels. The team was created to provide a centrally-organized, highly specialized force to respond quickly and effectively to the most serious of emergencies that threaten the security of any state facility, private prison, or other law enforcement agency through mutual aid agreements. This specialized skill set made them a logical choice to provide security services for the Executive Director.

SORT members are COs and have regular assignments and shifts at the correctional facilities; they are part of the overall picture when developing shift and staffing plans within the prisons. SORT duties are in addition to any regular shifts they work and posts they cover. When a SORT member is assigned to executive security protection detail, that person is effectively unavailable from his/her normal post, leaving a staffing gap within the facilities. Continued use of this existing staff will potentially cause staffing shortages in critical specialty roles within the correctional facilities.

Because the role of Executive Director is very extensive and high-profile, there is often travel involved. Security detail staff accompanies the Executive Director on any travel; as a result, unanticipated travel expenses for these staff, including per diem, have arisen. Additional expenses that were not originally budgeted for include dedicated cell phones and corresponding monthly fees, as well as vehicle mileage.

The investigation of the homicide is ongoing; there is no known estimate of when it may conclude. As a result, the Department is seeking funding to continue to provide critical security detail to the Executive Director.

Proposed Solution:

The Department of Corrections (DOC) requests a General Fund (GF) increase of \$107,206 and 1.8 FTE in the Executive Director's Office (EDO) subprogram for FY 2013-14, and a Budget Amendment increase in FY 2014-15 for \$421,675 and 7.2 FTE in order to provide dedicated security staff to the Executive Director. Because the investigation is ongoing, and there is no way to ascertain when it will conclude, this is an ongoing funding request.

The security detail consists of two posts – one for the Executive Director and one for his family – each working a 12-hour shift, seven days per week. These dedicated positions are intended to prevent staff resources from being removed from the correctional facilities. Derivation of the FTE calculation is outlined in Table 1.

The Department also requests start-up and ongoing operating expenses to include cell phone expenses, vehicle expenses, and travel expenses to accompany the new FTE. These expenses allow the security staff to travel with the Executive Director wherever his duties take him on any given day, as well as maintain consistent and reliable communication via cell phone as needed. A breakdown of these operating expenses is outlined in Table 4.

Providing these two posts for 12-hour coverage seven days per week is a proactive approach to ensure the safety of the Executive Director and his family. The new positions outlined in this request will allow dedicated personnel to be assigned to the security detail posts. Having dedicated staff in these positions will prevent specialized staff, such as the SORT members, from being withdrawn from regular staffing patterns in the correctional facilities. Additionally, the current practice of using the existing pool of SORT members for security detail reduces the number of specially-trained correctional officers available in the prisons in the event of an emergency. Approval of the new FTE and corresponding funding will allow the appropriate number of SORT members to be available within the facilities.

Anticipated Outcomes:

The request for increased appropriations for FY 2013-14 and FY 2014-15 will allow the Department to provide security staff to the Executive Director and ensure continuity of operations under current leadership. Additionally, providing dedicated staff to this post will prevent a drain on existing specialty and other staff resources in the facilities.

Assumptions and Calculations:

Salary is calculated using the bottom of the pay range for a Correctional Officer I, from the July 1, 2013 Compensation Plan from the Department of Personnel: \$3,273 per month. Full calculations of the personal services expenses, including benefits, are outlined in Table 2.

Vehicle mileage costs are calculated based upon the average actual monthly costs of the vehicles currently being utilized for the security detail posts, for the time period of July 1, 2013 through November 30, 2013: \$1,823 per month.

Travel and lodging expenses are based upon the average actual monthly expenses incurred from July 1, 2013 through November 30, 2013: \$1,207 per month.

Other assumptions and detailed calculations are provided in the attached appendix.

Supplemental, 1331 Supplemental or Budget Amendment Criteria:

This request fits the criteria required for both a supplemental request and a budget amendment as an unforeseen contingency, since the events driving these funding needs occurred after the budget for FY 2013-14 was submitted to the General Assembly.

Appendix

Table 1: FTE Derivative	
Regular Hours Per Full Year Per FTE	2,080
Security Detail: 12 Hours Per Day x 365 Days Per Year	4,380
Calculated FTE Per Position	2.1
x Relief Factor*	1.7
FTE Required Per Security Detail Position	3.6
Total FTE Required for 2 Positions for Full Year	7.2

* Relief factor is 1.7 for a 7 day per week post, per DOC Administrative Regulation 1450-40

Table 2: Executive Security Detail Personal Services Summary							
Fiscal Year	FTE Request	Personal Services*	HLD**	STD**	AED**	SAED**	Total Request
2013-14	1.8	\$78,898	\$0	\$0	\$0	\$0	\$78,898
2014-15	7.2	\$315,590	\$35,368	\$622	\$11,311	\$10,605	\$373,496
Total		\$394,488	\$35,368	\$622	\$11,311	\$10,605	\$452,394

* Includes PERA and Medicare

** Per Office of State Planning and Budgeting budget instructions, the Department must absorb benefit costs for partial-year FTE requested during the supplemental process.

The Department assumes the following detailed assumptions for FTE calculations:

- Salary is calculated using the bottom of the pay range for a Correctional Officer I, from the July 1, 2013 Compensation Plan from the Department of Personnel: \$3,273 per month.
- FTE requests are based on 3 months of salary for FY 2013-14 and 12 months of salary for FY 2014-15.
- PERA is calculated at 10.15%.
- Medicare is calculated at 1.45%.
- Health, Life, and Dental is calculated at \$4,421.04 annually.
- Short-term Disability is calculated at 0.22%.
- AED is calculated at 4.0% for FY 2014-15 for paid months.
- SAED is calculated at 3.75% for FY 2014-15 for paid months.

Table 3: FTE Operating Expenses					
		FY 2013-14		FY 2014-15	
	Operating Exp per FTE	FTE	Total	FTE	Total
1A EDO - Regular Operating Expenses	\$500	1.8	\$900	7.2	\$3,600
1C Inspector General - Staff Drug Test	\$25	1.8	\$45	7.2	\$180
3D Communications - Telephone Expense	\$450	1.8	\$810	7.2	\$3,240
3F Training - Staff Training Supplies	\$25	1.8	\$45	7.2	\$180
3G Information Systems	\$200	1.8	\$360	7.2	\$1,440
Total Operating Expenses			\$2,160		\$8,640

Table 4: Start-Up Costs			
	FTE	Cost per FTE	FY 2013-14
Initial Uniform Issue	7.2	\$215	\$1,548
Basic Training	7.2	\$1,450	\$10,440
Total Start-Up Costs			\$11,988

Table 5: Other Operating Expenses		
	FY 2013-14	FY 2014-15
Cell Phone Start-Up	\$980	\$0
Cell Phone Annual Charges*	\$1,062	\$3,185
Vehicle Operating - Mileage**	\$7,290	\$21,870
Travel Expenses***	\$4,828	\$14,484
TOTAL	\$14,160	\$39,539

* Cell phone charges calculated at \$637 for a full-year and are based upon 5 dedicated phones. FY 2013-14 is based on 4 months of use.

** Based upon usage of 6 vehicles at an average cost of \$1,823 per month. FY 2013-14 is based on 4 months of use.

*** Travel expenses are calculated using \$1,207 per month and are based upon actual average expenses fiscal year-to-date through November 2013.

Table 6: Request Summary

	FY 2013-14		FY 2014-15	
Personal Services	FTE	General Fund	FTE	General Fund
1A Executive Director's Office (EDO) - HLD		\$0		\$35,368
1A EDO - AED		\$0		\$11,311
1A EDO - SAED		\$0		\$10,605
1A EDO - STD		\$0		\$622
1A EDO Personal Services	1.8	\$78,898	7.2	\$315,590
Total Personal Services	1.8	\$78,898	7.2	\$373,496
Operating				
1A EDO Regular FTE Operating Expenses		\$900		\$3,600
1A EDO Other Operating Expenses		\$14,160		\$39,539
1C Inspector General Drug Testing		\$45		\$180
2G Superintendent's Start-Up Costs		\$11,988		\$0
3D Communications Operating Expenses		\$810		\$3,240
3F Training Operating Expenses		\$45		\$180
3G Information Systems Operating Expenses		\$360		\$1,440
Total Operating		\$26,760		\$48,179
Total Request	1.8	\$107,206	7.2	\$421,675

Calculation Assumptions:

Personal Services -- Based on the Department of Personnel and Administration's July 2013 Annual Compensation Survey Report, the positions are paid at the minimum of the pay range and are detailed below

Operating Expenses -- Base operating expenses are included per FTE for \$500 per year. In addition, for regular FTE, annual telephone costs assume base charges of \$450 per year.

Standard Capital Purchases -- Each additional employee necessitates the purchase of a Personal Computer (\$900), Office Suite Software (\$330), and office furniture (\$3,473).

General Fund FTE -- New full-time General Fund positions are reflected in FY 2012-13 as 0.9166 FTE to account for the pay-date shift.

Expenditure Detail		FY 2013-14		FY 2014-15	
Personal Services:		FTE	\$	FTE	
	Monthly Salary				
Correctional Officer I	\$ 3,273	1.8	70,697	7.2	282,787
PERA			7,176		28,703
AED					11,311
SAED					10,605
Medicare			1,025		4,100
STD					622
Health-Life-Dental					35,368
Subtotal Position 1, 7.2 FTE		1.8	\$ 78,898	7.2	\$ 373,496
Subtotal Personal Services		1.8	\$ 78,898	7.2	\$ 373,496
FTE Operating Expenses					
(1)(A) Regular FTE Operating	500	1.8	900	7.2	3,600
(3)(D) Telephone Expenses	450	1.8	810	7.2	3,240
(1)(C) Drug Testing	25	1.8	45	7.2	180
(3)(F) Training	25	1.8	45	7.2	180
(3)(G) Info Systems	200	1.8	360	7.2	1,440
Other					
(2)(G) Basic Training Cost (Per D)	1,450	7.2	10,440		
(2)(G) Initial Uniform Issue	215	7.2	1,548		-
(1)(A) Other Operating Expenses			14,160		39,539
			-		
Subtotal Operating Expenses			\$ 28,308		\$ 48,179
TOTAL REQUEST		1.8	\$ 107,206	7.2	\$ 421,675
	<i>General Fund:</i>		\$ 107,206		421,675
	<i>Cash funds:</i>				
	<i>Reappropriated Funds:</i>				
	<i>Federal Funds:</i>				

PS Total 78,898 PS Total 315,590

per budget instructions - no benefits for supp FTE

	FY 2013-14	FY 2014-15	FY 2015-16	for Sched 13 only:
PERA	10.15%	10.15%		
AED		4.00%	4.40%	12,443
SAED		3.75%	4.25%	12,018
Medicare	1.45%	1.45%		
STD		0.220%		
Health-Life-Dental		4,421.04		

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Schedule 13
Funding Request for the 2014-15 Budget Cycle

Department: Corrections
 Request Title: Sterling Correctional Facility Water Treatment
 Priority Number: S-3

Dept. Approval by: [Signature] 1/2/2014
 Date

OSPB Approval by: [Signature] 12/31/13
 Date

- Decision Item FY 2014-15
- Base Reduction Item FY 2014-15
- Supplemental FY 2013-14
- Budget Amendment FY 2014-15

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
	Fund	Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
Total of All Line Items	Total	19,633,638	185,712	19,727,754		
	FTE					
	GF	18,582,804	185,712	18,658,219		
	GFE					
	CF	1,050,834		1,069,535		
	RF					
	FF					
(2) Institutions	Total	19,633,638	185,712	19,727,754	-	-
(A) Utilities Subprogram	FTE	-	-	-	-	-
Utilities	GF	18,582,804	185,712	18,658,219	-	-
	GFE	-	-	-	-	-
	CF	1,050,834	-	1,069,535	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:
 Cash or Federal Fund Name and COFRS Fund Number: N/A
 Reappropriated Funds Source, by Department and Line Item Name: N/A
 Approval by OIT? Yes: No: Not Required:
 Schedule 13s from Affected Departments: N/A
 Other Information: N/A

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Cost and FTE

- The Department of Corrections (DOC) requests a FY 2013-14 Supplemental for \$185,712 General Fund for costs associated with providing a short term alternative water solution for the Sterling Correctional Facility (SCF).

Current Program

- The City of Sterling provides approximately 300,000 gallons of water per day to SCF for personal sanitation by the offenders and staff, food service preparation, laundry operations, showers, sinks, and toilets. Offenders and staff consume approximately 6,000 gallons per day.
- The operational capacity at SCF is 2,388 offenders. The State provides for the basic living conditions of confinement for showers, meals, laundry, and personal hygiene.

Problem or Opportunity

- The Department has been routinely testing the water for uranium levels. In July 2013, test results showed an average level of 31 micrograms per liter, slightly above the accepted standard. As a result, beginning in August 2013, the Department began providing alternative water to the facility shipped from Canon City.
- Utility appropriations are being used to pay for the water shipments in the short term. However, this funding will be needed to pay utility costs in FY 2013-14.
- The City of Sterling is in the final stages of constructing a water treatment system that should be fully operational in late January 2014. This system will remove contaminants from the City's supply before delivery to their customers.
- Unlike the general public and DOC staff, due to their incarceration, offenders do not have access to alternative water sources and must rely on the city water supply.

Consequences of Problem

- If an alternative water source had not been provided, the Department may have been subject to offender grievances, increased medical costs, and possible litigation.
- Utility expenditures are typically fully expended each fiscal year, and are dependent upon weather conditions during any given year. The Department will not have the resources to pay normal utility bills in FY 2013-14 if this request is not approved.

Proposed Solution

- Since August 2013, Colorado Correctional Industries (CCi) has transported 1,000 six-gallon bags of water approximately twice a week to Sterling and will continue until the City's water treatment system is fully operational. Using offender labor, SCF delivers the water into the living units, where they are emptied into dispensers. Plastic cups are provided as necessary, and parve (bottled) water is provided to offenders on Kosher diets and in segregation.
- Supplemental funding is requested for reimbursement of actual expenses as existing budgets cannot absorb the expenses related to this emergency.

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COLORADO

Department of Corrections

FY 2014-15 Funding Request | January 2, 2014

John W. Hickenlooper
Governor

Rick Raemisch
Executive Director

Department Priority: S-3
Request Detail: Sterling Correctional Facility Alternative Water

Summary of Incremental Funding Change for FY 2013-14	Total Funds	General Fund
Utilities	\$185,712	\$185,712

Problem or Opportunity:

The Department is mandated to meet the basic conditions of confinement for incarcerated offenders. This includes providing adequate and appropriate food and water. Due to an unforeseen situation, the Department has had to expend utility funding to provide suitable drinking water to the Sterling Correctional Facility with funds appropriated to pay utility costs.

In 2010, the City of Sterling notified city residents that the water provided by the City of Sterling exceeded the standard levels for uranium (naturally occurring) due to new reduced requirements set by the Colorado Primary Drinking Water Regulations. At that time, the Department of Corrections began monitoring the City's water supply and found that, due to its location on the city's distribution system, the water delivered to staff and offenders did not exceed the maximum contamination level (MCL).

However, in July 2013 tests results showed that the water levels exceeded MCL. Tests are ongoing until such time as the facility can be sure that the city's water treatment system is effectively reducing uranium contamination below the MCL. In October, the city's new water treatment system, specifically designed to remove this contaminant, came partially online. It is scheduled to be fully operational early in 2014.

The Department researched other solutions for managing the contamination. However, these solutions required long lead times (filtration system), long-term permanent solutions (reverse osmosis system estimated above \$2.0 million), or lack of resources (50/50 dilution with other source of water, requiring 24 tank loads of water daily).

Proposed Solution:

In order to respond to the situation as efficiently as possible, the Department used utility appropriations to fund the response. In order to maintain utility services for FY 2013-14, the Department requests \$185,712 General Fund to supplement the utility appropriation.

The following provides a breakdown of the Department's actions to address the provision of safe water for the Sterling Correctional Facility (SCF). In August 2013, the Department determined that the most appropriate and cost effective solution to the water emergency would be to transport water from the Cañon City Colorado Correctional Industries (CCi) dairy operation to Sterling. Availability of equipment and offender labor effectively lowered the cost to reasonable levels. This short term solution responded to actual need as transports were adjusted as the demand decreased.

The Department originally projected that the facility would need approximately 6,000 gallons per day for consumption. Due to reduced water demand by the offenders and to reduce costs, the Department adjusted this schedule to 6,000 gallons being delivered approximately every four or five days. CCi work crews in Cañon City filled 1,000 six-gallon bags with water using the dairy equipment and bags normally used for milk. The bags are placed in crates for transport to SCF where offender work crews offload and distribute the crated water to the living units and common areas in the facility. The empty crates are returned to the dairy in Cañon City to be filled for the next delivery.

Once the bags reach the living unit, the bags are emptied into drinking containers in the common areas so all offenders will have access to the alternative water. Bottled or cartoned water is provided for Kosher offenders and delivered to the Administrative Segregation cells. Each offender was provided a plastic drinking cup if they did not have one in their current property inventory.

The Department's solution has allowed offenders to make their own decisions concerning drinking from the City water in the fountains, or from the alternative water in the containers.

Should the fully functioning City water treatment plant be delayed beyond January 2014, the Department will re-evaluate this plan to determine potential long-term solutions to secure a safe water supply. Should a long-term solution be required, the Department will evaluate the necessary resources and plan accordingly for FY 2014-15 and FY 2015-16.

Other alternatives the Department considered but ultimately decided not to recommend:

- Filtration system: Install a separate filtration system at the water inlet to the facility. This plan requires shutting off water service to the facility, re-routing the main pipeline through a filtration system, then back into the facility water system. The project would have an approximately five week downtime. The approximate cost of the system would be \$498,520, with an additional \$5,000 monthly lease of equipment.
- Reverse Osmosis system: Install a full reverse osmosis system for the facility that would treat 50 percent of the facility's water usage. Implementing this system would require physical plant improvements. Brine is a byproduct of the reverse osmosis systems, which would be required to be mixed with sanitary waste and disposal through the City of Sterling's wastewater treatment plant. It is unclear if this brine mixture would be accepted by the City. The project would have an approximately four week downtime. The approximate cost for installing the temporary system would be \$423,558 with an additional \$76,000 monthly lease of equipment. The approximate cost for permanent system with structure to protect equipment is over \$2.0 million.
- 50/50 Dilution: Clean water trucked into the facility and mixed with City water in large storage tanks to create 50/50 dilution of contaminates. This proposal would require approximately 24

truckloads of water daily. There were problems in obtaining number of tanker transports required and the increased commercial traffic into the facility grounds.

Given the anticipated operations date for the new Sterling water treatment plant, this is a one-time funding request.

Anticipated Outcomes:

The Department provided a short-term alternative water source as a stop-gap measure until the City water treatment plant is fully online. The plan allows offenders to make their own decisions regarding their health choices, reduce potential medical claims, and avoid possible grievances or litigation. Approved supplemental funding will allow the Department to continue to pay utility costs and provide adequate heating services to the over seven million square feet of DOC facilities.

Assumptions and Calculations:

One-time startup actual costs:

• Plastic bags for transporting water	\$ 68,640
• Crates for transporting	\$ 21,089
• Cambros for dispensing	\$ 27,431
• Cambro stands	\$ 2,404
• Water cartons for seg offenders	\$ 9,338
• Plastic cups for offenders	\$ 4,200
• Water bottles for Kosher diet offenders	\$ 896
• Miscellaneous	\$ 114

Total Startup: **\$134,112**

Operating costs:

Transportation costs:

• Contract driver and rig:	\$ 51,600	(\$1,200 per trip)
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Total Operating costs: **\$185,712**

Supplemental, 1331 Supplemental or Budget Amendment Criteria:

The elevated test result occurred after the FY 2013-14 budget was set, and is considered new data that significantly affects the FY 2013-14 utilities budget line.

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Schedule 13 Funding Request for the 2014-15 Budget Cycle

Department: Corrections
 Request Title: Technical Adjustments
 Priority Number: S-4

Dept. Approval by: [Signature] 1/2/2014
 Date

- Decision Item FY 2014-15
 Base Reduction Item FY 2014-15
 Supplemental FY 2013-14
 Budget Amendment FY 2014-15

OSPB Approval by: [Signature] 12/31/13
 Date

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
	Fund					
Total of All Line Items	Total	5,392,880	(247,015)	5,049,624		
	FTE	-	-	-		
	GF	5,392,880	(247,015)	5,049,624		
	GFE	-	-	-		
	CF	-	-	-		
	RF	-	-	-		
	FF	-	-	-		
(2) Institutions	Total	5,192,880	(271,492)	4,849,624	-	-
(B) Maintenance	FTE	-	-	-	-	-
Subprogram	GF	5,192,880	(271,492)	4,849,624	-	-
Operating Expenses	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-
(3) Support Services	Total	200,000	24,477	200,000	-	-
(D) Communications	FTE	-	-	-	-	-
Dispatch Services	GF	200,000	24,477	200,000	-	-
	GFE	-	-	-	-	-
	CF	-	-	-	-	-
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:
 Cash or Federal Fund Name and COFRS Fund Number: N/A
 Reappropriated Funds Source, by Department and Line Item Name: N/A
 Approval by OIT? Yes: No: Not Required:
 Schedule 13s from Affected Departments: N/A
 Other Information: None

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Cost and FTE

- The Department of Corrections (DOC) requests a \$247,015 General Fund (GF) decrease in FY 2013-14 to correct for technical adjustments in the Maintenance and Communications subprograms. This represents a 4.58% decrease from the FY 2013-14 funded levels in the affected Long Bill lines.

Current Program

- The DOC Maintenance subprogram ensures 24/7/365 uninterrupted operation of the overall physical facilities within the Department. For FY 2013-14, this subprogram was appropriated 273.0 FTE and \$23,095,163. Specific responsibilities include physical plant management as well as maintaining systems such as heating, power, lighting, security hardware, and fire alarms.
- The Department of Public Safety (DPS) provides reimbursable dispatch services to the Department, currently funded at \$200,000 per year.

Problem or Opportunity

- During the figure setting process for FY 2013-14, expenses to end the utilities, maintenance, and security at the Ft. Lyon Correctional Facility (FLCF) were annualized to remove this funding from the FY 2013-14 budget. An annualization reduction of \$444,180 included \$55,008 of risk management insurance that should have been taken from the Risk Management budget line.
- The Department was appropriated \$326,500 for FY 2013-14 in order to completely close down FLCF. The site has since been repurposed; therefore, DOC does not need these funds.
- DPS has informed the Department that dispatch services billings will increase from \$200,000 to \$224,477 in FY 2013-14.

Consequences of Problem

- The Department will have excess operating funding in the maintenance subprogram.
- The Department will have insufficient appropriations to pay for dispatch services.

Proposed Solution

- Decrease Maintenance Operating funding by \$271,492 to correct the annualization calculation error and return funds that were appropriated for a total shutdown of FLCF.
- Increase Dispatch Services funding by \$24,477 in order to match DPS billings.

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COLORADO

Department of Corrections

FY 2013-14 Funding Request | January 2, 2014

John W. Hickenlooper
Governor

Rick Raemisch
Executive Director

Department Priority: S-4
Request Detail: Technical Adjustments

Summary of Incremental Funding Change for FY 2013-14	Total Funds	General Fund
Technical Adjustments	(\$247,015)	(\$247,015)

Problem or Opportunity:

The Department of Corrections (DOC) requests a net General Fund decrease of \$247,015 to correct for technical adjustments in FY 2013-14.

Maintenance Operating

In FY 2012-13, the Department was funded \$389,172 for maintenance operating expenses at Ft. Lyon Correctional Facility (FLCF) while repurposing efforts were pursued. During the figure setting process for FY 2013-14, expenses to end the utilities, maintenance, and security at the (FLCF) were annualized to remove this funding from the FY 2013-14 budget. An annualization reduction of \$444,180 in FY 2013-14 included \$55,008 of risk management insurance that should have been taken from the Risk Management budget line. (Common Policy recommendations for DOC Risk Management included this insurance reduction, so a corresponding offset in Risk Management funds is not needed.)

During the funding decision process for FY 2013-14, the Department was appropriated \$326,500 to completely close down and decommission FLCF. Conversely, the Department of Local Affairs (DOLA) requested and was approved funding to repurpose FLCF as a transitional therapeutic residential community for the homeless. Because DOLA is now utilizing FLCF, DOC does not need to expend the funds appropriated to perform a total shutdown of the facility.

Dispatch Services

An increase is requested for Dispatch Services within the Communications subprogram to match the appropriation to actual billings. This line item pays for dispatch services provided by the Colorado State Patrol (CSP). The Department has been informed by the Department of Public Safety (DPS) that there will be a billing increase for FY 2013-14 and requests a corresponding funding increase.

Proposed Solution:

The Department requests a net General Fund decrease of \$271,492 in the Maintenance subprogram to address two issues: 1) correct the annualization calculation error that occurred during the FY 2013-14 figure setting process, and 2) return funds that were appropriated to the Department for the shutdown of FLCF.

The reduction of \$271,492 is derived as outlined below in Table 1:

Table 1: Calculation of Adjustment in Maintenance Operating Expenses	
Annualization Calculation Error	\$55,008
Return of FLCF Decommission Funds	(\$326,500)
Total	(\$271,492)

The Department requests a \$24,477 General Fund increase for dispatch services in the Communications subprogram. The solution addresses the increased costs of providing dispatch services by the CSP and allows the Department to fully pay DPS billings in FY 2013-14.

Anticipated Outcomes:

The Department will have appropriate resources in the Maintenance subprogram to adequately manage and preserve its facilities, consisting of 678 buildings encompassing 7,148,481 square feet.

Funding appropriated in the Communications subprogram for dispatch services will match billings received from DPS.

Assumptions and Calculations:

Table 2: FY 2013-14 Funding Summary			
Long Bill Line Item	FY 2013-14 Long Bill Funding	Requested Supplemental Funding	Updated Total Funding
2B Maintenance – Operating Expenses	\$5,192,880	(\$271,492)	\$4,921,388
3D Communications - Dispatch Services	\$200,000	\$24,477	\$224,477
Total	\$5,392,880	(\$247,015)	\$5,145,865

Schedule 13
Funding Request for the 2014-15 Budget Cycle

Department: Corrections
 Request Title: Annual Fleet Supplemental True-Up
 Priority Number: NP

Dept. Approval by: *Phil Paemmer* 1/2/2014
 Date

- Decision Item FY 2014-15
 Base Reduction Item FY 2014-15
 Supplemental FY 2013-14
 Budget Amendment FY 2014-15

OSPB Approval by: *Grant M. Kelly* 12/30/13
 Date

Line Item Information		FY 2013-14		FY 2014-15		FY 2015-16
		1	2	3	4	6
		Appropriation FY 2013-14	Supplemental Request FY 2013-14	Base Request FY 2014-15	Funding Change Request FY 2014-15	Continuation Amount FY 2015-16
	Fund					
Total of All Line Items	Total	3,098,328	(235,468)	3,219,035		
	FTE					
	GF	2,688,301	(140,932)	2,854,083		
	GFE					
	CF	410,027	(94,536)	364,952		
	RF					
	FF					
(3) Support Services	Total	3,098,328	(235,468)	3,219,035	-	-
(E) Transportation	FTE	-	-	-	-	-
Vehicle Lease Payments	GF	2,688,301	(140,932)	2,854,083		
	GFE	-	-	-	-	-
	CF	410,027	(94,536)	364,952		
	RF	-	-	-	-	-
	FF	-	-	-	-	-

Letternote Text Revision Required? Yes: No: If yes, describe the Letternote Text Revision:
 Cash or Federal Fund Name and COFRS Fund Number: CF - Correctional Industries 507 CFA
 Reappropriated Funds Source, by Department and Line Item Name: None
 Approval by OIT? Yes: No: Not Required:
 Schedule 13s from Affected Departments: Department of Personnel and Administration
 Other Information: None