

Department of Corrections
SB 19-207
Long Bill Footnotes and Request for Information Report 2019-20

Footnote # Statement

1 Department of Corrections, Management, External Capacity Subprogram, Payments to House State Prisoners – The Department of Corrections is authorized to transfer up to 5.0 percent of the total appropriation for the external capacity subprogram between line items in the external capacity subprogram for purposes of reimbursing local jails and private prison providers. **The Department complies with this footnote request and provides the following summary information of transfers made within the line items of the External Capacity Subprogram, Payments to House State Prisoners appropriation during FY 2018-19:**

<u>Transferred Line Item</u>	<u>Amount</u>
Payments to Local Jails	(\$413,799)
Payments to In-State Private Prisons	(\$1,258,586)
Payments to Pre-Release Parole Revocation Facilities	<u>\$1,672,385</u>
 Total amount transferred within the External Capacity Subprogram funding lines	 \$1,672,385
 Total amount of the External Capacity Subprogram, Payments to House State Prisoners Appropriation	 \$93,060,790
 5.0% Transfer Authority	 \$4,653,040
Amount Transferred in FY 2017-18	\$1,672,385
Percent of Amount Transferred to Total	1.8%

2 Department of Corrections, Institutions, Housing and Security Subprogram, Personal Services – The amount appropriated in this line item does not include the \$10,584,303 of FY 2019-20 General Fund appropriations for the Department of Corrections set forth in sections 111 and 114 through 126 of Title 17, Article 18, C.R.S. In calculating the amount appropriated in this line item, it is assumed that these statutory appropriations will be used for the same line item. **The Department utilized the funds as stated in this footnote request.**

3 Department of Corrections, Community Services, Parole Subprogram, Work Release Program – This appropriation remains available for expenditure until the close of the 2020-21 state fiscal year. **The Department intends to utilize the funds as stated in this footnote request.**

3a Department of Corrections, Canteen Operation, Operating Expenses – It is the General Assembly’s intent that a portion of the funding for operating expenses be used to purchase

soft-soled tennis shoes for inmates with diabetes. **The Department intends to satisfy the intent of footnote 3a, which is to provide soft-soled tennis shoes for inmates with diabetes. However, based on a number of factors, the Department may not use a portion of the Canteen Operations line to make these purchases as specified in the footnote. The Department has entered into a settlement agreement in the case of Montez v. Hickenlooper, et al. This settlement, signed by both parties in May of 2019, requires that the plaintiff's attorney, in partnership with non-profit organizations, provide soft-soled tennis shoes to the Department to distribute to inmates with diabetes. Direct compliance with this footnote would take the Department out of compliance with the settlement agreement reached in the Montez lawsuit. As stated previously, it is the Department's intent that all inmates with diabetes in need of soft-soled tennis shoes will receive them, either through this agreement, with shoes provided by plaintiff's counsel, or if the offender has a medical need for them, then through Medical Services. The Department is statutorily required to provide medical services to inmates under their jurisdiction; the purchase of any medically required, soft-soled tennis shoes for inmates with diabetes falls under this purview and is a cost that would normally be covered by the Purchase of Medical Services line item. Further, both the Canteen Operations line item and the Purchase of Medical Services line item are for the benefit of all offenders under the Department's jurisdiction, and a special carve-out for a certain subsection of offenders, however agreeable the intent may be, sets a new precedent.**

Request for Information # Statement

Requests Affecting Multiple Departments:

RFI #2 **Department of Corrections; Department of Human Services; Judicial Department; Department of Public Safety; and Department of Transportation --** State agencies involved in multi-agency programs requiring separate appropriations to each agency are requested to designate one lead agency to be responsible for submitting a comprehensive annual budget request for such programs to the Joint Budget Committee, including prior year, request year, and three year forecasts for revenues into the fund and expenditures from the fund by agency. The requests should be sustainable for the length of the forecast based on anticipated revenues. Each agency is still requested to submit its portion of such request with its own budget document. This applies to requests for appropriation from: the Alcohol and Drug Driving Safety Program Fund, the Law Enforcement Assistance Fund, the Offender Identification Fund, the Persistent Drunk Driver Cash Fund, and the Sex Offender Surcharge Fund, among other programs. **The Sex Offender Surcharge Funds and Correctional Treatment Funds are tracked by the Judicial Department. The Department reports the total Colorado Mental Health Institute at Pueblo (CMHIP) expenditures for Youthful Offender System (YOS), San Carlos Correctional Facility (SCCF), and La Vista Correctional Facility (LVCF) in its November 1 budget submission.**

RFI #10 **Department of Corrections, Management; and Institutions; Department of Higher Education, Governing Boards, Regents of the University of Colorado; and**

Department of Human Services, Office of Behavioral Health, Mental Health Institutes -- The Departments are requested to work together to explore strategies to increase the ability of the Department of Human Services and the Department of Corrections to recruit and retain the most competent and desirable candidates to provide psychiatric care at the Mental Health Institutes and state prison facilities. These strategies may include, but not be limited to: Expanding the academic affiliation with the University of Colorado School of Medicine to include an option for academic promotion, teaching, and research opportunities for psychiatrists recruited to the Mental Health Institutes and the Department of Corrections in an effort to benefit all, and to evaluate additional opportunities for medical student and resident clinical experiences in state psychiatric and correctional facilities; increasing the utilization of tele psychiatry; and improving collaboration between the University of Colorado School of Medicine Department of Psychiatry, the Mental Health Institutes, and the Department of Corrections in recruiting, hiring, and retaining qualified psychiatrists with forensic and correctional expertise. The Department of Human Services is requested to submit a report by April 1, 2020, describing the status of these discussions, any plans to implement new recruitment and retention strategies, the estimated fiscal impact of implementing such strategies, and any potential actions the General Assembly should consider taking to support successful implementation of such strategies. **The Department intends to comply with this request for information and collaborate with the Departments of Higher Education and Human Services, to include providing the necessary data to the Department of Human Services for inclusion in the April 1, 2020 report.**

Department of Corrections

- RFI # 1 Department of Corrections, Institutions, Mental Health Subprogram** – It is requested that the Department submit a report to the House Judiciary Committee and the Senate Judiciary Committee by January 31, 2020, detailing the progress related to the mental health unit at Centennial Correctional Facility. **The Department will comply with this request for information and will provide the requested report to the House and Senate Judiciary Committees by January 31, 2020.**
- RFI # 2 Department of Corrections, Community Services, Work Release Program** – It is requested that the Department of Corrections submit a report to the Joint Budget Committee by November 1 of each year detailing progress related to the work release program. **The intent of the Work Release Program, also known as Take TWO (Transitional Work Opportunity), is to provide eligible offenders the opportunity to obtain gainful employment earning prevailing wages prior to release from their prison sentences. Such employment would benefit offenders by allowing for procurement of income to secure housing and other needs upon release, as well as teaching valuable job skills that can transfer to gainful employment post-incarceration. The combination of these factors is intended to result in a higher likelihood that offenders will succeed in society upon release, thus reducing the rate of return to prison.**

Since the funding authorization for the work release program was granted so recently (July 1, 2019), the evolution of the program is still in its infancy. The Department has been engaging with both internal and external stakeholders to ensure the development of specific programs meets the overall intention of Take TWO within the boundaries of current statute. During October 2019, an employer will be hiring the first six offenders for this program, with a starting pay of \$16 per hour. The employer intends to increase the number of employed offenders to 20-25. In addition, modifications using offender labor are being made to the previous Boot Camp building at the Buena Vista Correctional Facility. The modified building is now known as the Transitional Work Center and will house the offenders that participate in similar transition programs being developed with local employers.

As the Department further implements programs under the Take TWO initiative going forward, the Department will provide a full status report to the Joint Budget Committee each November 1 as requested.

**Colorado Department of Corrections
Division of Correctional Industries
Sales to State Agencies**

	<u>FY 2018-19</u>
Agriculture	\$28,435
Corrections	\$1,110,353
Education	\$8,633,751
Executive	\$212,535
Health Care Policy and Finance	\$6,845,000
Higher Education	\$22,517
Human Services	\$160,118
Judicial	\$62,786
Labor and Employment	\$1,158,669
Law	\$42,546
Legislature	\$930,677
Local Affairs	\$1,770,753
Military Affairs	\$883,472
Natural Resources	\$28,320
Parks and Wildlife	\$357,056
Personnel and Administration	\$17,703
Public Health and Environment	\$70,682
Public Safety	\$406,495
Regulatory Agencies	\$137,937
Revenue	\$921,451
Secretary of State	\$86,556
Transportation	\$6,293,017
TOTAL STATE AGENCY SALES	\$30,180,829

COLORADO DEPARTMENT OF CORRECTIONS

Cost Per Offender by Facility

FY 2018-19

	Facility ADP	Direct Facility Cost Per Day	Clinical Services Cost Per Day	Facility Cost Per Day Total	Centralized Cost Per Day	Administrative Cost Per Day	Total Cost Per Day	Annual Cost
State Prison Facilities								
Level I								
Colorado Correctional Center	147	\$58.74	\$12.30	\$71.04	\$8.69	\$3.71	\$83.43	\$30,452
Delta Correctional Center	477	\$61.04	\$18.71	\$79.75	\$8.69	\$3.71	\$92.14	\$33,631
Rifle Correctional Center	189	\$67.93	\$15.81	\$83.74	\$8.69	\$3.71	\$96.13	\$35,087
Skyline Correctional Center	249	\$56.52	\$12.21	\$68.73	\$8.69	\$3.71	\$81.12	\$29,609
Total Level I	1,062						\$89.06	\$32,507
Level II								
Arrowhead Correctional Center	519	\$56.79	\$17.61	\$74.39	\$8.69	\$3.71	\$86.78	\$31,675
Four Mile Correctional Center	520	\$57.17	\$19.67	\$76.84	\$8.69	\$3.71	\$89.23	\$32,569
Trinidad Correctional Facility	498	\$66.25	\$18.67	\$84.91	\$8.69	\$3.71	\$97.30	\$35,515
Total Level II	1,537						\$91.02	\$33,221
Level III								
Arkansas Valley Correctional Facility	1,074	\$65.00	\$24.68	\$89.68	\$8.69	\$3.71	\$102.07	\$37,256
Buena Vista Correctional Facility	1,214	\$66.22	\$20.28	\$86.50	\$8.69	\$3.71	\$98.90	\$36,099
Colorado Territorial Correctional Facility	931	\$75.29	\$42.09	\$117.38	\$8.69	\$3.71	\$129.77	\$47,366
Fremont Correctional Facility	1,612	\$59.70	\$24.28	\$83.98	\$8.69	\$3.71	\$96.38	\$35,179
La Vista Correctional Facility	683	\$69.46	\$25.11	\$94.56	\$8.69	\$3.71	\$106.95	\$39,037
Total Level III	5,514						\$104.99	\$38,321
Level IV								
Limon Correctional Facility	914	\$80.92	\$22.58	\$103.51	\$8.69	\$3.71	\$115.90	\$42,304
Total Level IV	914						\$115.90	\$42,304
Level V								
Centennial Correctional Facility	280	\$180.81	\$61.65	\$242.46	\$8.69	\$3.71	\$254.86	\$93,024
Colorado State Penitentiary	691	\$114.11	\$25.50	\$139.62	\$8.69	\$3.71	\$152.01	\$55,484
Denver Reception & Diagnostic Center	571	\$107.80	\$104.66	\$212.46	\$8.69	\$3.71	\$224.85	\$82,070
Denver Women's Correctional Facility	979	\$76.88	\$30.57	\$107.45	\$8.69	\$3.71	\$119.84	\$43,742
San Carlos Correctional Facility	207	\$201.96	\$89.90	\$291.86	\$8.69	\$3.71	\$304.25	\$111,051
Sterling Correctional Facility	2,460	\$70.32	\$21.82	\$92.15	\$8.69	\$3.71	\$104.54	\$38,157
Total Level V	5,188						\$143.07	\$52,221
Grand Total Level I-V	14,215	\$75.69	\$28.81	\$104.50			\$116.89	\$42,665
Youthful Offender System								
Youthful Offender System Aftercare	42	\$100.85	\$0.00	\$100.85	\$0.00	\$3.71	\$104.56	\$38,164
Youthful Offender System	179	\$227.21	\$10.71	\$237.91	\$8.69	\$3.71	\$250.31	\$91,363
YOS Jail Backlog	3	\$54.93	\$0.00	\$54.93	\$0.00	\$0.00	\$54.93	\$20,049
Community Services								
Parole	8,932	\$11.76	\$0.57	\$12.35	\$0.00	\$3.71	\$16.06	\$5,862
Fugitive Apprehension	793	\$4.29	\$0.00	\$4.29	\$0.00	\$3.71	\$8.00	\$2,920
Community Supervision	1,552	\$22.91	\$0.00	\$22.91	\$0.00	\$3.71	\$26.62	\$9,716
External Capacity								
Bent County	1,405	\$57.37	\$1.04	\$1.95	\$0.00	\$4.21	\$64.57	\$23,568
Crowley County	1,769	\$57.37	\$1.26	\$2.02	\$0.00	\$4.21	\$64.85	\$23,669
Cheyenne Mountain ReEntry Center	697	\$57.37	\$1.35	\$1.65	\$0.00	\$4.21	\$64.59	\$23,574
County Jails	549	\$54.93	\$0.00	\$0.22	\$0.00	\$4.21	\$59.37	\$21,669
Community Corrections Programs	31	\$50.17	\$0.00	\$0.00	\$0.00	\$4.21	\$54.38	\$19,849

Medical cost per day includes medical and mental health costs that are not facility specific, such as external medical care, pharmaceuticals, centralized x-ray and dental expenses, capital equipment, centralized personal services, and central service contracts.

Centralized cost per day includes centralized expenses that are not facility specific, such as centralized personal services, inspector general, superintendent's, offender ID, legal access, transportation, facility services, education, communications, and information systems.

Administrative cost per day includes expenses that would apply to the entire department, such as the executive director's office, business operations (budget, accounts payable, inmate bank, payroll, general accounting), personnel, offender services, and training.

FY 2020 Energy Management Plan

Instructions: The FY 2020 Energy Management Plan is broken up into multiple sections. This plan represents a comprehensive approach to energy reduction - please complete each section with as much detail as possible.

Agency Specific Information																																	
Name of Agency/Agency Contact. Include contact info.	Colorado Department of Corrections (CDOC) Facility Management Services P 719.226.4128 F 719.226.4605 1250 Academy Park Loop, Colorado Springs, CO 80910																																
Agency participation in energy goal: Exempt/Non-Exempt	CDOC is non-exempt.																																
# of buildings and total square footage subject to Executive Order (EO). EO square footage can be found in <i>Documentation of Energy Baseline and Operational Boundary</i> .	<p>EnergyCAP tracks more buildings than EO minimums for CDOC</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">EO Buildings:</td> <td style="width: 30%;">204 Buildings</td> <td style="width: 40%; text-align: right;">6,180,372 SF</td> </tr> <tr> <td>EnergyCAP Buildings:</td> <td>614 Buildings</td> <td style="text-align: right;">6,978,479 SF</td> </tr> <tr> <td>CDOC Total:</td> <td>639 Buildings*</td> <td style="text-align: right;">7,158,815 SF*</td> </tr> </table> <p>* These facts (as reported to the Office of the State Architect on 01 July 2019) include all Correctional Facilities, Leases, Correctional Industries (CCi) Buildings and International Corrections Management Training Center (ICMTC) Buildings.</p>	EO Buildings:	204 Buildings	6,180,372 SF	EnergyCAP Buildings:	614 Buildings	6,978,479 SF	CDOC Total:	639 Buildings*	7,158,815 SF*																							
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Total FY 2019 energy spend. EnergyCAP Budget Module is used for CDOC annual Energy Spend Data.	<p>FY 2019 Energy Spend Summary Information:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Total FY 2019 Floor Area in EnergyCAP:</td> <td style="text-align: right;">6,978,479 SF</td> </tr> <tr> <td>Total FY 2019 Energy Spend:</td> <td style="text-align: right;">\$11,580,678</td> </tr> <tr> <td>Average FY 2019 Cost / Floor Area:</td> <td style="text-align: right;">\$ 1.66/SF</td> </tr> </table>	Total FY 2019 Floor Area in EnergyCAP:	6,978,479 SF	Total FY 2019 Energy Spend:	\$11,580,678	Average FY 2019 Cost / Floor Area:	\$ 1.66/SF																										
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Buildings Ranked by Use per area.	<p>FY 2019 Energy Use Summary Information:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Total Floor Area:</td> <td style="text-align: right;">6,978,479 SF</td> </tr> <tr> <td>Total Use in MMBtu (Normalized):</td> <td style="text-align: right;">1,017,104 MMBtu</td> </tr> <tr> <td>Use / Floor Area:</td> <td style="text-align: right;">0.146 MMBtu/SF</td> </tr> </table> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Trinidad Correctional Facility</td> <td style="text-align: right;">0.239 MMBtu/SF</td> </tr> <tr> <td>Sterling Correctional Facility</td> <td style="text-align: right;">0.174 MMBtu/SF</td> </tr> <tr> <td>Denver Women’s Correctional Facility</td> <td style="text-align: right;">0.170 MMBtu/SF</td> </tr> <tr> <td>Arkansas Valley Correctional Facility</td> <td style="text-align: right;">0.167 MMBtu/SF</td> </tr> <tr> <td>Delta Correctional Facility</td> <td style="text-align: right;">0.158 MMBtu/SF</td> </tr> <tr> <td>Colorado Correctional Center</td> <td style="text-align: right;">0.152 MMBtu/SF</td> </tr> <tr> <td>Denver Receiving & Diagnostic Center</td> <td style="text-align: right;">0.143 MMBtu/SF</td> </tr> <tr> <td>Limon Correctional Facility</td> <td style="text-align: right;">0.132 MMBtu/SF</td> </tr> <tr> <td><u>Colorado Territorial Correctional Facility</u></td> <td style="text-align: right;"><u>0.130 MMBtu/SF</u></td> </tr> <tr> <td><u>Rifle Correctional Facility*</u></td> <td style="text-align: right;"><u>0.061 MMBtu/SF</u></td> </tr> <tr> <td><u>Buena Vista Correctional Complex*</u></td> <td style="text-align: right;"><u>0.039 MMBtu/SF</u></td> </tr> <tr> <td><u>La Vista Correctional Facility (CMHI-P)**</u></td> <td style="text-align: right;"><u>0.074 MMBtu/SF</u></td> </tr> <tr> <td><u>San Carlos Correctional Facility (CMHI-P)**</u></td> <td style="text-align: right;"><u>0.058 MMBtu/SF</u></td> </tr> </table> <p>* Rifle and Buena Vista have limited mechanical cooling ** <i>Electric Only for LVCF & SCCF</i></p>	Total Floor Area:	6,978,479 SF	Total Use in MMBtu (Normalized):	1,017,104 MMBtu	Use / Floor Area:	0.146 MMBtu/SF	Trinidad Correctional Facility	0.239 MMBtu/SF	Sterling Correctional Facility	0.174 MMBtu/SF	Denver Women’s Correctional Facility	0.170 MMBtu/SF	Arkansas Valley Correctional Facility	0.167 MMBtu/SF	Delta Correctional Facility	0.158 MMBtu/SF	Colorado Correctional Center	0.152 MMBtu/SF	Denver Receiving & Diagnostic Center	0.143 MMBtu/SF	Limon Correctional Facility	0.132 MMBtu/SF	<u>Colorado Territorial Correctional Facility</u>	<u>0.130 MMBtu/SF</u>	<u>Rifle Correctional Facility*</u>	<u>0.061 MMBtu/SF</u>	<u>Buena Vista Correctional Complex*</u>	<u>0.039 MMBtu/SF</u>	<u>La Vista Correctional Facility (CMHI-P)**</u>	<u>0.074 MMBtu/SF</u>	<u>San Carlos Correctional Facility (CMHI-P)**</u>	<u>0.058 MMBtu/SF</u>
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	<ul style="list-style-type: none"> The facilities on the Pueblo Complex are not officially ranked. Heat is provided by the Colorado Mental Health Institute - Pueblo (CMHI-P) campus, for the two facilities listed (LVCF & SCCF), and almost all utilities are provided by CMHI-P for one of the facilities (Youthful Offender System - YOS) that is not listed. The East Cañon City Prison Complex is not ranked. It has a master electric meter that serves multiple prisons.
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FY 2019 Results

Agency energy reduction/increase FY 2019 over FY 2018 by square foot:	5.4% Decrease↓ Absolute: 1.9% Decrease↓
Agency energy reduction/increase FY 2019 over Baseline FY 2015 by square foot:	9.1% Decrease↓ Absolute: 2.4% Decrease↓
CDOC used EnergyCAP v7 Report-06, with Normalized energy data, both for Energy Use/Area and Energy Use, to calculate the above results.	

Explain FY 2019 results including strategies and/or issues that influenced the reduction/increase:
 Using weather normalized data, it appears that CDOC is maintaining the energy efficiency that we derived under the Energy Performance Contracts that were implemented prior to FY 2015, but that we are not reducing energy use to a significant extent.

List key strategies outlined in FY 2019 plan, progress to date, and lessons learned*

Strategy 1	Strategy 1: Beginning in FY 2017, CDOC initiated a feasibility process to assist the Department in our efficiency, conservation, and maintenance efforts. Progress: This effort will continue into FY 2020.
Strategy 2	Strategy 2: The Department of Corrections finalized implementation of the Energy Performance Contract Energy Conservation Measures at Arkansas Valley and Limon Correctional Facilities. Measurement and Verification is underway. Progress: Energy Performance Contracting projects have been implemented at five of our larger facilities. Lessons Learned: Energy Efficiency and Water Conservation measures need to be thoroughly understood, prior to selection and implementation. The department needs to understand if we will be able to actually measure the savings, or if the savings will be stipulated. Also, we need to be fully aware of the effort and cost required to maintain the operational savings that are projected. Future Efforts: The impacts of SB17-267 need to be understood prior to initiating EPC projects at leveraged facilities.
Strategy 3	Strategy 3: The department worked with facilities to install smaller energy conservation measures, including light-emitting-diode (LED) lights and variable frequency drives. Progress: Smaller projects are implemented as funding is available from utility cost avoidance through energy use reduction.

FY 2020: Data Management

	Notes/Comments
<p>Explain the process your agency uses to manage EnergyCAP data</p> <p>Include information on the following: Do you use Bill CAPture? If so, who is responsible for uploading data and under what frequency? If your agency does not use Bill CAPture, how is data uploaded? For each person involved, please explain roles and responsibilities.</p>	<p>Starting in FY2019, CDOC began using Bill CAPture to upload the majority of CDOC’s utility invoices into EnergyCAP. The utility invoice data is uploaded or entered into EnergyCAP on a daily basis. The Utility/Energy Analyst uploads and verifies the majority of the utility data. The Utility Management Engineer, uploads or enters a portion of the utility data. While both staff input utility/billing data, resolve billing errors, and coordinate with onsite maintenance staff, the Energy Analyst deals mainly with monthly utility invoices while Utility Management Engineer deals with solar photovoltaic contracts, annual water, and energy/utility performance contract (EPC), and other special utility and utility-related invoices.</p>
<p>Explain your process to analyze and act on energy data</p> <p>Explain your agency’s process to review utility bills and rates including frequency and roles and responsibilities. How will billing errors or rate issues be addressed?</p> <p>Explain your process to review building energy use and look for trends in how much energy is used including frequency and roles and responsibilities. How will billing or performance issues be addressed?</p>	<p>CDOC receives a copy of the utility invoice via mail or online portal. We save an electronic copy to the local drive. The Energy Analyst or Utility Management Engineer uploads the invoice into Bill CAPture. To process the invoice for payment, we put time and date received stamp on the invoice and review the bill for usage abnormalities and billing errors. Once the data is uploaded into EnergyCAP, we check to see if there is a spike or drop in usage and, if it is deemed to be suspect, we check the weather / temperature pattern, the number of days (short, normal, or long month) reflected on the invoice service period. If the usage pattern is deemed to be suspect (usage is outside of regular pattern for the period, or use per day appears abnormal), we escalate further by notifying the onsite building physical plant manager and/or maintenance staff. Onsite staff then checks on problem(s) (such as leaks, meter issues, etc.) and resolves the issue, if at all possible. Facility Physical Plant staff might let us know that there was a change in building usage / occupancy / or operations so that we can notate the account going forward. If, on the other hand, there is a billing / accounting / utility meter issue with the bill, we contact the vendor to research the reason for the error, get it resolved, and have a corrected bill issued.</p>
<p>In this section provide any other information about EnergyCAP, utility data, or energy analysis that helps explain your agency’s approach to data management. Include any challenges your agency experiences with EnergyCAP or data management.</p>	<p>EnergyCAP’s summary graphs and tables provide quick, easy views to assist in analysis to determine if utility cost and use are reasonable.</p> <p>CDOC uses the Utility Budget Module on the installed EnergyCAP client to track and project monthly and annual utility costs, since EnergyCAP data is closer to real time than CORE (the State’s financial system).</p>

FY 2020: Capital Improvements	
	Notes/Comments
List planned FY 2020 energy efficiency improvements, project budgets, and anticipated energy savings.	CDOC feasibility process assists the Department in our efficiency, conservation, and maintenance efforts. This feasibility process includes the following activities: site tours and data collection, cursory modeling of energy use intensity, staff interviews, analysis of our identified Controlled Maintenance and Capital Renewal needs at each location, collecting data relevant to site- and centrally-identified energy/water conservation measures, and consideration of incorporating renewables. Pending the outcome of these feasibility studies, we anticipate we will be moving forward with one or more Investment Grade Audits and, ultimately, Energy Performance Contracts (EPC) for facilities not subject to Senate Bill 267 [SB17-267] or prior EPCs.
List prioritized but unfunded energy efficiency improvements, budgets, and anticipated energy savings.	<p>Location: Department-Wide</p> <ul style="list-style-type: none"> • Arkansas Valley • Buena Vista • Colorado Territorial • Delta • Colorado Correctional Center • Centennial • Limon • Sterling • Trinidad <p>Project: Building Automation System Controls Preliminary Estimate: \$300,000 Savings: TBD</p> <p>Based on a FY17 preliminary study, the department needs an estimated \$8,000,000 to upgrade existing deficiencies with the building automation system. The study identified items considered the, “Best Bang for Your Buck”, that the department needs to implement in the immediate future to keep systems up, running, and operational, until \$8 million in funds can be secured. Due to lack of sufficient funding, the Department may need to take a phased approach and install a few hundred thousand dollars in BAS improvements at a time.</p>
Describe your agency’s process for identifying, prioritizing, and funding capital improvements.	Routine and preventative maintenance is addressed primarily through Capital Outlay (maintenance budget line) funding. Each CDOC facility is designated a maintenance budget, administered by the Facility Management Services’ Maintenance and Construction Manager. The algorithm for the allocation of funds considers a number of factors including age of buildings/ infrastructure, building square footage, building use and Facility Unique Physical Plant Expenses (FUPPEs). Facility-based projects including preventative maintenance are addressed on an annual basis through the Annual Physical Plant Assessment Process.

	<p>Appropriations and associated budget allocations for the maintenance line over the past few years are inadequate to fully address routine scheduled maintenance needs. In FY 2017-18, the Department successfully submitted a Decision Item to the Office of State Planning and Budget (OSP) for an increase to the maintenance budget. Unfortunately, FY2020 funding for the maintenance budget was reduced to previous funding levels. A variety of small, longstanding, maintenance needs were addressed in FY2018. Additional, critical maintenance needs were addressed in FY2019. Unfortunately, with reduced funding in FY2020, the maintenance line will be hard pressed to assist facilities and help our systems “to hold on” until replacement can occur.</p>
<p>Have any of your buildings recently undergone a formal energy audit or are any planned? If so, for which buildings?</p>	<p>The most recent energy audits were part of our Energy Performance Contracting (EPC) projects several years ago. EPC projects involving energy measures were performed at the following correctional facilities:</p> <ul style="list-style-type: none"> • Territorial (Cañon City, CO) • Buena Vista (Buena Vista, CO) • Sterling (Sterling, CO) • Arkansas Valley (Crowley, CO) • Limon (Limon, CO) <p>In FY2019, CDOC performed a cursory feasibility evaluation on the following correctional facilities:</p> <ul style="list-style-type: none"> • <i>Denver Reception & Diagnostic Center (DRDC)</i> • <i>Denver Women’s Correctional Facility (DWCF)</i> • Trinidad Correctional Facility (TCF) <p><i>Unfortunately, the Denver facilities are largely impacted by [SB17-267].</i></p> <p>In FY2020, CDOC plans to initiate a Facility Assessment on the following correctional facilities:</p> <ul style="list-style-type: none"> • Trinidad Correctional Facility (TCF) <p>In FY2020, CDOC also plans to determine the feasibility of a technology-specific EPC project for LED lighting retrofits.</p>
<p>Discuss your agency’s approach to replacing damaged or failing equipment. Is equipment replaced “like for like” or with higher efficiency equipment? Who makes the decision and what criteria is used to make the decision?</p>	<p>Currently, most equipment is replaced “like for like” at the facility level unless a project is planned that includes design and construction. However, newer equipment is often more energy efficient than the old, non-functioning, or failed equipment that is being replaced.</p> <p>If an energy savings option is available on a project for an incremental cost, and if funds are available, we can make a change to the project</p> <p>Energy costs combined with equipment condition will drive decisions to prioritize energy efficiency projects.</p>
<p>Based on the feasibility study created for your agency by the Colorado Energy Office, what opportunities exist for energy performance contracting?</p>	<p>The Colorado Energy Office (CEO) recommends that four (4) of CDOC’s fifteen (15) state owned and operated facilities, that have not previously implemented Energy Performance, have true potential for Energy Performance Contracting (EPC). The barriers that exist to implementing EPC in CDOC</p>

<p>What, if any, barriers exist to implementing EPC in your facilities? How can CEO assist?</p>	<p>facilities are ongoing EPC financing costs, which limit the annual utilities budget to absorb a greater percentage of EPC financing. In addition, Senate Bill 17- 267, may impact CDOC’s ability to leverage energy efficiency improvements using the EPC financing vehicle.</p> <p>How can CEO assist? CDOC plans to work with CEO to develop EPC projects, where feasible. Projects will be developed in a staged manner so that CDOC and CEO can thoroughly review and vet the proposed energy/ utility conservation measures. Further, staged timing for construction and implementation of the projects is required due to staffing and housing constraints at our facilities. Facilities are currently at or near bed capacity, so construction projects place an even greater strain on the operation of facilities. Recruiting and maintaining complete staffing levels in Corrections is a challenge given that other employers are offering salary, benefits, and work-life balance packages to incentivize new employees and retain current employees in this low unemployment economy.</p>
<p>If EPC is not feasible, what strategies are available to your agency to fund energy efficiency improvements?</p>	<p>Smaller energy efficiency projects are implemented, within a fiscal year, if cost avoidance can be applied to fund small projects, such as lighting replacements.</p> <p>Utility service providers offer rebates and incentives through energy efficiency and demand side management programs which may stretch available CDOC utility funds, and make some smaller projects possible.</p>
<p>What other resources are needed to ensure that energy efficiency improvements are part of the strategy to reduce energy use in your facility?</p>	<p>Funding and staffing levels, ample and sufficient to evaluate, outline, plan, prioritize, procure, and implement operational improvements, are the two largest constraints. Not only must agencies be fully staffed, but staff members must also have the technical background, training, continuing education, and experience to plan, implement, operate, and maintain existing and new equipment as well as measures. Once installed, measures are only effective if they are properly operated and maintained.</p>
<p>In this section provide any other information about how your agency identifies, plans for, funds, and implements energy efficiency improvements.</p>	<p>Larger projects are ranked in the Capital Construction (CC) /Capital Renewal (CR) and Controlled Maintenance (CM) project requests, which lists hundreds of projects to be funded. However, most of these projects are prioritized based on upon loss of use of the Facility and relocation of the offender populations if the systems fail. Energy efficiency projects are rarely ranked high enough on the list to secure funding in any given funding cycle. Energy Performance Contracting is typically the only way that large energy efficiency improvement projects can be funded.</p>

FY 2020: Operational Improvements	
	Notes/Comments
List planned FY 2020 operational improvements, project budgets, and anticipated energy savings.	CDOC plans to initiate a feasibility process that will assist the Department in our efficiency, conservation, and maintenance efforts. We anticipate this feasibility process will include some or all of the following activities: site tours and data collection, cursory modeling of energy use intensity, staff interviews, analysis of our identified Controlled Maintenance and Capital Renewal needs at each location, collecting data relevant to site- and centrally-identified energy/water conservation measures, and consideration of incorporating renewables. Pending the outcome of these feasibility studies, we anticipate we will be moving forward with one or more Investment Grade Audits and, ultimately, Energy Performance Contracts.
List prioritized but unfunded operational improvements, budgets, and anticipated energy savings.	<p>Location: Department-Wide</p> <ul style="list-style-type: none"> • Arkansas Valley • Buena Vista • Colorado Territorial • Delta • Colorado Correctional Center • Centennial • Limon • Sterling • Trinidad <p>Project: Building Automation System Controls Preliminary Estimate: \$300,000 Savings: TBD</p> <p>Based on a preliminary study from June 2017, the department needs an estimated \$8,000,000 to upgrade existing deficiencies with the building automation system. The study identified items considered the, “Best Bang for Your Buck”, that the department needs to implement in the immediate future to keep systems up, running, and operational, until \$8 million (<i>escalated</i>) in funds can be secured. Due to lack of sufficient funding, the Department may need to take a phased approach and install a few hundred thousand dollars in BAS improvements at a time.</p>
Describe your agency’s process for identifying and prioritizing operational improvements.	Routine and preventative maintenance is addressed primarily through Capital Outlay (maintenance budget line) funding. Each CDOC facility is designated a maintenance budget, administered by the Facility Management Services Assistant Director, that takes into consideration a number of factors including age of buildings, infrastructure, building square footage, building use and Facility Unique Physical Plant Expenses (FUPPEs). Facility-based projects including preventative maintenance are addressed on an annual basis through the Annual Physical Plant Assessment Process. Appropriations and associated budget allocations for the maintenance line over the past few years are inadequate to fully address routine scheduled maintenance needs.

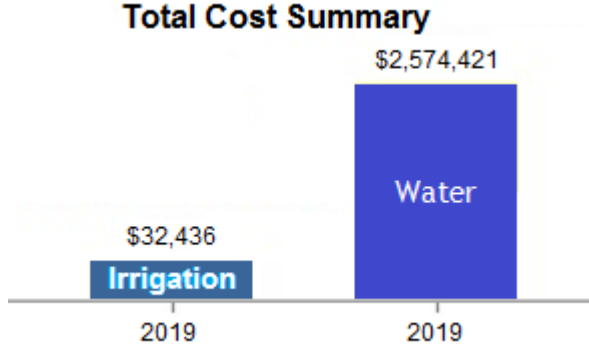
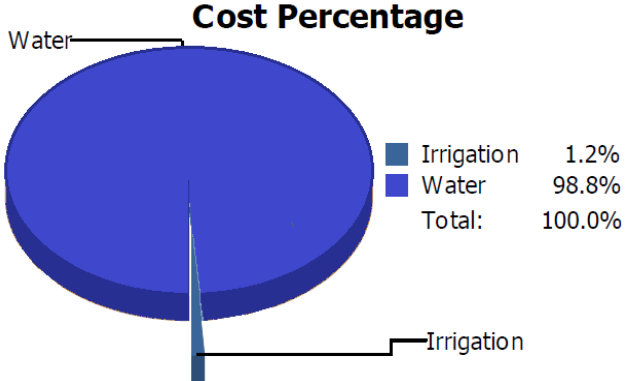
<p>Have any of your buildings recently undergone a formal retro-commissioning study or are any planned? If so, which ones?</p> <p>A retro-commissioning study identifies opportunities to ensure that existing systems run more efficiently.</p>	<p>CDOC facilities have undergone formal retro-commissioning studies under our Energy Performance Contracts, at the following correctional facilities:</p> <ul style="list-style-type: none"> • Territorial (Cañon City, CO) • Buena Vista (Buena Vista, CO) • Sterling (Sterling, CO) • Arkansas Valley (Crowley, CO) • Limon (Limon, CO)
<p>Describe the role building operators play in supporting Greening Government goals and directives. Is there regular communication with the GGLC rep?</p>	<p>Facility Management Services staff members work with facility Physical Plant staff members on a daily basis.</p> <p>Greening Government goals are shared with staff members via the quarterly Physical Plant Manager (PPM) Meetings. Mid-year in FY 2019, the Utility/Energy Analyst was tapped to serve as the Greening Government Leadership Council (GGLC) representative, when the previous GGLC rep took a promotion position in another section. As we move through FY 2020, the duties and planned interactions between the GGLC Representative and Physical Plant staff will be developed along with avenues for engagement of operations and maintenance staff at the facilities.</p> <p>Within FMS the Maintenance Technician manages Sprocket, an enterprise management system for facility physical plant work orders and operations and maintenance (O&M) tracking. We continue to develop the program by adding O&M tasks in Sprocket which will help with energy efficiency and further other greening objectives. Facility Management Service is working with Physical Plant Managers and Facility staff to provide training and support services. Over the past two years, CDOC has offered Building Automation Controls (BAS) training and assistance. We also offer state-wide operations and maintenance support for chiller systems, generators, and elevators. We are considering adding a state-wide contract for Boilers in the next year or two.</p>
<p>What other resources are needed to ensure that operational improvements are part of your agency's strategy to reduce energy use in your facility?</p>	<p>Funding and staffing, ample and sufficient to evaluate, outline, plan, prioritize, procure, and implement operational improvements, are the two largest constraints.</p>
<p>In this section provide any other information about how your agency identifies, plans for, funds, and implements operational improvements.</p>	<p>Many of the Department's Controlled Maintenance proposed projects have been unfunded for numerous years and result in a Capital Renewal project submittal. Often, this is due to the cost of the project exceeding the \$2 million controlled maintenance top cap and the project requiring a single project phase, as opposed to two, because of the type of critical system improvements that must be completed. This requires reprioritization of the Capital Construction (CC) /Capital Renewal (CR) listing and allows other Controlled Maintenance (CM) projects to move up in priority. All of the CM CC CR projects are ranked based upon loss of use of the Facility and relocation of the offender populations if the systems fail.</p>

FY 2020: Employee Engagement	
	Notes/Comments
Discuss your agency's approach to engaging employees in reducing energy use in your facilities.	Employees of the CDOC are educated through newsletters and Champions across the department. Employees are also asked for sustainability ideas relating to their work areas along with active educational offender engagement.
Discuss agency policies that support energy reduction including flex time or teleworking.	Given the nature of the Department of Corrections' mission, flex time and teleworking are not programs that the Department includes as options for employees. Therefore they are not available to implement as energy efficiency or water reduction policies.
Discuss resource needs or barriers to greater employee engagement.	CDOC facilities are spread across the state, which sometimes makes the sharing of ideas and engagement with all employees a challenge. Because of our mission, safety and security are generally a higher priority than energy efficiency or water reduction policies.
In this section provide any other information about employee engagement in your agency.	Our Green Team Champions consist of subject matter experts along with correctional staff committed to learning and dedicating time in the CDOC sustainability mission.

FY 2020: General Comments	
	Notes/Comments
Please provide any other comments or feedback related to the Greening Government goal or your agency's efforts.	The Colorado Energy Office plays a key role in the Contract agreement between the State of Colorado and our utility database management vendor, EnergyCAP Inc. CEO must prioritize and ensure that a state contract is in place in order for state agencies and offices to have a continuous and uninterrupted service for our utility invoice uploads (through the Bill CAPture service) and utility data analysis through the overall EnergyCAP program.
The Colorado Energy Office is investigating enterprise energy reduction strategies including capital and operational improvements and renewable energy. Would your agency be interested participating/learning more?	The Colorado Energy Office is encouraged to share information on energy reduction strategies with the Department of Corrections.

FY 2020 Water Management Plan

Instructions: The FY 2020 Water Management Plan is broken up into multiple sections. This plan represents a comprehensive approach to water reduction.

Agency Specific Information															
<p>Name of Agency/Agency Contact. Include contact info.</p>	<p>Colorado Department of Corrections Facility Management Services P 719.226.4124 F 719.226.4605 1250 Academy Park Loop, Colorado Springs, CO 80910</p>														
<p>Agency participation in water goal: Exempt/Non-Exempt</p>	<p>CDOC is non-exempt.</p>														
<p># of water meters subject to EO.</p>	<p>CDOC has 20 water meters and 2 wells used to supply domestic potable water.</p>														
<p>Total FY 2019 water spend.</p> <p>CDOC used BL-12 to get the total FY 2019 water spend. Due to Bill CAPture setup, Commodity Code “Irrigation” had to be added to get the entire water spend for FY 2019.</p>	<p>Total FY 2019 Water Cost: \$ 2,606,857 Avg FY 2019 Water Unit Cost: \$ 3.12/kGal</p> <div style="text-align: center;"> <p>Total Cost Summary</p>  <table border="1" style="margin: 0 auto; border-collapse: collapse;"> <caption>Total Cost Summary Data</caption> <thead> <tr> <th>Category</th> <th>Cost (\$)</th> </tr> </thead> <tbody> <tr> <td>Irrigation</td> <td>32,436</td> </tr> <tr> <td>Water</td> <td>2,574,421</td> </tr> </tbody> </table> </div> <div style="text-align: center; margin-top: 20px;"> <p>Cost Percentage</p>  <table border="1" style="margin: 0 auto; border-collapse: collapse;"> <caption>Cost Percentage Data</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Irrigation</td> <td>1.2%</td> </tr> <tr> <td>Water</td> <td>98.8%</td> </tr> <tr> <td>Total</td> <td>100.0%</td> </tr> </tbody> </table> </div>	Category	Cost (\$)	Irrigation	32,436	Water	2,574,421	Category	Percentage	Irrigation	1.2%	Water	98.8%	Total	100.0%
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<p>Top 10 buildings with highest water use.</p>	<p>FY 2019 Water Summary Information:</p> <p>Total FY 2019 Floor Area in EnergyCAP: 6,978,479 SF Total FY 2019 Floor Area w/Water Service: 6,462,026 SF Total FY 2019 Usage: 834,282 kGal Avg FY 2019 Use/Floor Area Annualized: 0.129 kGal/SF Avg FY 2019 Cost/Floor Area Annualized: \$ 0.403/SF</p>														

Top 10 buildings with highest water use.	<p><u>Top 10 Facilities with highest water use:</u></p> <table border="0"> <tr><td>Trinidad Correctional Facility</td><td>0.268 kGal/SF</td></tr> <tr><td>Arkansas Valley Correctional Facility</td><td>0.187 kGal/SF</td></tr> <tr><td>Limon Correctional Facility</td><td>0.159 kGal/SF</td></tr> <tr><td>Buena Vista Correctional Complex</td><td>0.156 kGal/SF</td></tr> <tr><td>Sterling Correctional Facility</td><td>0.135 kGal/SF</td></tr> <tr><td>Delta Correctional Facility</td><td>0.134 kGal/SF</td></tr> <tr><td>East Cañon City Prison Complex*</td><td>0.132 kGal/SF</td></tr> <tr><td>Colorado Territorial Correctional Facility</td><td>0.101 kGal/SF</td></tr> <tr><td>Rifle Correctional Facility</td><td>0.093 kGal/SF</td></tr> <tr><td>Denver Receiving & Diagnostic Center**</td><td rowspan="2">} 0.087 kGal/SF</td></tr> <tr><td>Denver Women’s Correctional Facility**</td><td rowspan="2">} 0.063 kGal/SF</td></tr> </table> <p>Notes: The East Cañon City Prison Complex has a campus-level water service and houses multiple prisons and agricultural water end uses. The Denver Complex Water service can be switched to feed from DRDC or DWCF depending on operational needs.</p>	Trinidad Correctional Facility	0.268 kGal/SF	Arkansas Valley Correctional Facility	0.187 kGal/SF	Limon Correctional Facility	0.159 kGal/SF	Buena Vista Correctional Complex	0.156 kGal/SF	Sterling Correctional Facility	0.135 kGal/SF	Delta Correctional Facility	0.134 kGal/SF	East Cañon City Prison Complex*	0.132 kGal/SF	Colorado Territorial Correctional Facility	0.101 kGal/SF	Rifle Correctional Facility	0.093 kGal/SF	Denver Receiving & Diagnostic Center**	} 0.087 kGal/SF	Denver Women’s Correctional Facility**	} 0.063 kGal/SF
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FY 2019 Results

Agency water reduction/increase FY 2019 over FY 2018 Absolute:	9.2% Decrease ↓ Compared to FY18
Agency water reduction/increase FY 2019 over Baseline FY 2015 Absolute:	4.40% Decrease ↓ Compared to FY15

Explain FY 2019 results including strategies and/or issues that influenced the reduction/increase:
CDOC discovered and repaired two leaks in the water distribution on the East Cañon City Prison Complex (ECCPC) in June 2018. The ECCPC has the largest water volume use of all our locations because it serves multiple correctional facilities and programs. Fixing these ECCPC water leaks resulted in a large reduction in CDOC water use. The implementation of the Alternate Water System at ECCPC will begin a downward trend in potable water use at ECCPC, that will be provide a noticeable decrease in overall CDOC potable water use.

List key strategies outlined in FY 2019 plan, progress to date, and lessons learned*

Strategy 1	<p>Strategy1: In FY 2017, our focus was on the first phase of a major project - the East Cañon City Prison Complex (ECCPC) Alternate Water System. The goal of Phase 1, is to put into operation a portion of a non-potable water system that is intended to eventually remove all of the Correctional Industries current agri-business operations off of potable water service. When the Phase 1 portion of the project is complete, it should result in an annual reduction in potable water usage of approximately 7,600 kGal.</p> <p>Progress to Date: Phase 1A, the majority of Phase 1 design of the ECCPC Alternate Water System, has been completed. Phase 1B was completed in FY 2019. Phase 1B included additional design work, and construction of actual infrastructure, which will allow for movement of a portion of the Correctional Industries current agri-business operations off of potable water service on the ECCPC. Construction is almost complete on the initial phase. This should be completed in FY 2020, provided Correctional Industries has the time and funds to install the pipe.</p>
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<p>Strategy 2</p>	<p>Strategy 2: Employee Engagement -- The Department has identified greening government champions that represent each management grouping of our correctional facilities, Correctional Industries, Parole, and support areas. In addition to their other roles, they will be advocates for water conservation measures at each facility, with direction on measures to be considered coming from the Greening Government Leadership Council and the Facility Management Services Utility Management Program.</p> <p>Progress to Date: The Department's Green Team meets periodically to go over Executive Order directives, share ideas, and develop strategies to implement energy efficiency and water conservation initiatives.</p> <p>Lessons Learned: Initial meetings were scheduled once a month. Over the course of a year, we found that spacing out the face-to-face meetings, and moving to a quarterly schedule, allows for greater engagement during the meetings. Interim communication and the sharing of ideas and strategies, is handled through newsletters, phone calls and e-mails.</p>
<p>Strategy 3</p>	<p>Strategy 3: Water Conservation through Maintenance Contingency Projects. Facilities periodically ask that contingency projects be funded to address issues that are not able to be covered under normal physical plant operating funds. In FY2019, we bought water saving flush valves for three locations:</p> <p>Colorado State Penitentiary (CSP): High water consumption fixtures were replaced with water savings fixtures in 29 cells. Water consumption has been measured in housing units both with and without these fixtures. Water savings is approximately 30% with the new fixtures.</p> <p>Fremont Correctional Facility (FCF): Staff installed water savings fixtures in 24 cells.</p> <p>Buena Vista Correctional Complex (BVCC): Water savings fixtures have been ordered for approximately 90 cells. Installation should occur during FY20.</p> <p>Lessons Learned: staffing shortages have hindered installation efforts. Getting commitments for installation timelines is critical before deciding where monies will be spent.</p>

<p>FY 2020: Data Management</p>	
	<p>Notes/Comments</p>
<p>Explain the process your agency uses to manage EnergyCAP data</p>	<p>Starting in FY2019, CDOC used Bill CAPture to upload the majority of CDOC's utility invoices into EnergyCAP. The utility invoice data is uploaded or entered into EnergyCAP on a daily basis. The Utility/Energy Analyst uploads and verifies the majority of the utility data. The Utility Management Engineer, uploads or enters a portion of the utility data. While both input utility/billing data, resolve billing errors, and coordinate with onsite maintenance staff, the Energy Analyst deals mainly with monthly utility invoices while Utility Management Engineer deals with solar photovoltaic contracts, annual water, and energy/utility performance contract (EPC), and other special utility and utility-related invoices.</p>

<p>Explain your process to analyze and act on water data</p>	<p>CDOC receives a copy of the utility invoice via mail or online portal. We save an electronic copy to the local drive. The Energy Analyst or Utility Management Engineer uploads the invoice into Bill CAPture. To process the invoice for payment, we put time and date received stamp on the invoice and review the bill for usage abnormalities and billing errors. Once the data is uploaded into EnergyCAP, we check to see if there is a spike or drop in usage and, if it is deemed to be suspect, we check the weather / temperature pattern the number of days (short, normal, or long month) reflected on the invoice service period. If the usage pattern is deemed to be suspect (usage is outside of regular pattern for the period, or use per day appears abnormal), we escalate further by notifying the onsite building physical plant manager and/or maintenance staff. Onsite staff then checks on problem(s) (such as leaks, meter issues, etc.) and resolves the issue, if at all possible. Facility Physical Plant staff might let us know that there was a change in building usage / occupancy / or operations so that we can notate the account going forward. If, on the other hand, there is a billing / accounting / utility meter issue with the bill, we contact the vendor to research the reason for the error, get it resolved, and have a corrected bill issued. Once all of the billing issues are resolved, we complete the bill markup and approval stamp process within Adobe Pro and save the changes. We email the approved invoice to Accounting Technicians in our Accounts Payable department, who then process the bill for payment.</p>
<p>In this section provide any other information about EnergyCAP, utility data, or water analysis that helps explain your agency's approach to data management. Include any challenges your agency experiences with EnergyCAP or data management.</p>	<p>EnergyCAP's summary graphs and tables provide quick, easy views to assist in analysis to determine if utility cost and use are reasonable.</p> <p>CDOC uses the Utility Budget Module on the installed EnergyCAP client to track and project monthly and annual utility costs, since EnergyCAP data is closer to real time than CORE (the State's financial system).</p>

FY 2020: Capital Improvements	
	Notes/Comments
List planned FY 2020 water efficiency improvements, project budgets, and anticipated water savings.	<p>In FY 2019 CDOC continued work on the alternate water supply project at the East Cañon City Prison Complex. Current FY2020 work includes evaluating well pumping capabilities, (including determining the condition of the well, the pump, and the electrical supply -- wiring, panels, controls) as well as connecting the supply system to the water storage tank and SCADA control system. CDOC is working with a consulting engineer to finalize the design of a new water line to address delivery water loss.</p> <p>The planned FY 2020 Water Conservation valve and fixture measures include:</p> <p>Buena Vista Correctional Complex (BVCC) Buena Vista, CO 20% - 40% Water Savings* \$99,100 Anticipated water savings compared to current use in day halls and units where installed</p> <p>East Canon City Prison Complex (ECCPC) Partially replace improperly bedded, therefore leaking, potable water delivery lines on the campus. The line is over 1 mile long and cannot be completely replaced during FY2020.\$110,000</p>
List prioritized but unfunded water efficiency improvements, budgets, and anticipated water savings.	<p>Un-funded water efficiency improvements include installing water saving appliances, fixtures, and replacement valves in offender areas: showers, sinks, toilets. We predict indoor water use efficiencies will result in an estimated 30% reduction in water use, for each retrofitted fixture. The preliminary water fixture replacement cost for one prison on the potential retrofit list came in at \$650,000. Due to significant costs, without designated funding sources, these types of projects can only be phased in as budgets allow.</p>
Describe your agency's process for identifying, prioritizing, and funding capital improvements.	<p>An ongoing list of proposed planned projects for each Facility are maintained by the Department's Facility Management Services (FMS) Architecture & Planning Group, based upon identified needs and issues that arise throughout the year. The potential solutions are presented to the Department's Executive staff for review, prioritization and approval.</p>
Have any of your buildings/accounts recently undergone a formal water audit or are any planned? If so, for which buildings/accounts?	<p>In FY2019, the Buena Vista Correctional Complex (BVCC) underwent a water and associated wastewater audit. Wastewater flow quantities listed on the invoices from the sanitation district are in excess of well water pumping flow quantities.</p> <p>The East Cañon City Prison Complex is undergoing a campus distribution system water audit necessary for the Alternate Water</p>

	<p>project. CDOC plans to move Agricultural uses from municipal to well and ditch water, where possible.</p> <p>Prior to the two studies currently underway, recent water audits were part of our Energy Performance Contracting (EPC) projects several years ago. EPC projects involving water measures were performed at the following correctional facilities:</p> <ul style="list-style-type: none"> • Territorial (Cañon City, CO) • Arkansas Valley (Crowley, CO) • Sterling (Sterling, CO) • Limon (Limon, CO)
<p>Discuss your agency’s approach to replacing damaged or failing equipment. Is equipment replaced “like for like” or with higher efficiency equipment? Who makes the decision and what criteria is used to make the decision?</p>	<p>Currently, most equipment is replaced like for like at the facility level unless a project is planned to overhaul a system, i.e. low flow toilets. Water (and associated wastewater flow) billing costs combined with equipment/fixture condition will drive decisions to prioritize water savings projects.</p>
<p>What strategies are available to your agency to fund water efficiency improvements?</p>	<p>Most water conservation projects can only be funded as phased projects as utility cost avoidance funds are available.</p>
<p>What other resources are needed to ensure that water efficiency improvements are part of the strategy to reduce water use in your agency?</p>	<p>Funding and ample staffing levels are the greatest barriers.</p> <p>In FY 2018, CDOC initiated the practice of entering Preventive Maintenance Work Orders in the Computerized Maintenance Management Software (Sprocket) to ensure water leak tests are performed on a regular basis. This practice was continued in FY2019, and should be an established, routine, operations and maintenance practice in FY2020. Due to staffing shortages, even when equipment is purchased, installation can be delayed as more urgent maintenance items are prioritized at the facility.</p>
<p>In this section provide any other information about how your agency identifies, plans for, funds, and implements water efficiency improvements.</p>	<p>If water or sewer flow component rates are higher than average, the Department is investigating and planning for low-flow fixture and/or control valve replacements. Water efficiency measures are also evaluated for feasibility if water use has increased or is higher than the average daily use per offender. In addition, water efficiency measures are evaluated during the Audit Phase for all of our Energy Performance Contracting projects.</p>

FY 2020: Operational Improvements	
	Notes/Comments
List planned FY 2020 operational improvements, project budgets, and anticipated water savings.	<p>Location: East Cañon City Prison Complex Project: Alternate Water Phase 1C Preliminary Estimate: \$980,000 <i>(Only a portion of the funds are currently allocated for GF2020)</i> FY 2020 Phase I Construction ~\$350,000 Phase II Design & Planning ~\$ 70,000</p> <p>In FY 2020 CDOC continues to implement the alternate water supply project at the East Cañon City Prison Complex. CDOC will finish installation and connection of the water lines from the source to storage. We will install one thousand (1,000) linear feet of distribution line. We will evaluate well pumping capabilities and the condition of the well. We will install a new pump, add new controls, and refurbish the electrical supply system (wiring and panels).</p> <p>Location: Buena Vista Correctional Complex BVCC Water Conservation Project - Installation of Water-Conserving Toilet, Lavatory, Shower, and Urinal Valves Phase 1 BVCC Water Conservation North Unit Housing \$266,600</p>
List prioritized but unfunded operational improvements, budgets, and anticipated water savings.	<p>Location: Buena Vista Correctional Complex BVCC Water Conservation Project Replacement of Toilet, Lavatory, Shower, and Urinal Valves Total Estimated Cost: \$654,300</p> <p>FY2020 Installation Phase 1 BVCC Water Conservation North Unit Housing \$266,600</p> <p>Future Phases Phase 2 BVCC Water Conservation East Wing \$151,200 Phase 3 BVCC Water Conservation South Unit Receiving \$153,500 Phase 4 BVCC Water Conservation South Unit Receiving \$ 83,000</p> <p>Anticipated Water Savings: The proposed valve replacements will reduce gallons per flush of existing water closets from 3.5, or greater, gallons per flush to approximately 1.6 gallons per flush, without the need to replace the plumbing fixtures. Each time the toilet is flushed, it will provide a prescribed reduction in water, and the corresponding reduction in water and sewer expense will occur. Preliminary estimates indicate that an annual reduction of up to 48,000 kGal may be possible.</p>
Describe your agency's process for identifying and prioritizing operational improvements.	<p>Routine and preventative maintenance is addressed primarily through Capital Outlay (maintenance budget line) funding. Each CDOC facility is designated a maintenance budget, administered by the Facility Management Services' Maintenance and</p>

	<p>Construction Manager, that takes into consideration a number of factors including age of buildings/infrastructure, building square footage, building use and Facility Unique Physical Plant Expenses (FUPPEs). Facility-based projects including preventative maintenance are addressed on an annual basis through the Annual Physical Plant Assessment Process. Appropriations and associated budget allocations for the maintenance line over the past few years are inadequate to fully address routine scheduled maintenance needs. In FY2020, the Maintenance funding line was reduced by \$1.1 million, which hinders maintenance efforts.</p>
<p>Describe your agency’s strategy for transitioning to non-potable water.</p>	<p>As funding allows, CDOC will complete the non-potable water project (switch agricultural uses from our municipal source to well & ditch sources) at the East Cañon City Prison Complex. Upon completion, we expect to investigate the feasibility of a project at the Denver Complex.</p>
<p>Which positions have responsibility for operation of water-using equipment and the role they play in supporting Greening Government goals and directives? Is there regular communication with the GGLC rep?</p>	<p>Watering of landscape and vegetative areas is usually the responsibility of the Physical Plant personnel. Correctional Industries has the responsibility for crop irrigation and animal husbandry. Our facility maintenance staff have the responsibility for operation of water-using equipment. Facility maintenance staff are responsible for the upkeep and proper maintenance of water-using equipment to ensure sustainability measures are met. There is communication between facility maintenance staff and the GGLC representative, as well as the Utility Program Manager who has overall responsibility for the water and wastewater utility systems throughout the Department.</p>
<p>What other resources are needed to ensure that operational improvements are part of your agency’s strategy to reduce water use in your agency?</p>	<p>Funding and staffing, ample and sufficient to evaluate, outline, plan, design, prioritize, procure, and implement operational improvements, are the two largest constraints.</p>
<p>In this section provide any other information about how your agency identifies, plans for, funds, and implements operational improvements.</p>	<p>Many of the Department’s Controlled Maintenance proposed projects have been unfunded for numerous years and result in a Capital Renewal project submittal. Often, this is due to the cost of the project exceeding the \$2 million controlled maintenance top cap and the project requiring a single project phase, as opposed to two, because of the type of critical system improvements that must be completed. This requires reprioritization of the Capital Construction (CC) /Capital Renewal (CR) listing and allows other Controlled Maintenance (CM) projects to move up in priority.</p> <p>All of the CM CC CR projects are ranked based upon loss of use of the Facility and relocation of the offender populations if the systems fail.</p>

FY 2020: Employee Engagement	
	Notes/Comments
Discuss your agency's approach to engaging employees in reducing water use.	Employees of the CDOC are educated through newsletters and Champions throughout the department. Employees are also asked for sustainability ideas relating to their work areas along with active educational offender engagement.
Discuss agency policies that support water reduction including flex time or teleworking.	Given the nature of the Department of Corrections' mission, flex time and teleworking are not programs that the Department includes as options for employees. Therefore they are not available to implement as energy efficiency or water reduction policies.
Discuss resource needs or barriers to greater employee engagement.	CDOC facilities are spread across the state, which sometimes makes the sharing of ideas and engagement with all employees a challenge. Because of our mission, safety and security are generally a higher priority than energy efficiency or water reduction policies.
In this section provide any other information about employee engagement in your agency.	Our Green Team Champions consist of subject matter experts along with correctional staff committed to learning and dedicating time in the CDOC sustainability mission.

LONG RANGE FINANCIAL PLAN

COLORADO DEPARTMENT
OF CORRECTIONS



FY 2019-20

LONG RANGE FINANCIAL PLAN

COLORADO DEPARTMENT OF CORRECTIONS

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SECTION 1: INTRODUCTION

Pursuant to HB18-1430 (§2-3-209, C.R.S.), each state agency is required to submit an annual long-range financial plan beginning November 1, 2019. The statutory elements required in the plan include:

- Statement of an agency's mission
- Description of an agency's major functions
- Description of an agency's performance goals
- Performance evaluation of an agency's major programs with recommendations to improve performance
- Description of anticipated trends, conditions, or events affecting the agency
- Description of any programs funded by federal funds or gifts, grants, and donations that may decrease in the future.

This long-range financial plan covers the five-year period beginning in the current fiscal year (from FY 2019-20 through FY 2023-24). The plan is not a policy document but rather a management tool to support effective planning and resource allocation. As such, it does not reflect the impact of policy proposals. In addition, given the November 1 statutory deadline for this report, it was developed prior to the finalization of the Governor's FY 2020-21 budget request, and thus may not reflect all technical changes prepared for the budget.

The Office of State Planning and Budgeting (OSPB) has developed a statewide overview of the long-range plan submissions, which can be viewed on OSPB's website at: <https://www.colorado.gov/ospb>



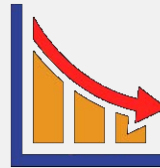
MISSION

To protect the citizens of Colorado by holding offenders accountable and engaging them in opportunities to make positive behavioral changes and become law-abiding, productive citizens.

VISION

Building a safer Colorado for today and tomorrow.

FY 2020 WIGs



WIG #1: Decrease Recidivism through Normalization of Prison

Outcome Measure: Decrease recidivism rate by establishing and implementing ten prison normalization principles by June 30, 2020.



WIG #2: Increase Percentage of Employed Parolees

Outcome Measure: Increase percentage of parolees who are employed from 70% to 72% by June 30, 2020.



WIG #3: Improve Culture within Department of Corrections (DOC) and Decrease Labor Shortage

Outcome Measure: Improve culture and decrease labor shortage by decreasing staff turnover rate from 24% to 20% by June 30, 2020.



Governor Bold Goal: Save Coloradans Money on Healthcare

Outcome Measure: Decrease healthcare costs by securing pre-payment waiver on prescription drugs, educating offenders on chronic illness, and decreasing offender self-injurious behavior.

SECTION 2: PROGRAM AND GOAL EVALUATION

Wildly Important Goal 1: Reduce Recidivism through the Normalization of Prison

Metric Description		Year Type	1-Year Goal	3-Year Goal	2019 Actual	2018 Actual	2017 Actual	2016 Actual
L E A D	Decrease the recidivism rate by establishing and implementing ten normalization principles by June 30, 2020	FY	10	15	N/A	N/A	N/A	N/A
	Number of facilities establishing and implementing normalization principles	FY	20	20	N/A	N/A	N/A	N/A
	Number of transitional work program employers	FY	3	9	N/A	N/A	N/A	N/A
	Number of offenders hired for transitional work program	FY	35	120	N/A	N/A	N/A	N/A
	Percent of total parole population that is homeless from 1.6% to 1.4%	FY	1.4%	1.0%	1.6%	1.8%	1.1%	N/A
	Monthly average number of offenders with homeless parole plans from 130 to 120	FY	120	100	130	261	248	294
	Percent of technical parole violation revocations from 1.9% to 1.6%	FY	1.6%	1.4%	1.9%	2.2%	2.2%	2.5%

SECTION 2: PROGRAM AND GOAL EVALUATION

Wildly Important Goal 2: Increase Percentage of Parolees who are Employed

Metric Description		Year Type	1-Year Goal	3-Year Goal	2019 Actual	2018 Actual	2017 Actual	2016 Actual
L E A D	Increase the percentage of parolees who are employed by 2%, from 70% to 72%, by June 30, 2020 ¹	FY	72%	78%	70%	N/A	N/A	N/A
	Releasing offender referrals to WAGEES partners from facilities from 0 to 100	FY	100	400	N/A	N/A	N/A	N/A
	Parolee referrals to WAGEES partners from 1,452 to 1,800	FY	1,800	2,000	1,452	N/A	N/A	N/A
	Number of offender interviews prior to release from prison from 473 to 600	FY	600	1,000	473	345 ²	N/A	N/A

¹ Methodology updated in FY 2019; previous fiscal years are unavailable.

² Started tracking data in October 2017.

SECTION 2: PROGRAM AND GOAL EVALUATION

Wildly Important Goal 3: Improve Culture within DOC and Decrease Labor Shortage

Metric Description		Year Type	1-Year Goal	3-Year Goal	2019 Actual	2018 Actual	2017 Actual	2016 Actual
L E A D	Improve DOC culture and decrease its labor shortage by decreasing the staff turnover rate by 4%, from 24% to 20%, by June 30, 2020	FY	20%	12%	24%	25%	24%	19%
	Conduct a department-wide survey to solicit ideas and suggestions on engagement of staff by September 30, 2019	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Create multi-disciplinary work groups, state-wide, to review employee ideas from the survey and make recommendations to executive staff by January 2, 2020	N/A	N/A	N/A	N/A	N/A	N/A	N/A

SECTION 2: PROGRAM AND GOAL EVALUATION

Governor Bold Goal: Save Coloradans Money on Healthcare

Metric Description	Year Type	1-Year Goal	3-Year Goal	2019 Actual	2018 Actual	2017 Actual	2016 Actual	
L E A D	Decrease healthcare costs by securing a pre-payment waiver on DOC prescription drugs, educating offenders on circulatory system and seizure conditions, and decreasing offender self-injurious behavior (SIB)	N/A	N/A	N/A	N/A	N/A	N/A	
	Secure a pre-payment waiver for medication, in collaboration with Department of Human Services, by January 31, 2020	N/A	N/A	N/A	N/A	N/A	N/A	
	Percent of offenders participating in circulatory system education	FY	40%	60%	N/A	N/A	N/A	N/A
	Number of unscheduled transports from 186 to 179 (circulatory system)	FY	179	172	186	N/A	N/A	N/A
	Percent of offenders participating in seizure education	FY	40%	60%	N/A	N/A	N/A	N/A
	Number of unscheduled transports from 35 to 33 (seizure condition)	FY	33	31	35	N/A	N/A	N/A
	Percent of mental health peer assistants in SIB education	FY	80%	100%	N/A	N/A	N/A	N/A
	SIB events in acute treatment unit (ATU) from 33 to 32	FY	32	31	33	N/A	N/A	N/A
	Number of unscheduled transports from 52 to 49 (ATU)	FY	49	47	52	N/A	N/A	N/A

SECTION 2: PROGRAM AND GOAL EVALUATION

Wildly Important Goal 1: Reduce Recidivism through the Normalization of Prison

Program Description	Describe how program area drives the performance goal. List recommendations/strategies to improve programs that are not meeting goals. Note specific action steps.
<p>Division of Prison Operations The Division of Prison Operations is responsible for the safety and security of the public, staff, and offenders by managing and communicating with offenders while maintaining a safe, humane, and appropriately secure living environment. This entails both day-to-day management as well as long-term living conditions for the offender population. Direct employee offender interaction includes, but is not limited to: counseling for personal issues, family issues, work assignments, educational needs, behavioral expectations, explanation of rules, problem solving, and grievance resolution.</p>	<p>Implementing normalization principles in prison means the DOC will create an atmosphere in prison that is as close as possible to normal life outside of prison. The DOC will focus on ten normalization principles in fiscal year 2020. One of those principles is called "Take TWO"; TWO stands for Transitional Work Opportunity. Take TWO relies on vetted employers hiring offenders while they are still incarcerated. Not only will the offenders gain valuable experience while still in prison, they will also make a decent salary. Making and saving money before releasing from prison will assist offenders with their responsibilities of living in the community after release. Other examples of normalization the DOC is researching are making prisons look more aesthetically pleasing, using offenders to work with other offenders as mentors or to lead groups, and having offenders cook their own meals. It is expected that normalizing prison will make the transition to the community easier for offenders, which will have a positive impact on the recidivism rate.</p>

SECTION 2: PROGRAM AND GOAL EVALUATION

Wildly Important Goal 1: Reduce Recidivism through the Normalization of Prison

Program Description	Describe how program area drives the performance goal. List recommendations/strategies to improve programs that are not meeting goals. Note specific action steps.
<p>Division of Adult Parole Division of Adult Parole encompasses a number of offender populations to include parole, parole intensive supervision program (ISP-P), community residential programs, inmate intensive supervision program (ISP-I), interstate compact offenders, and the re-entry program. Re-entry provides a continuum of behavioral and stabilization interventions to assist with re-entry planning. This assessment-driven case management process starts inside of prisons and continues through parole. This area oversees pre-release specialists, re-entry specialists, case managers, the Work and Gain Education and Employment skills (WAGEES) partnership, facility parole officers, and employment and training navigators. Division of Adult Parole stakeholders include the Colorado State Board of Parole; community and faith-based organizations; programs and treatment agencies; victims; the public; and offenders' families.</p>	<p>Research suggests that securing stable housing is crucial to successful re-entry and a vital component to reducing recidivism. As part of the Department's goal of reducing recidivism, DOC will enhance transition planning through in-reach efforts that assist offenders with establishing stable housing prior to their release. DOC multidisciplinary teams will work collaboratively with offenders and internal and external stakeholders to reduce barriers to stable housing.</p>

SECTION 2: PROGRAM AND GOAL EVALUATION

Wildly Important Goal 2: Increase Percentage of Parolees who are Employed

Program Description	Describe how program area drives the performance goal. List recommendations/strategies to improve programs that are not meeting goals. Note specific action steps.
<p>Division of Adult Parole Division of Adult Parole encompasses a number of offender populations to include parole, parole intensive supervision program (ISP-P), community residential programs, inmate intensive supervision program (ISP-I), interstate compact offenders, and the re-entry program. Re-entry provides a continuum of behavioral and stabilization interventions to assist with re-entry planning. This assessment-driven case management process starts inside of prisons and continues through parole. This area oversees pre-release specialists, re-entry specialists, case managers, the Work and Gain Education and Employment skills (WAGEES) partnership, facility parole officers, and employment and training navigators. Division of Adult Parole stakeholders include the Colorado State Board of Parole; community and faith-based organizations; programs and treatment agencies; victims; the public; and offenders' families.</p>	<p>The Department relies on many partnerships to help offenders and parolees overcome barriers to becoming productive, law-abiding citizens. Work and Gain Employment and Education Skills Program (WAGEES) was created to fund community support organizations that provide resources to offenders releasing from prison and those on parole. WAGEES provides numerous services such as assistance with: employment, to include clothing; obtaining an ID; transportation; housing; medical and mental health; and family therapy. Programs like WAGEES provide offenders and parolees aid so that the transition from prison to the community is not so overwhelming.</p>

SECTION 2: PROGRAM AND GOAL EVALUATION

Wildly Important Goal 2: Increase Percentage of Parolees who are Employed

Program Description	Describe how program area drives the performance goal. List recommendations/strategies to improve programs that are not meeting goals. Note specific action steps.
<p>Division of Adult Parole Division of Adult Parole encompasses a number of offender populations to include parole, parole intensive supervision program (ISP-P), community residential programs, inmate intensive supervision program (ISP-I), interstate compact offenders, and the re-entry program. Re-entry provides a continuum of behavioral and stabilization interventions to assist with re-entry planning. This assessment-driven case management process starts inside of prisons and continues through parole. This area oversees pre-release specialist, re-entry specialists, case managers, the Work and Gain Education and Employment skills (WAGEES) partnership, facility parole officers, and employment and training navigators. Division of Adult Parole stakeholders include the Colorado State Board of Parole; community and faith-based organizations; programs and treatment agencies; victims; the public; and offenders' families.</p>	<p>The Department will work diligently with employers statewide to place screened offenders in jobs before they release into the community. Offenders will be interviewed by video or job fairs held at facilities. This collaboration provides customer service to community partners by supplying them with reliable labor, while also providing opportunities for offenders to gain employment before releasing from prison. Knowing they will have employment will provide offenders relief and one less obligation to worry about on parole.</p>

SECTION 2: PROGRAM AND GOAL EVALUATION

Wildly Important Goal 3: Improve Culture within DOC and Decrease Labor Shortage

Program Description	Describe how program area drives the performance goal. List recommendations/strategies to improve programs that are not meeting goals. Note specific action steps.
Department Wide Resources	Conducting a staff survey is only part of the solution. The Department will create multi-disciplinary work groups, state wide, to review employee ideas from the survey and make recommendations to executive staff by January 2, 2020.

SECTION 2: PROGRAM AND GOAL EVALUATION

Governor Bold Goal: Save Coloradans Money on Healthcare

Program Description	Describe how program area drives the performance goal. List recommendations/strategies to improve programs that are not meeting goals. Note specific action steps.
<p>Clinical and Correctional Services The clinical program provides a complete range of medical services to offenders within the DOC. Primary medical and dental care is administered by state and contract employees within prisons. Other services provided through DOC facilities include pharmacy, laboratory, and x-ray. Health care services that are not available in DOC facilities are provided by contract. The behavioral health programs encompass mental health, alcohol and drug services, and the sex offender treatment and monitoring program. Behavioral health manages offenders with mental health disorders, intellectual and developmental needs, substance use disorders and/or sexual offenses utilizing treatment services such as individual and group therapy, psychiatric services, and crisis interventions. Correctional services include food, laundry, and education programs.</p>	<p>The Department will secure a pre-payment waiver for medication, in collaboration with the Department of Human Services (DHS), by January 31, 2020. It is widely known that the cost of prescription medications has increased at a rapid pace in recent years.</p> <p>The DOC and DHS are working together on a waiver that allows for pre-payment of medications, which will create cost savings. Once the waiver is created, it will go to the Office of the State Controller for review and approval.</p> <p>The Department will add two chronic care education classes offered to offenders by June 30, 2020. The DOC has witnessed an increase in offenders afflicted with both seizures and circulatory system conditions. It is expected that education efforts directed towards these offenders will create fewer medical instances that require unscheduled transports. The DOC will educate offenders who are affected by circulatory system conditions to provide them with the information necessary to assist with controlling their illnesses. Education will focus on ways to reduce the symptoms of circulatory system diseases such as eating healthier, exercising, and maintaining a healthy weight. It may also require the use of medication to keep symptoms in check.</p>

SECTION 2: PROGRAM AND GOAL EVALUATION

Governor Bold Goal: Save Coloradans Money on Healthcare

Program Description	Describe how program area drives the performance goal. List recommendations/strategies to improve programs that are not meeting goals. Note specific action steps.
<p>Clinical and Correctional Services The clinical program provides a complete range of medical services to offenders within the DOC. Primary medical and dental care is administered by state and contract employees within prisons. Other services provided through DOC facilities include pharmacy, laboratory, and x-ray. Health care services that are not available in DOC facilities are provided by contract. The behavioral health programs encompass mental health, alcohol and drug services, and the sex offender treatment and monitoring program. Behavioral health manages offenders with mental health disorders, intellectual and developmental needs, substance use disorders and/or sexual offenses utilizing treatment services such as individual and group therapy, psychiatric services, and crisis interventions. Correctional services include food, laundry, and education programs.</p>	<p>Self-injurious behavior (SIB) training will be implemented at all DOC facilities for mental health peer assistants. Mental health peer assistants are offenders who are utilized to help other offenders who may be struggling with thoughts of self-harm or other stressors. The SIB training will involve additional instruction. The Department will also pilot an acute treatment unit (ATU). The ATU will house offenders who are most in need of mental health education and treatment for SIB. It is anticipated that instances of self-injurious behavior will decrease with these added measures.</p>

SECTION 3: FINANCIAL STRUCTURE

Agency's Funding Sources by Long Bill Division

The Department of Corrections

The Colorado Department of Corrections is responsible for the management of the state's adult prison system, intensive supervision program-inmate (ISP-I), and parole. Prison Operations is accountable for offenders sentenced to prison. Located throughout Colorado are 19 facilities and the Youthful Offender System that are owned and operated by the State of Colorado and three private facilities contracted with by the DOC to house offenders. Adult Parole is responsible for offenders who transition from a facility to parole, community residential programs, and interstate compact offenders. Parole also provides transitional services through community re-entry and pre-release programs. The DOC employs approximately 6,200 employees in many different fields of expertise, all working together towards DOC's mission.

DEPARTMENT OF CORRECTION'S TOTAL APPROPRIATIONS				
	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
FY 2015-16	\$763,812,925	\$40,030,151	\$46,556,185	\$4,794,846
FY 2016-17	\$749,625,641	\$46,384,378	\$49,074,694	\$7,681,326
FY 2017-18	\$789,298,230	\$44,336,438	\$51,514,089	\$2,356,604
FY 2018-19	\$831,438,470	\$46,612,109	\$54,234,294	\$6,461,860
Current Appropriation	\$885,094,026	\$47,619,442	\$51,757,665	\$3,575,312

SECTION 3: FINANCIAL STRUCTURE

1) MANAGEMENT				
	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
FY 2015-16	\$121,602,819	\$981,807	\$167,338	\$557,743
FY 2016-17	\$112,555,924	\$6,242,731	\$167,338	\$526,474
FY 2017-18	\$130,134,991	\$2,483,812	\$142,766	\$652,543
FY 2018-19	\$123,243,355	\$3,221,328	\$146,582	\$727,247
Current Appropriation*	\$247,623,287	\$6,696,095	\$248,805	\$292,912

* FY 2019-20 (Current Long Bill) is higher due to compensation common policy (or POTS) included in the Executive Director's Office subprogram that has not been distributed to other personal services subprograms.

Programs Aligned with "Management":

- A) Executive Director's Office Subprogram
- B)(1) Private Prison Monitoring Unit
- B)(2) Payments to House State Prisoners
- C) Inspector General Subprogram

SECTION 3: FINANCIAL STRUCTURE

2) INSTITUTIONS				
	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
FY 2015-16	\$491,185,975	\$1,391,664	\$64,799	\$0
FY 2016-17	\$491,722,224	\$1,488,210	\$64,799	\$0
FY 2017-18	\$512,510,673	\$1,646,130	\$0	\$0
FY 2018-19	\$554,454,723	\$1,646,922	\$0	\$488,750
Current Appropriation	\$480,106,485	\$1,659,418	\$0	\$0

Programs Aligned with "Institutions":

- A) Utilities Subprogram
- B) Maintenance Subprogram
- C) Housing and Security Subprogram
- D) Food Service Subprogram
- E) Medical Services Subprogram
- F) Laundry Subprogram
- G) Superintendents Subprogram
- H) Youthful Offender System Subprogram
- I) Case Management Subprogram
- J) Mental Health Subprogram
- K) Inmate Pay Subprogram
- L) Legal Access Subprogram

Comment: Prior to FY 2019-20, Institutions included (M) Capital Lease Purchase Payments of approximately \$20 million.

SECTION 3: FINANCIAL STRUCTURE

Housing and Security

The housing and security program covers all critical aspects of prison operations. The program is responsible for the day to day management and living conditions for the offender population and employees. Housing and security maintains a safe, humane, and appropriately secure living environment. Accountability is sustained in all critical areas through documentation and auditing of systems performance; response to emergencies; control of harmful materials; and the regulation of access and egress to facility property. Offender management systems, such as classification, discipline, case planning, and earned time awards to guide offenders into appropriate behavior patterns, are utilized by employees. Management through professional and positive communication is emphasized. Direct employee-offender interaction includes, but is not limited to: counseling for personal issues, family issues, work assignments, educational needs, and behavioral expectations; explanation of rules; problem-solving; and grievance resolution. Common duties for housing and security employees include: meal service, offender recreation, cell and area searches, security inspections, facility communications, incident management systems and practices, training programs, administrative services, offender accountability, key control, tool control, contraband control, evidence management, offender movement, non-routine offender transport, and clerical duties. Many of these activities must be done every day of the week at any hour of the day or night. Customers for this program are offenders. Stakeholders are employees, victims, and the public.

Medical and Dental Programs

The medical program provides a complete range of medical services to offenders within the DOC. Within facilities, primary medical and dental care is administered by state and contract employees, including physicians, dentists, physician assistants/nurse practitioners, nurses, and other medical employees. Infirmaries are located at the Denver Reception and Diagnostic Center (DRDC) and at the Colorado Territorial Correctional Facility (CTCF). Infirmaries provide post-hospital care, containment of contagious diseases, special testing, rehabilitation for accidents, strokes, or injuries, end-of-life care, and other treatment that does not need hospital admission. Other services provided through DOC facilities include pharmacy, laboratory, and x-ray. Health care services that are not available in DOC facilities are provided by contract. Emergency care is referred to local hospital districts. Customers for this program are offenders. Stakeholders are facility medical employees, local hospitals, and offender families.

The dental program offers basic on-site dental services to offenders, including intake exam, dental x-rays, treatment of dental emergencies, extractions, simple restorations, dentures, and preventive measures, as needed. Customers for this program are offenders. Stakeholders are the dental program employees.

SECTION 3: FINANCIAL STRUCTURE

Behavioral Health

The behavioral health programs encompass mental health, alcohol and drug services, and the sex offender treatment and monitoring program. Behavioral health manages offenders with mental health disorders, intellectual and developmental needs, substance use disorders and/or sexual offenses with treatment services such as individual and group therapy, psychiatric services, and crisis interventions. Upon arrival to the diagnostic intake unit, every offender is evaluated for potential services. Throughout the offender's incarceration, the mental health team monitors symptoms and behaviors and offers increased services, if needed. Offenders discharging to the community are linked to services through transition planning and follow-up with parole officers and mental health clinicians who work with the parole division. Customers for Behavioral Health are offenders. Stakeholders are employees, victims, the public, and offender families. The alcohol and drug services program is designed to provide a continuum of care to offenders, including evaluation and treatment services. With treatment, offenders can begin and maintain their process of recovery from substance use disorders. The general assembly has recognized substance abuse as a major problem, contributing to the commission of crimes and a significant factor in recidivism. Substance use disorder assessment and treatment services in DOC are designed to comply with the directives of Colorado Revised Statute (CRS) 16-11.5-102 regarding substance use disorder in the criminal justice system. All facilities delivering treatment are licensed independently as treatment sites through the Department of Human Services, Office of Behavioral Health (OBH). All treatment services and curriculum are approved through OBH and delivered by licensed addiction counselors, certified addiction counselors or supervised counselors in training.

The Sex Offender Treatment and Monitoring Program (SOTMP) provides evaluation, treatment, and monitoring services to offenders who have been convicted of committing a sexual offense. The treatment program uses cognitive behavioral treatment groups and individual therapy to address factors associated with sexual recidivism. The program follows the standards and guidelines for sex offense specific treatment set by the Sex Offender Management Board. Treatment participants are assessed to determine their level of risk for committing another sexual offense and recommended to participate in a level of treatment based on their individual level of risk and needs.

Mental health program services are accessible at every correctional facility through crisis services provided 24 hours per day. Individual and group counseling are also available on site in the majority of the facilities, and psychiatric services are either on site or via video conferencing equipment. Mental health also has residential treatment programs (RTP) for offenders with mental illness and or a need for more intensive treatment due to self-injurious behavior patterns. Transition planning and continuity of care transpires for offenders leaving prison to establish effective support and treatment services when on parole in the community.

SECTION 3: FINANCIAL STRUCTURE

Youthful Offender System

The Youthful Offender System (YOS) was created in 1993 as a result of legislation enacted in a special session of the Colorado legislature. In creating YOS, Colorado was a leader in addressing the problem of sentencing violent juvenile male and female offenders. The YOS facility was designed as a comprehensive model that delivers programs and services to prepare offenders for re-entry back into the community while protecting the public. YOS offers a “middle-tier” sentencing option that lies between the juvenile and adult prison systems for male and female offenders who are 14 to 19 years of age at the time of their offense and sentenced prior to their 21st birthday. With the passage of Senate Bill 15-182, the DOC may transfer certain offenders who would not normally be eligible for a YOS sentence into and out of YOS. The purpose of this bill is to allow youthful offenders not sentenced to YOS the opportunity to participate in the vast education, work, and cognitive programs available at YOS. YOS differs from the juvenile correctional system in at least one very notable way: although YOS offenders are chronologically juveniles, they are considered to be adults in the criminal justice system. Offenders sentenced to YOS are afforded a unique opportunity. The education, work, and cognitive programs they participate in provide them with the tools to make positive behavioral changes. YOS employees are trained and committed to the principles of adolescent development. Through modeling, mentoring, and other planned interventions, YOS employees provide opportunities for offenders to acquire the necessary skills and pro-social abilities that will enable them to grow and develop into successful, law abiding, and productive citizens. Customers for this program are offenders. Stakeholders are the legislature, sentencing courts, employees, and offender families.

SECTION 3: FINANCIAL STRUCTURE

3) SUPPORT SERVICES				
	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
FY 2015-16	\$44,012,140	\$595,039	\$803,984	\$0
FY 2016-17	\$43,150,787	\$733,043	\$861,892	\$0
FY 2017-18	\$45,249,044	\$779,333	\$1,746,997	\$0
FY 2018-19	\$50,108,731	\$865,853	\$1,131,003	\$0
Current Appropriation	\$52,088,083	\$859,456	\$1,167,750	\$0

Programs Aligned with "Support Services":

- A) Business Operations Subprogram
- B) Personnel Subprogram
- C) Offender Services Subprogram
- D) Communications Subprogram
- E) Transportation Subprogram
- F) Training Subprogram
- G) Information System Subprogram
- H) Facility Services Subprogram

Financial Services

Business Operations manages the buying and delivering of goods and services and the requesting, recording, and reporting of financial information. Services provided include: buying goods and services; reviewing department contracts; warehousing and distributing supplies; recording offender receipts and expenses; overseeing the state procurement card program; collecting offender restitution and child support; documenting revenues and collection of receivables and distribution; authorizing, documenting, tracking, approving, paying, and reporting expenses; documenting and tracking assets and liabilities; providing financial information to internal and external stakeholders; internal auditing to ensure internal controls are maintained and proper procedures are followed; preparing the annual budget request; and providing financial oversight to all facilities and subprograms. Customers for this program are victims, employees, and offenders. Stakeholders are the legislature and businesses.

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Office of Human Resources (OHR)

This comprehensive employee-support program includes all human resources management for employees and individuals seeking employment. In serving approximately 6,200 classified positions, OHR consists of five units: Employment Services Unit, Systems and Records Unit, Corrections Training Academy, Employee Relations Unit, and the Employee Benefits Unit. The units are located in the Colorado Springs and Canon City regions.

The Office of Human Resources services include but are not limited to: staffing pattern analysis and establishment; position classification, review, and creation; workforce networking; recruiting; job analysis; evaluation; talent acquisition; selection; hiring; on-boarding; personnel and position records creation and maintenance; personnel actions; personal services contracts; employee relations; dispute resolution; ADA/religious accommodation requests; unemployment; employee claims; employment litigation and hearings; rule interpretation; administration of State Personnel Board Rules and Personnel Director's Administrative Procedures; performance management; quality assurance; workforce wellness; salary distribution analysis; wellness initiatives; benefits administration; risk management; leave reporting; short-term disability; family medical leave; workers compensation; health, dental, and life insurance; PERA retirement; stakeholder, employee, and public consultation; employee development; and training of new hires and in-service employees. Customers and stakeholders for this program are employees and those seeking employment with DOC.

The Corrections Training Academy, located in Canon City, ensures current instruction and training is provided to employees at each facility/division of the Department. New hire, in-service, and annual refresher training is the Department's primary focus. Customers for this program are employees, volunteers, and private prisons. Stakeholders are employees, offenders and the public.

Facility Management Services

The Office of Facility Management Services (FMS) provides timely and cost-effective solutions supporting the operations, maintenance, and construction of Colorado correctional facilities. FMS is comprised of three budgeted sub-programs: FMS, Utilities, and Maintenance. Customers for this program are the offenders and employees. Stakeholders are the legislature, businesses bidding for and receiving contracted jobs, and affected cities/towns. FMS develops and submits funding requests for capital construction, controlled maintenance, and capital renewal projects that include new construction, expansions, and improvements to the physical plant. Repairs to and replacement of buildings and/or major building systems are also included. FMS monitors the work after requests are approved and appropriated through the programming,

SECTION 3: FINANCIAL STRUCTURE

pre-design, design, construction phases, close-out, and post-construction warranty periods. FMS develops project requests, negotiates funding, and provides management and oversight on all emergency maintenance projects and Division of Risk Management insurance claims. FMS staff develop and oversee facility master planning, program planning, housing capacity and bed planning, infrastructure audits and assessments, energy management, regulatory agency reviews and approvals, in-house programming for security, communications and technical systems, procurement, contracts, leases, memorandums of understandings, interagency and intergovernmental agreements, field maintenance support, life safety program administration, DOC asbestos coordinator and hazardous materials support, American Correctional Association compliance and accreditation support, standards development, and State Buildings Programs representation and delegation.

4) INMATE PROGRAMS				
	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
FY 2015-16	\$49,004,150	\$1,405,175	\$1,959,068	\$513,166
FY 2016-17	\$47,211,007	\$1,405,175	\$1,959,068	\$450,584
FY 2017-18	\$46,937,966	\$1,404,675	\$1,944,090	\$441,346
FY 2018-19	\$47,375,439	\$1,406,368	\$1,968,480	\$495,761
Current Appropriation	\$42,807,605	\$1,406,368	\$1,968,480	\$93,247

Programs Aligned with "Inmate Programs":

- A) Labor Subprogram
- B) Education Subprogram
- C) Recreation Subprogram
- D) Drug and Alcohol Treatment Subprogram
- E) Sex Offender Treatment Subprogram
- F) Volunteers Subprogram

SECTION 3: FINANCIAL STRUCTURE

Offender Programs

Offender programs include the education and volunteer programs. Education programs consist of academic, career and technical education, and cognitive education, as well as the use of the library. The academic program is a comprehensive competency-based education for persons in custody of the Department. It addresses the rates of illiteracy among incarcerated offenders. The objective is to reduce recidivism and increase educational proficiency to allow for successful reintegration into society. The career and technical education (CTE) program offers a wide variety of skill-based instruction. The objective of this program is to provide the offenders with training in marketable skills that are relevant and in demand in the workforce. The cognitive education programs (Social Behavioral Science-SBS) offer a resource for offenders to engage in identifying “criminal thinking and behavioral patterns” by dealing with “societal and personal awareness”. Education programs can differ based on the correctional facility, needs of the offender, size of the facility, and custody level. All facilities have libraries. Customers for this program are offenders. Stakeholders are offenders, teachers, and potential employers.

The volunteer program is used in all DOC facilities (to include private facilities) to support the Department’s mission and goals. Volunteer programs are secular and faith-based organizations and include but are not limited to DOC employees, professionals, clergy, and lay persons. The programs provide religious support, substance abuse, and life skill’s education to offenders. The Office of Faith and Citizen Programs provides the primary support for volunteer programs and facility guidance in support of offender religious practices to meet federal and state laws and regulations. Customers for this program are offenders. Stakeholders are volunteers and offender families.

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5) COMMUNITY SUPERVISION				
	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
FY 2015-16	\$55,893,901	\$10,000	\$2,179,256	\$759,244
FY 2016-17	\$52,978,864	\$10,000	\$2,179,256	\$247,107
FY 2017-18	\$52,426,802	\$10,000	\$2,199,183	\$87,400
FY 2018-19	\$54,277,283	\$10,000	\$5,506,600	\$9,574
Current Appropriation	\$60,252,276	\$10,000	\$2,242,231	\$39,098

Programs Aligned with "Community Supervision":

- A) Parole Subprogram
- B)(1) Community Supervision Subprogram
- B)(2) Youthful Offender System Aftercare Subprogram
- C) Community Re-entry Subprogram

Division of Adult Parole

Division of Adult Parole encompasses a number of offender populations to include parole, parole intensive supervision program (ISP-P), community residential programs, inmate intensive supervision program (ISP-I), and interstate compact offenders. Additionally, the Division operates the community reentry and pre-release programs. Parole Community Reentry provides a continuum of behavioral and stabilization interventions to assist with reentry planning. This assessment-driven case management process starts inside of prisons and continues through parole. This area oversees pre-release specialists, community reentry specialists, community care case managers, the Work and Gain Education and Employment Skills (WAGEES) partnership, facility community parole officers and employment and training navigators. Customers for Adult Parole are offenders. Stakeholders include the Colorado State Board of Parole; community and faith-based organizations; programs and treatment agencies; victims; the public; and offenders' families.

Community parole officers (CPOs) supervise offenders in the community to ensure compliance with conditions of parole as ordered by the State Board of Parole. To support offender success, the CPO will use a variety of case management and treatment tools to engage the parolee in positive behavior change such as risk-needs assessment; office, home, and

SECTION 3: FINANCIAL STRUCTURE

employment contacts; and treatment referrals. Supervision consists of motivational interviewing to encourage long-term behavior change through face-to-face contacts, home visits, employment verification, program compliance, and may include placement on various forms of electronic monitoring.

Division of Adult Parole offender programs include many different resources focused on the successful reintegration of offenders into the community. Reentry begins in facilities through cognitive-based Pre-Release Program modules facilitated by pre-release specialists. The Pre-Release Program focuses on the development of practical skills through ten cognitive behavioral based curriculum modules: Identification, Housing, Employment, Transportation, Money Management, Education, Health & Life Skills, Family & Relationships, Victim Awareness & Restorative Justice, and Living Under Supervision, as well as the development of an individualized transition plan prior to their return to the community. These modules result in a transition plan with assistance from facility community parole officers. Coordination of high needs medical and mental health releases are staffed by community care case managers. These services continue into the community with on-going case management, transportation, housing, and employment services. This is accomplished through a large network of agency partners and community and faith-based organizations, including the WAGEES grant program.

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6) PAROLE BOARD				
	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
FY 2015-16	\$2,113,940	\$0	\$0	\$0
FY 2016-17	\$2,006,835	\$0	\$0	\$0
FY 2017-18	\$2,038,754	\$0	\$0	\$0
FY 2018-19	\$1,978,939	\$0	\$0	\$0
Current Appropriation	\$2,216,290	\$0	\$0	\$0

7) CORRECTIONAL INDUSTRIES				
	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
FY 2015-16	\$0	\$17,315,232	\$41,381,740	\$2,964,693
FY 2016-17	\$0	\$17,225,102	\$43,842,341	\$6,457,161
FY 2017-18	\$0	\$17,487,456	\$45,481,053	\$1,175,315
FY 2018-19	\$0	\$17,968,444	\$45,481,629	\$4,740,528
Current Appropriation	\$0	\$15,673,919	\$46,130,399	\$3,150,055

Colorado Correctional Industries (CCi)

Colorado Correctional Industries operates over 50 business-like industries that create work opportunities for offenders in correctional facilities. Established as a division within the DOC in 1977, CCi's purpose, as defined in statute (CRS 17-24-101, Correctional Industries Act), includes providing employment to as many offenders as possible and training them in job skills that increase their employment prospects upon release. Being cash funded, CCi's programs are authorized to operate in a financially profitable basis. Some of the larger programs include a license plate factory, furniture factory, dairies, canine program, and a metal shop. Customers for this program include offenders, as well as other consumers of CCi products (to include state agencies and the public). Stakeholders are the legislature and private businesses.

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8) CANTEEN OPERATIONS				
	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
FY 2015-16	\$0	\$18,331,234	\$0	\$0
FY 2016-17	\$0	\$19,280,117	\$0	\$0
FY 2017-18	\$0	\$20,525,032	\$0	\$0
FY 2018-19	\$0	\$21,493,194	\$0	\$0
Current Appropriation	\$0	\$21,314,186	\$0	\$0

Canteen Operation Subprogram

This program is responsible for operating two central distribution centers. The Canteen Subprogram provides quality products to the offender population within the security requirements of the various facilities.

Summary information on other subprograms not detailed above can be found in the Department's FY 2020-21 budget request under the Line Item Description section.

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Capital Construction Information

CAPITAL CONSTRUCTION INFORMATION	Controlled Maintenance	Capital Renewal & Recapitalization	Capital Expansion	IT Projects
FY 2015-16	\$2,708,075	\$6,988,327	\$0	\$11,049,761
FY 2016-17	\$3,451,377	\$660,000	\$0	\$845,057
FY 2017-18	\$3,565,488	\$5,148,518	\$0	\$12,610,083
FY 2018-19	\$3,534,536	\$2,543,505	\$0	\$0
Current Appropriation	\$10,950,066	\$0	\$0	\$0

Controlled Maintenance, Capital Renewal & Recapitalization, and IT Projects funding per fiscal year

FY 2015-16

- Controlled Maintenance
 - AVCF: Replace Electrical Systems Units 1-6, \$1,366,672
 - CSP: Replace Fire Alarm System, \$1,341,403
- Capital Renewal & Recapitalization
 - Correctional Industries: Misc. Small Projects, \$660,000
 - CSP: Close Custody Outdoor Recreation Yards, \$4,780,979
 - LCF: Cell Modifications, \$1,547,348

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FY 2016-17

- Controlled Maintenance
 - CCF: Improve Fire Suppression System, \$782,647
 - DRDC/DWCF: Replace Fire Alarm System, \$1,870,550
 - LCF: Replace Fire Alarm System and Improve Fire Suppression, \$798,180
- Capital Renewal & Recapitalization
 - Correctional Industries: Misc. Small Projects, \$660,000

FY 2017-18

- Controlled Maintenance
 - BVCF: Replace Segregation Unit Door Fronts, \$679,782
 - CCF: Replace Roof, \$1,210,188
 - SCCF: Replace Chillers, \$785,718
 - TCF: Replace Chiller and HVAC Controls, \$889,800
- Capital Renewal & Recapitalization
 - Correctional Industries: Misc. Small Projects, \$660,000
 - LCF: Hot Water Loop Replacement, \$4,488,518

FY 2018-19

- Controlled Maintenance
 - CTCF: Replace Hazardous Kitchen Floor System, \$1,288,651
 - DRDC: Replace/Upgrade Primary Electric, Generator, and Docking Station, \$1,526,998
 - SCF: Replace Fire Alarm System, \$718,887
- Capital Renewal & Recapitalization
 - AVCF: Fire Alarm System Replacement, \$2,543,505

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FY 2019-20

- Controlled Maintenance
 - CTCF: Replace Infirmary Roof, \$1,038,141
 - DRDC/DWCF: Improve Perimeter Security, \$1,205,969
 - DWCF: Replace Electronic Security, \$1,998,638
 - FCF: Improve Accessibility, \$1,978,510
 - LCF: Improve Fire Suppression, \$1,092,787
 - SCCF: Replace Fire Alarm System, \$1,180,268
 - SCF: Replace Dearator Tank, \$1,457,417
 - SCF: Replace Fire Alarm System, \$998,336

IT Projects Funding for FY 2015-16, FY 2016-17, and FY 2017-18 were for the Department's Offender Management System, DeCORuM

SECTION 4: FINANCIAL FORECAST

Baseline Forecast Budget Drivers

The Department’s funding request for FY 2020-21 in the External Capacity Subprogram utilized data provided by the Division of Criminal Justice (DCJ) within the Department of Public Safety (DPS). The most recent prison population forecast was completed in June 2019. The table below outlines forecast data for FY 2019-20 through FY 2023-24.

June 2019 DCJ Prison Population Forecast			
FY	Total Population	Male Inmates	Female Inmates
2019*	19,951	17,935	2,016
2020	19,863	17,871	1,992
2021	19,763	17,809	1,953
2022	19,775	17,879	1,896
2023	20,039	18,102	1,937
2024	20,430	18,393	2,037

*June 2019 figures represent actual population.

DCJ also provides forecasts for the parole population by fiscal year. The most recent forecast from June 2019 is outlined below.

DCJ June 2019 Domestic Parole Caseload Projection		
FY	Domestic Caseload	% change
2019*	9,352	
2020	9,531	2.03%
2021	9,616	0.90%
2022	9,575	-0.43%
2023	9,687	1.17%
2024	9,898	2.17%
2025	10,132	2.36%

SECTION 4: FINANCIAL FORECAST

Baseline Forecast Budget Drivers

The following table forecast the Department of Corrections appropriations from FY 2020-21 through FY 2023-24 by fund source.

FORECAST					
FY	Total	General Fund*	Cash Funds	Reappropriated Funds	Federal Funds
FY 2019-20	\$988,046,445	\$885,094,026	\$47,619,442	\$51,757,665	\$3,575,312
FY 2020-21	\$9897,13,125	885,094,026	\$49,286,122	\$51,757,665	\$3,575,312
FY 2021-22	\$991,438,140	\$885,094,026	\$51,011,137	\$51,757,665	\$3,575,312
FY 2022-23	\$993,223,530	\$885,094,026	\$52,796,527	\$51,757,665	\$3,575,312
FY 2023-24	\$995,071,408	\$885,094,026	\$54,644,405	\$51,757,665	\$3,575,312

The table above summarizes projected growth in each of the Department’s fund source categories, General Fund, Reappropriated Funds, and Federal Funds are held at the FY 2019-20 baseline, with cash funds increased at a compounded rate of 3.5 percent.

*The General Fund I held flat as there is not any particular inflation factors for year-over-year caseload changes and the impact of policy changes can’t be predicted at this time.

Narrative on Budget Drivers

The Department is impacted several primary budget drivers which are outlined below.

Caseload

The biggest factor driving the Department’s budget is caseload. The size of the prison population is determined by multiple factors, including new court commitments, parole releases and returns (recidivate), and implementation of legislation. The External Capacity subprogram includes funding to house overflow offenders when the prison population exceeds the capacity of state facilities. When preparing funding requests for private prison beds, the Department reviews prison population forecasts prepared by both Legislative Council Staff (LCS) and the Division of Criminal Justice (DCJ). LCS publishes its forecast annually in December, whereas DCJ publishes an interim summer forecast in addition to its annual December forecast. The Department generally uses the DCJ forecast when preparing annual and supplemental budget requests.

The starting point for calculating offender bed requirements is the DCJ prison population forecast. Since DCJ’s projected prison population includes offenders housed in both prison and community corrections facilities, the Department must estimate the number of offenders that will require a prison bed. The DCJ’s June 2019 Interim Prison and Parole Forecast presentation is included as it explains how those projections are calculated.

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Medical Care

The Department also provides statutorily required medical care to the offender population. The characteristics of the offender population directly influence the cost of medical care. The portion of the offender population with moderate to severe medical needs is increasing, which in turn drives medical caseload budget requests. The Department is experiencing significant growth in the utilization of external medical care with a corresponding increase in the costs to provide this care. All areas of external care have increased including the use of specialists, outpatient facilities, hospitalizations, and emergency facilities.

The Department's aging population is another driving factor of increased budgets. As reported in the FY 2018 DOC Statistical Report, offenders over age 50 were 20.1% of the 2018 offender population compared to being 7.6% of the offender population in 1999. Within this number, the Department continues to see year-over-year increases in the number of offenders serving life sentences which will continue to add to the aging population. Although offenders over age 50 represent approximately 20% of the offender population, they are a disproportionate share of medical claimants and claims costs. Correctional Health Partners provided the following information from FY 2014-15 through FY 2017-18:

External Medical Claims								
Offender Age	# Claimants				Total Paid			
	2015	2016	2017	2018	2015	2016	2017	2018
< 50	5,170	4,690	4,520	4,798	\$10,313,658	\$7,623,709	\$8,993,958	\$11,062,490
50 & above	1,955	2,055	2,017	2,180	\$10,527,394	\$9,696,897	\$10,038,335	\$13,534,031
Total	7,125	6,745	6,537	6,978	\$20,841,052	\$17,320,606	\$19,032,293	\$24,596,521
% 50 & above	27.4%	30.5%	30.9%	31.2%	50.5%	56.0%	52.7%	55.0%

SECTION 4: FINANCIAL FORECAST

Facilities

Aging infrastructure is another budget driver as all currently open DOC facilities are over 20 years old; six are over 50 years old (and two of these over 100 years old). The 24/7 nature of the Department places high demand on its infrastructure and, when combined with the age of its facilities, drives substantial maintenance-related expenses for basic upkeep, replacement, and/or repair of essential equipment. There is a growing backlog of maintenance projects that have to be deferred because of emergency maintenance requirements that arise and take precedence in order to facilitate the safe and secure operation of prisons. The cost of controlled maintenance and capital construction costs will continue to increase with the number of projects that are deferred and will increase costs when they are completed.

Population

The following information provides context for the population impacts to caseload for the Department, with information from the Colorado Division of Criminal Justice related to population projections which drive the budget:

The Colorado Division of Criminal Justice Summer 2019 Interim Prison Population and Parole Caseload Projections June 2019

Introduction

Historically, the Colorado Division of Criminal Justice has prepared interim prison population and parole caseload projections at the end of each fiscal year, adjusting the forecasts traditionally prepared in December of the prior year based upon more recent trends in the population. At the request of the Colorado Department of Corrections and the Office of State Budget and Planning, the timing of these interim projections has been moved up slightly. Therefore, actual year-end data for Fiscal Year 2019 regarding the size of the prison population and numbers of admissions and releases are not available, and can only be estimated.

SECTION 4: FINANCIAL FORECAST

The DCJ 2018 prison population forecast indicated that the Colorado adult prison population would remain very stable across FY 2019, followed by consistent growth through FY 2025. However, the population has decreased slightly, and is expected to decline by 0.5% by the end of the current fiscal year. Based on patterns of admissions and discharges observed since the development of the 2018 forecast, recent policy changes and new legislation, the forecast has been adjusted significantly downward throughout the forecast horizon.

At the time of the December 2018 forecast, the domestic parole caseload was expected to increase 3.3% by the end of FY 2019. Based on factors discussed below, expected growth in the parole caseload has been adjusted significantly upward. The caseload is expected to increase 6.7% by the end of FY 2019, and by an additional 8.5% by the end of FY 2025.

Much of the growth previously predicted for new court commitments to prison was based on historical patterns in felony court filings. Criminal filings increased by 4.7% in FY 2018, after experiencing 12.5% growth over each of the prior two years. Estimates concerning the number of filings observed in FY 2019 indicate a leveling in this growth. This trend significantly moderates the projected numbers of in new court commitments in upcoming years.

The passage of House Bill 19-1263, which reclassifies several existing drug felonies as drug misdemeanors, is expected to divert up to 295 new commitments per year. This contributes to the expected decline in the population in FY 2021 and slowing the projected increase in the ensuing years.

Additionally, prison admissions for technical parole violations have declined. Revocations during the most recent 3 months (March-May 2019) fell by 31.7% over the number observed during the same time frame in the previous year. This may be partially due to additional funding available to DOC to provide services to parolees that help reduce technical violations and revocations to prison.

Parole revocations for technical violations are expected to continue to fall at an increasing rate due to Senate Bill 19-143, which was signed into law on May 28, 2019. This legislation is expected to result in fewer parole denials, increases in discretionary parole releases, and far fewer parole revocations. However, the length of stay on parole for certain revoked parolees could increase significantly. The impact of this legislation is impossible to determine or estimate at this time, due to a lack of relevant data and the very recent passage of this bill.

SECTION 4: FINANCIAL FORECAST

However, in concert with the expected increase in releases to parole, the parole caseload is expected to increase 6.7% by the end of FY 2019, double the growth expected at the time of the December 2018 forecast. This increase in the caseload will result in a corresponding increase in parole returns in ensuing years, due to both technical violations and new sentences, providing upward pressure on the size of the inmate population.

While admissions to prison have decreased, releases from prison have increased. Between March and May of 2019, discretionary parole releases increased 57.7% over the number observed in the same time frame the prior year. As expected, mandatory releases decreased, though to a lesser extent.

This increase is not unexpected, as the Parole Board has made concerted efforts to work with the Governor's Office to address the capacity issues of the Colorado Department of Corrections and expedite releases. In response to the Governor's request, the Board has worked to review cohorts of offenders and expedite their release prior to their mandatory release date or previously set re-parole dates. The Board has also focused on reviewing offenders who are on tabled status to ensure they are released efficiently after they complete their tabled requirements.

As such, the year-end population forecast has been revised downward from the figure expected at the time of the December 2018 forecast. Negative growth is expected through FY 2021, followed by slow growth through FY 2025. The prison population is expected to reach 20,878 by the end of FY 2025, 13.9% lower than the figure predicted in December 2018.

Very strong growth in the parole caseload is expected through FY 2020 due to increases in parole releases, and a significant decrease in parole revocations. The caseload is expected to remain somewhat stable across the following two years, as releases to parole will drop consequent to the decline in the prison population. Growth is expected to return in FY 2023, continuing through FY 2025.

Summary

This interim forecast indicates the overall prison population will experience slow growth by the end of FY 2025, from the actual population of 20,136 as of the end of FY 2018 to 20,878 by June 2025 (a 3.7% increase). The number of men in prison is expected to increase 3.4% by the end of FY 2025, reaching 18,734 male inmates. The number of women in prison is expected to increase at a greater rate overall (6.6%), reaching 2,144 by the end of FY 2025. Likewise, the domestic parole caseload is expected to increase 15.8% between the ends of fiscal years 2018 and 2025, reaching 10,132 parolees."

SECTION 4: FINANCIAL FORECAST

Scenario Evaluation: Downturn

In the event the state experiences an economic downturn resulting in a reduction in DOC funding, the Department will perform only the functions and services that are required by statute and judicial rulings. Services that are not statutorily required would be eliminated or significantly reduced until funding could later be restored. Two core functions that would not be affected would be the housing of offenders and medical treatment services.

Regarding cash funds, the majority of the Department's cash funds are in the Colorado Correctional Industries (CCi) and Canteen programs. There could be a risk of decreased revenue (cash funds) if business declined, but the extent of such a decrease cannot be determined.

The Department does not anticipate any changes in demand for services that would result from a statewide economic downturn.

The following facilities were closed from FY 2008-09 to FY 2012-13. During that time period, there was a decrease in prison population.

- Huerfano County Correctional Center (774 beds) - April 2009 - Private
- Colorado Women's Correctional Facility (224 beds) - May 2009
- High Plains Correctional Facility (272 beds) - June 2010 - Private
- Buena Vista Boot Camp (100 beds) - July 2010
- Ft. Lyon Correctional Facility (500 beds) - March 2012
- Colorado State Penitentiary II (316 beds) - December 2012

SECTION 4: FINANCIAL FORECAST

Scenario Evaluation: Department-Specific Contingency

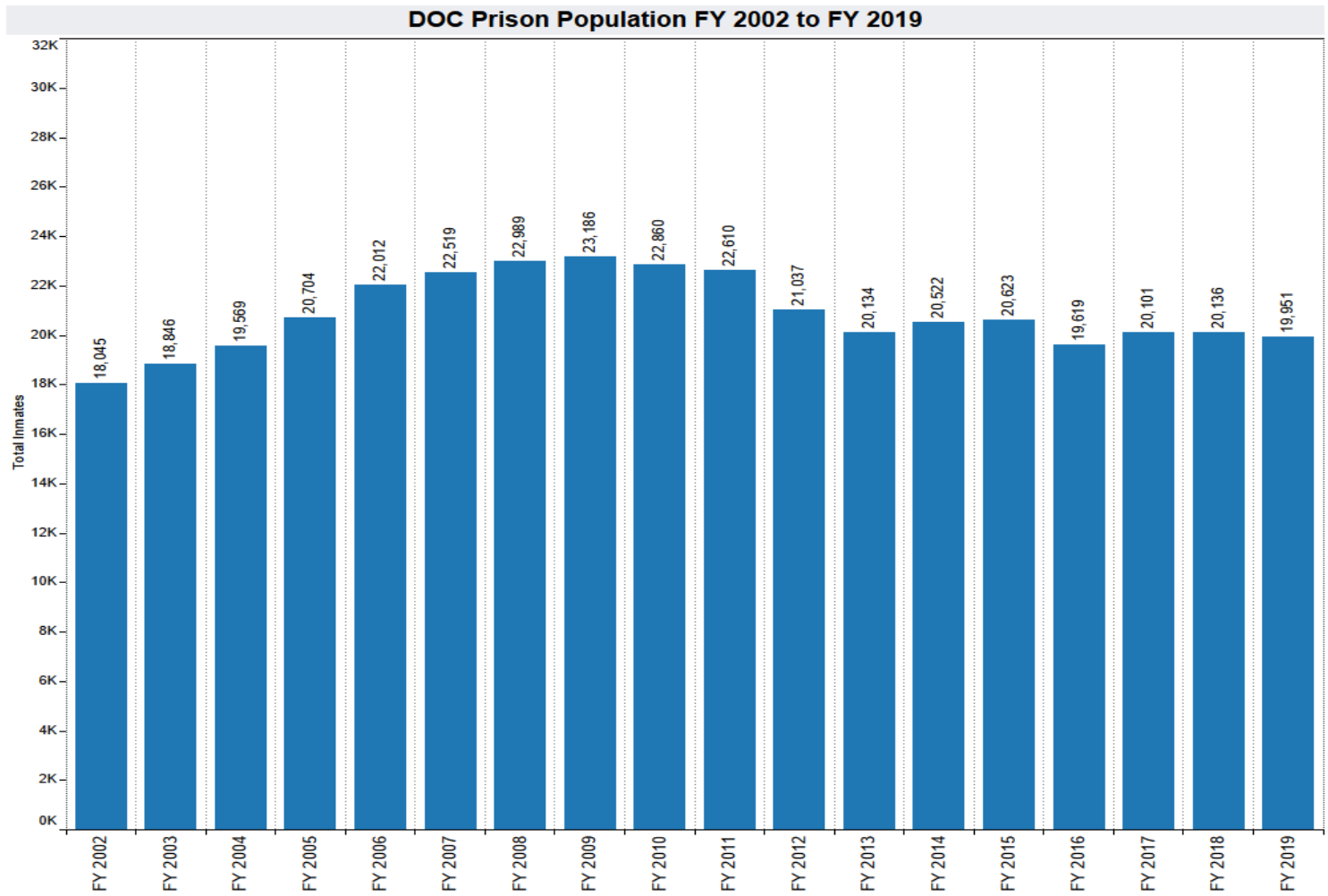
An economic downturn could potentially increase the level of unemployment in the state, which could negatively impact WIG #2 to increase the percentage of employed parolees in the state from 70% to 72%.

State Facility Capacities and On-ground Population June 30, 2019

*Infirmar beds at Colorado Territorial Correctional Facility and Denver Reception & Diagnostic Center are not included

STATE FACILITIES	ON-GROUNDS POPULATION	DESIGN CAPACITY	EXPANDED CAPACITY	OPERATIONAL CAPACITY	% DESIGN CAPACITY
Arkansas Valley Correctional Facility	1,076	1,007	82	1,089	107%
Arrowhead Correctional Center	512	484	36	520	106%
Buena Vista Correctional Complex	1,192	1,107	127	1,234	108%
Centennial Correctional Facility	310	294	42	336	105%
Colorado Correctional Center	148	150	0	150	99%
Colorado State Penitentiary	695	756	-31	725	92%
Colorado Territorial Correctional Facility*	905	694	235	929	130%
Delta Correctional Center	478	480	0	480	100%
Denver Reception & Diagnostic Center*	511	496	74	570	103%
Denver Women's Correctional Facility	967	900	108	1008	107%
Four Mile Correctional Center	517	484	37	521	107%
Fremont Correctional Facility	1,602	1,448	172	1,620	111%
La Vista Correctional Facility	668	549	158	707	122%
Limon Correctional Facility	920	500	430	930	184%
Rifle Correctional Center	183	192	0	192	95%
San Carlos Correctional Facility	207	250	5	255	83%
Skyline Correctional Center	249	249	3	252	100%
Sterling Correctional Facility	2,424	2,445	43	2,488	99%
Trinidad Correctional Facility	496	404	96	500	123%
Youthful Offender System/YOS Transfers	179	241	38	279	74%
TOTAL STATE CAPACITY	14,239	13,130	1,655	14,785	108%

Historical DOC Prison Population FY 2002-2019



Section 5: Anticipated Funding Decreases

DOC has received awards from the federal State Criminal Alien Assistance Program (SCAAP). This award program is intended to partially cover the housing costs of incarcerating illegal aliens. DOC typically experiences a time lag between when it submits an application and receives an award. In FY 2019-20 Long Bill cash funds spending authority for the SCAAP is \$2.2 million. Should this federal funding be eliminated or significantly delayed, the Department will need a corresponding increase in General Fund to meet external capacity funding needs.

Colorado Department of Corrections
 FY 2020-21 Budget Request
 Schedule 5: Line Item to Statute

(1) Management

(A) Executive Director's Office Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees including professional services contracts, the State's contribution to the public employees retirement fund and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 24-50-101 et. seq., 17-1-103, 24-51-401 (1.7)
Restorative Justice Program with Victim-Offender Dialogues in Department Facilities	This appropriation funds the Restorative Justice Program to facilitate victim-offender dialogues in institutions under the control of the department, which would arrange the dialogues if requested by the victim and agreed to by the offender.	CRS 17-28-101-103
Health, Life, and Dental	This appropriation covers the cost of the State's share of the employee's health, life, and dental insurance.	CRS 24-50-609, 24-50-611, 24-50-104 (1) (a) (II), 17-1-103
Short-term Disability	This appropriation funds insurance coverage available for all employees and paid by the State based on payroll that provides partial payment of an employee's salary if that individual becomes disabled and cannot perform his or her work duties.	CRS 24-51-701, 24-50-104 (1) (a) (II), 17-1-103
S.B. 04-257 Amortization Equalization Disbursement	This appropriation reflects an increase to the effective PERA contribution rates beginning January 1, 2006 to bring the Department into compliance with 24-51-211 CRS (2007).	CRS 24-51-411, 17-1-103
S.B. 06-235 Supplemental Amortization Equalization Disbursement	This line item was created with SB 06-235. It is intended to provide additional funds to fund the Amortization Equalization Disbursement to the Public Employees' Retirement Association.	CRS 24-51-411, 17-1-103
Salary Survey	This includes salary survey increases for staff.	CRS 17-1-103
Merit Pay	This includes a merit pay system based upon employees' performance and placement within the salary range.	CRS 17-1-103
Shift Differential	This includes shift pay for certain designated classes of employees.	CRS 17-1-103
Workers' Compensation	This reflects funding of workers' compensation for employees.	CRS 17-1-103
Operating Expenses	Includes various operating components which have been drawn from other current Long Bill line items and consolidated under EDO to reflect those expenses associated with the positions.	CRS 17-1-103

Legal Services	Includes funding for legal services by the Attorney General's (AG) office on behalf of the DOC. The funds include base legal hours for legal services, Montez Lawsuit for legal services arising from the Montez settlement agreement and the Rifle contract for an attorney for the lawsuit over the storage and water rights for the Rifle Correctional Facility.	CRS 17-1-103
Payment to Risk Management and Property Funds	This line item includes funding for Department's portion of risk management and property funds set by JBC common policy, which covers liability claims and expenses, provides coverage to state agencies and employees for tort and federal claims, and for commercial insurance and associated deductibles for insurance coverage to state properties.	CRS 17-1-103
Leased Space	This line item includes the cost for leased space for the Department's parole offices, Central Office and Training Academy.	CRS 17-1-103
Capitol Complex Leased Space	This is for DOC's portion of the State Capital complex and Colorado Correctional Center.	CRS 17-1-103
Planning and Analysis Contracts	House Bill 07-1358 required the creation of the Colorado Criminal and Juvenile Justice Commission in the Department of Public Safety (DPS). The Department of Corrections incurs costs related to providing research and statistical support for staff at DPS.	CRS 17-1-103
Payments to District Attorneys	This line item is intended to reimburse district attorney expenses for the prosecution of crimes that occur within DOC facilities, pursuant to Section 16-18-101 (3), CRS.	CRS 17-1-103
Payments to County Coroners	This line item is intended to reimburse county coroners' expenses for the pronouncements of death that occur within DOC facilities, pursuant to Section 16-18-101 (3), CRS.	CRS 30-10-623
Annual Depreciation-Lease Equivalent Payments	Senate Bill 15-211 requires Department's set aside funding in the operating budget for depreciation-equivalent payments on capital assets	CRS 24-30-1310 (2)(b)

(B) External Capacity Subprogram: (1) Private Prison Monitoring Unit

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees including professional services contracts, the State's contribution to the public employees retirement fund and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS: 17-1-103, 17-1-104.5, 24-51-401 (1.7)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS: 17-1-103

(B) External Capacity Subprogram: (2) Payments to House State Prisoners

Line Item Name	Line Item Description	Statutory Citation
Payments to local jails at a rate of \$58.56 per inmate per day	This line item includes payments to local jails for housing the offenders in backlog.	CRS: 17-1-105(c), 17-1-202(1)(g), 17-1-104.5
Payments to in-state private prisons at a rate of \$57.94 per inmate per day	This line item includes payments to Private Contract Facilities for offenders in private prison beds.	CRS: 17-1-105(c), 17-1-202(1)(g), 17-1-104.5
Payments to pre-release parole revocation facilities at a rate of \$57.94 per inmate per day	This line item is for the payments to parole revocation facilities that are private prisons.	CRS: 17-1-105(c), 17-1-202(1)(g), 17-1-104.5
Inmate Education and Benefit Programs at In-State Private Prisons	This line item was created in House Bill 16-1238 in order to compensate private prison providers for the lost revenues from the inmate phone system due to the lowering of rates as required by Senate Bill 15-195.	CRS 17-32-105 through 17-32-106, 17-42-103
Inmate Education and Benefit Programs at Pre-Release Parole Revocation Facilities	This line item was created in House Bill 16-1238 in order to compensate the pre-release facility provider for the lost revenues from the inmate phone system due to the lowering of rates as required by Senate Bill 15-195.	CRS 17-32-105 through 17-32-106, 17-42-103

(C) Inspector General Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-103, 16-2.5-101, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103.8, 16-2.5-101, 24-72-301
Inspector General Grants	This line item includes federal grant funding the Department received to address Prison Rape Elimination Act (PREA) standards and promote community partnerships through the Colorado Information Analysis Center.	CRS 17-1-103.8, 16-2.5-101

(2) Institutions

(A) Utilities Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	This line item includes costs of administering the energy management program.	CRS 24-82-602; 24-30-1304; 24-30-1305; 24-30-2001 through 24-30-2003.
Utilities	The line item includes the cost of utilities for DOC facilities.	CRS 24-82-602, 24-30-1304, 24-30-1305, 24-30-2001 through 24-30-2003.

(B) Maintenance Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-103; 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103.
Maintenance Pueblo Campus	This includes funding for services purchased from Colorado Mental Health Institute at Pueblo for maintenance.	CRS 17-1-103.

(C) Housing and Security Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS: 17-1-102, 17-1-103, 17-1-104.3, 17-1-105, 17-1-109, 17-1-113.7, 17-1-119, 17-19-101, 17-19-102, 17-20-114.5, 17-20-122, 18-1.3-1202, 18-1-704, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS: 17-1-102, 17-1-103, 17-1-104.3, 17-1-105, 17-1-109, 17-1-113.7, 17-1-119, 17-19-101, 17-19-102, 17-20-114.5, 17-20-122, 18-1.3-1202, 18-1-704.

(D) Food Service Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-103.
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103.
Food Service Pueblo Campus	This line item reflects the costs associated with food services provided by Colorado Mental Health Institute at Pueblo (CMHIP).	CRS 17-1-103.

(E) Medical Service Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 25-3-109, 17-1-103, 17-1-113 (2), 17-1-101, 17-40-103, 25-1-801 to 803, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 25-3-109, 17-1-103, 17-1-101, 17-40-103, 25-1-801 to 803.
Purchase of Pharmaceuticals	This line item was approved with SB 01-212 and includes funding for the purchase of pharmaceuticals for offenders.	CRS 25-3-109, 17-1-103, 17-1-101, 17-40-103, 25-1-801 to 803.

Hepatitis C Treatment Costs	This line item was approved with HB 18-1322 and includes funding for the purchase of Hepatitis C prescription drug for affected offenders.	CRS 25-3-109, 17-1-103, 17-1-101, 17-40-103, 25-1-801 to 803.
Purchase of Medical Services from Other Medical Facilities	This line item provides funding for hospital, physician, ambulance, and security charges incurred by the Department at other medical facilities.	CRS 25-3-109, 17-1-103, 17-1-101, 17-40-103, 25-1-801 to 803.
Service Contracts	This line provides funds to purchase contract medical and support services, including physicians, dentists, psychiatrists, psychologists, and medical assistants.	CRS 25-3-109, 17-1-103, 17-1-101, 17-40-103, 25-1-801 to 803.
Indirect Cost Assessment	This line item for indirect cost recoveries within the Medical Service Subprogram from offenders.	CRS 25-3-109, 17-1-103, 17-1-101, 17-40-103, 25-1-801 to 803.

(F) Laundry Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS: 17-24-109, 17-1-103, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS: 17-24-109, 17-01-103.

(G) Superintendents Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-103, 17-1-104.3, 17-19-101, 17-19-102, 17-20-114.5, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103, 17-1-104.3, 17-19-101, 17-19-102, 17-20-114.5.
Dress Out	This line item includes the cost of the clothing provided to offenders upon release from DOC facilities, \$100 release money, and transportation fare if needed within the state lines of Colorado.	CRS 17-1-103, 17-1-104.3, 17-19-101, 17-19-102, 17-20-114.5, 17-22.5-202.
Start-up Costs	This line item is used when necessary for any one time costs associated with new programs or personnel.	CRS 17-1-103, 17-1-104.3, 17-19-101, 17-19-102, 17-20-114.5.

(H) Youthful Offender System Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-104.3, 17-19-101, 17-19-102, 17-20-114.5, 17-20-122, 18-1.3-407, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-104.3, 17-19-101, 17-19-102, 17-20-114.5, 17-20-122, 18-1.3-407.
Contract Services	This line item includes the funding for enhanced educational programs, training, anger management and other services required for the offenders sentenced to YOS.	CRS 17-1-104.3, 17-19-101, 17-19-102, 17-20-114.5, 17-20-122, 18-1.3-407.
Maintenance and Food Service	This line item was approved with HB 98-1340 and includes funding for the purchase of services from the Colorado Mental Health Institute at Pueblo (CMHIP) for food and maintenance.	CRS 17-1-104.3, 17-19-101, 17-19-102, 17-20-114.5, 17-20-122, 18-1.3-407.

(I) Case Management Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-103, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103.
Offender ID Program	This line item includes funding for an offender identification program assisting eligible offenders with obtaining 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.	CRS 17-1-103.
Start-up Costs	This line item is used when necessary for any one time costs associated with new programs or personnel.	CRS 17-1-103, 17-1-104.3, 17-19-101, 17-19-102, 17-20-114.5.

(J) Mental Health Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS: 17-2-212, 17-23-101, 17- 40-103, 25-1-801, 24-51-401 (1.7)(f), 17-22.5-302, 17-22.5-405.
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS: 17-2-212, 17-23-101, 17- 40-103, 25-1-801, 17-22.5-302, 17-22.5-405.
Medical Contract Services	This line item includes the funds used to contract with psychiatrists and psychologists who supplement the services provided by DOC mental health staff.	CRS: 17-2-212, 17-23-101, 17- 40-103, 25-1-801, 17-22.5-302, 17-22.5-405.
Start-up Costs	This line item is used when necessary for any one time costs associated with new programs or personnel.	CRS: 17-2-212, 17-23-101, 17- 40-103.

(K) Inmate Pay Subprogram

Line Item Name	Line Item Description	Statutory Citation
Inmate Pay	This subprogram provides nominal pay to DOC inmates who are employed in positions outside of the Correctional Industries and Canteen Programs.	CRS: 17-20-115, 17-20-117, 17-29-101 through 103 and 17-29-105.

(L) Legal Access Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-103, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103
Contract Services	This line item includes the funding for a sign language interpreter for DOC inmates.	CRS 17-1-103

(3) Support Services

(A) Business Operations Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 24-17-101 through 24-17-104, 17-1-103, 24-51-401 (1.7)(f), 16-15.5-109 (3), 24-75-1401 (2).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 24-17-101 through 24-17-104, 17-1-103.

(B) Personnel Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 24-50-101 et. seq., 17-1-103, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS: Title 24 Article 50 Parts 1 through 8.

(C) Offender Services Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-103, 24-51-401 (1.7)(f)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103

(D) Communications Subprogram

Line Item Name	Line Item Description	Statutory Citation
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103
Dispatch Services	This line item provides funding for dispatch services by the Colorado State Patrol.	CRS 17-1-103

(E) Transportation Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-103, 17-22.5-202, 18-1-707, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103, 17-22.5-202, 18-1-707
Vehicle Lease Payments	This line item includes the payments for leased vehicles department-wide.	CRS 17-1-103

(F) Training Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-103, 17-19-101, 17-19-102, 17-20-122, 18-1-707, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103, 17-19-101, 17-19-102, 17-20-122, 18-1-707.

(G) Information Systems Subprogram

Line Item Name	Line Item Description	Statutory Citation
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103
Payments to OIT	This line item includes the Department's share of expenses for OIT as determined by common policy.	CRS 17-1-103, 24-37.5-105.
CORE Operations	This line item includes the Department's share of administrative overhead for OIT for the states financial system, CORE, as determined by common policy.	CRS 17-1-103, 24-37.5-105.

(H) Facility Services Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-105, 17-1-104.3(V)(c)(5), 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-105, 17-1-104.3(V)(c)(5).

(4) Inmate Programs

(A) Labor Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-29-101, 17-29-102, 17-29-103, 17-29-105, 17-20-115, 17-20-117, 24-51-401 (1.7)(f)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-29-101, 17-29-102, 17-29-103, 17-29-105, 17-20-115, 17-20-117

(B) Education Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-32-101 through 17-32-107, 24-51-401 (1.7)(f)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-32-101 through 17-32-107
Contract Services	This line item includes contracts with local community colleges to provide a variety of educational and vocational programs to offenders.	CRS 17-32-101 through 17-32-107
Education Grants	This line item includes a variety of education grants.	CRS 17-32-101 through 17-32-107
Start-up Costs	This includes years where one-time start-up costs are categorized for funding in the appropriate year.	CRS 17-32-101 through CRS 17-32-107, Correctional Education Program.(2010)

(C) Recreation Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-1-103, 24-51-401 (1.7)(f)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-1-103, 17-24-126

(D) Drug and Alcohol Treatment Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 16-11.5 -101 thru 102, 18-18-401, 18-19-103 (4) (a), 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 16-11.5 -101 thru 102, 18-18-401
Services for Substance Abuse and Co-occurring Disorders	This line item includes the funds related to the drug offender program created in HB 91-1173, which established a process for standardizing the assessment and treatment of all drug offenders in the criminal justice system.	CRS 16-11.5 -101 thru 102, 18-18-401
Contract Services	This line item is used to contract with individuals who are certified by the Division of Alcohol and Drug Abuse to provide facility-based treatment and counseling services.	CRS 16-11.5 -101 thru 102, 18-18-401
Treatment Grants	This line item includes funds received from the Division of Criminal Justice to fund the therapeutic community project and to provide Treatment Accountability for Safer Communities (TASC) services.	CRS 16-11.5 -101 thru 102, 18-18-401

(E) Sex Offender Treatment Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 16-11.7-101, 17-1-103, 18-21-103 (3), 24-51-401 (1.7)(f)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 16-11.7-101, 17-1-103, 18-21-103 (3), 24-51-401 (1.7)(f)
Polygraph Testing	This line item includes funding for the costs of polygraph tests to assist in the treatment of sex offenders.	CRS 16-11.7-101, 17-1-103
Sex Offender Treatment Grants	This line item reflects federal funds from the Sex Offender Management Grant from the U.S. Department of Justice.	CRS 16-11.7-101, 17-1-103

(F) Volunteers Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-42-101, 17-42-102, 13 21 115.5, 13 21 116, 17 31 101, 17 31 102, 17 31 103, 17 31 104, 24-51-401 (1.7)(f)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-42-101, 17-42-102, 13 21 115.5, 13 21 116, 17 31 101, 17 31 102, 17 31 103, 17 31 104

(5) Community Services

(A) Parole Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106, 24-51-401 (1.7)(f)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106
Parolee Supervision and Support Services	This line was consolidated in HB 18-1322 with Contract Services, Non-residential Services, and Home Detention and includes costs for drug screens, mental health treatment, in-home electronic monitoring, medication management, and fugitive returns.	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106, 18-19-103 (3.5) (b), (3.5) (c), and (4) (a).
Wrap-Around Services Program	This line item was approved with HB 08-1375 and provides funds for comprehensive assistance (such as substance abuse treatment and job placement) through local community-based services providers. Service components might include mental health services, substance abuse treatment, and housing and vocational assistance.	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106
Grants to Community-based Organizations for Parolee Support	This line item reflects funding of grants for a program to provide funding to eligible community based organizations that provide reentry services to offenders in the community.	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106,
Community-Based Organizations Housing Support	This new line item was added and approved in SB 19-207 and the JBC to provide support to housing initiatives within the Work and Gain Employment and Education Skills (WAGEES) program. The WAGEES program uses temporary housing to stabilize participants and to provide rental history. This rental history helps participants find stable long-term housing by having a current rental history. This housing is short term and meant to help bridge the time between release from prison and a permanent housing solution	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106,

Parolee Housing Support	This new line item was added and approved in SB 19-207 by the JBC. This line item is re-appropriated funding provided to the Department of Local Affairs (DOLA) and supports DOLA's housing initiatives for the justice involved re-entry population.	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106,
Work Release Program	This is a new line item added and approved in SB 19-207 to provide a work release program for offenders who are an ISP-I participant, to provide employment and potential housing upon release to the program. This new program received roll-forward authority until the end of FY 2020-21.	CSR 17-27.5-101

(B)(1) Community Supervision Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106, 24-51-401 (1.7)(f)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106
Psychotropic Medication	This line item includes funding for psychotropic medications for offenders in community corrections programs.	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106
Community Supervision Support Services	This line item was consolidated in HB 18-1322 and includes funding for Community Mental Health Services, Contract Services, Contract Services for High Risk Offenders, and Contract Services for Fugitive Returns. This includes services such as drug screens, antabuse monitoring, medication management, global position satellite devices and electronic paging devices, funding for returning fugitives to custody, and daily call-ins to a day reporting center.	CRS 16-2.5-136, 17-1-103, 17-1-105, 17-2-100.2 to 106

(B) Community Supervision

(B) (2) Youthful Offender System Aftercare

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 18-1.3-407, 24-51-401 (1.7)(f).
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 18-1.3-407.
Contract Services	This line item includes funding for housing, food, alcohol and drug intervention, and mental health counseling for Phase III in the Youthful Offender System.	CRS 18-1.3-407.

(C) Community Re-entry Subprogram

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-33-101, 24-51-401 (1.7)(f)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-33-101
Offender Emergency Assistance	This line item is for the emergency assistance to offenders who require temporary shelter, work clothes, bus tokens, small work tools, or other short-term emergency assistance upon release from custody.	CRS 17-33-101
Contract Services	This line item provides contract services for job assistance, treatment, and education.	CRS 17-33-101
Offender Re-employment Center	This line items funds the John Inman Work & Family Center operating and lease costs. The center assists parolees with housing and employment resources.	CRS 17-33-101
Community Reintegration Grants	This line item includes various grants for re-entry programs.	CRS 17-33-101

(6) Parole Board

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-2-201, 24-51-401 (1.7)(f), 17-22.5-401 et.seq., 17-1-102
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-2-201, 17-22.5-401 et.seq., 17-1-102
Contract Services	This line item includes funds to provide hearings officers in remote areas of the state for parole revocation and administrative hearings.	CRS 17-2-201, 17-22.5-401 et.seq., 17-1-102
Administrative and IT Support	This is a new line item and was added by the JBC in SB 19-207. This new line item provides for administrative and information technology (IT) support to the parole board.	CRS 17-2-201, 17-22.5-401 et.seq., 17-1-102

(7) Correctional Industries

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-24; 24-51-401 (1.7)(f), 36-1-116 (2)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-24; 36-1-116 (2)
Raw Materials	This line item is used to fund the purchase of raw materials used in the production of Correctional Industries products.	CRS 17-24; 42-3-301, 42-3-304, 36-1-116 (2)
Inmate Pay	This line item includes funds to pay the inmates employed within the Correctional Industries program.	CRS 17-24; 36-1-116 (2)
Capital Outlay	This line item provides funds for capital outlay associated with the Correctional Industries program.	CRS 17-24; 36-1-116 (2)
Correctional Industries Grants	This line item reflects federal funds received for the International Correctional Management Training Center.	CRS 17-24; 36-1-116 (2)
Indirect Cost Assessment	This line item reflects the Correctional Industries portion of statewide and departmental indirect costs.	CRS 17-24; 36-1-116 (2)

(8) Canteen Operations

Line Item Name	Line Item Description	Statutory Citation
Personal Services	All salaries and wages to full-time, part-time, or temporary employees and the State's share of federal Medicare tax paid for state employees hired after April 1986.	CRS 17-24-126, 24-51-401 (1.7)(f)
Operating Expenses	This line item includes various operating components, which have been drawn from other current Long Bill line items and consolidated to reflect those associated expenses.	CRS 17-24-126
Inmate Pay	This line item provides the funds to pay inmates employed by the Canteen Operation.	CRS 17-24-126
Indirect Cost Assessment	This line item includes the Canteen portion of statewide and departmental indirect costs.	CRS 17-24-126