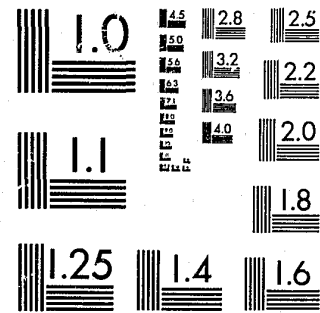


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U.S. Department of Justice
Law Enforcement Assistance Administration

Correctional Policy and Standards: Implementation Costs in Five States



The development of standards and the establishment of an accreditation process are two of the most significant accomplishments in the history of American corrections. Through this self-initiated effort, the corrections field has demonstrated its commitment to sound management in the administration of correctional agencies.

Bringing institutions into compliance with these measures often requires considerable change. Implementation is not a simple matter in this day of rising costs, financial constraints, and competing needs. This study of costs for five states in the LEAA funded Standards and Accreditation program indicates clearly that the achievement of an accredited correctional system will be expensive. However, the importance of the study transcends financial considerations. The costs analysis provides the administrators of these five states with base figures from which to review prior commitments, examine financial and manpower resources, and establish plans which meet current needs in an innovative and flexible manner. These figures represent a starting point from which all correctional administrators, with vision and imagination, can determine the realities of standards implementation.

Further, this study can serve as an example of one vital aspect of the accreditation process and provide a selective sample of the condition of corrections.

I am pleased that LEAA has played a key role in the development of standards and the establishment of the Commission on Accreditation for Corrections. This study is a product of the coordinated effort and partnership between LEAA and the corrections field which will contribute significantly to the definition of a common purpose and direction for strengthening correctional practices.

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Correctional Policy and Standards: Implementation Costs in Five States

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FOREWORD

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

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

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

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

ACKNOWLEDGMENTS

All of the five professionals at the Institute who were responsible for preparing the initial set of cost analyses (state reports) deserve the credit for the material that has been assembled within this summary. My special thanks in the development of this report belong to Ms. Tamara Hatfield, Research Assistant at IEPS. Tamara contributed the element of patience, which served of equal value to her research assistance in providing continuity to this report.

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CHAPTER 1. OVERVIEW OF STANDARDS AND COST ANALYSES

INTRODUCTION

The intent of this summary report is to enable policy-makers to examine correctional standards within the context of a comprehensive economic framework. The report provides a summary of projected costs for those states that were involved in the accreditation process and were recipients of the cost analyses conducted by IEPS. However, it is also intended as a useful tool for those states that are either partially involved in the accreditation process, or interested in seeking accreditation at some point in the future.

Ideally, this report will serve to assist the majority of states, i.e. those not involved in the cost analysis, in estimating the actual costs of complying with CAC standards. A primary objective is to facilitate policy choices by providing planning information for administrators and legislators alike. In addition, the information may be used as a basis for comparison with other states to determine the total costs of complying with individual as well as groups of standards. As standards address a broad range of philosophical, procedural, and operational questions, resource information is considered to be only one of the considerations in choosing compliance strategies.

The cost analyses are the result of an iterative series of tasks, from identification of cost standards, determination of kind of resources required, examination of the basis for calculation, to estimating specific resource units, types, and attendant costs. Within each of the states, a participatory process, involving the Standards Management Teams, statewide corrections personnel, and IEPS staff gathered information, reviewed and refined compliance needs and finally produced the cost estimates presented herein.¹

The costs of improvement, while substantial, need to be viewed in an advisory manner, since they represent the incremental cost of attaining standards compliance. In addition, they are based on specific sets of resources devoted to alleviating particular standards' deficiencies. Finally, they are estimates (albeit carefully derived) and their accuracy is only as great as the accuracy and level of detail of the information on which they are based.

Within this chapter, a review of LEAA funding levels in terms of grant project expenditures is included for all those states involved in the Correctional Standards Accreditation Program. In effect, an examination of LEAA expenditures will allow decision-makers to reflect on where monies have traditionally been allocated in the past (e.g., by CAC standards set such as institutions, community residential care, or probation and parole services; and by specific CAC standards category as well, such as physical plant, training, or programs), and determine probable needs for the future.

Since the report is intended for a broad audience, descriptions of the states' correctional facilities and programs have been incorporated in the Appendices for those unfamiliar with the system subunits. Prior to discussion of the report methodology and LEAA policy decisions (expenditures), a history of the standards and accreditation process may provide the reader with an overall perspective.

HISTORICAL OVERVIEW

Although standards have only recently moved into the forefront in corrections, they are by no means a new development in the field. Concern for standards in corrections was first expressed in the area of institutions, for both short and long term, i.e. jails as well as prisons. As early as 1870, in the "Transactions of the National Congress on Penitentiary and Reformatory Discipline", the need for minimum standards to assure adequate living conditions was raised.² Similar concerns were developing with respect to jails. In 1925, one federal judge went so far as to suggest that federally operated jails for prisoners of the U.S. government "could serve as examples to which states might make their jails conform."³

The importance of establishing minimum standards was also apparent in the growth of probation and parole in the latter part of the 19th century. A long-standing issue in probation and parole has been the establishment of a standard caseload size to provide adequate supervision and allow the officer to properly apply his/her professional skills. It was not until 1939, however, that the National Probation and Parole Association (now known as NCCD) began to establish "model acts" which stated the conditions under which probation and parole should be conducted.⁴

The decade of the 1930's marked the period of nationwide dissemination of standards materials. The Federal Bureau of Prisons published minimum standards for that system as well as developing a strong program of jail inspection for facilities where Federal prisoners were boarded. In 1931, the Wickersham Commission on the Causes and Prevention of Crime produced many recommendations affecting standards of good correctional practice.⁵

In 1946, standards assumed a new dimension in the development of A Manual of Suggested Standards for a State Correctional System, published by the American Prison Association (now the ACA). Revised and renamed in 1954, this first Manual of Correctional Standards marked the beginning of the "self-evaluation" component, whereby the standards could actually be applied to each corrections agency.⁶

Finally, in 1974, the Commission on Accreditation for Corrections was created through a grant from LEAA. The primary purpose of the Commission, aside from the promulgation of standards, is to award accreditation status to correctional agencies that demonstrate compliance

with standards requirements. Thus, movement toward the accreditation process, as it currently exists, has evolved 100 years after the initial conception of standards.

Professionalization

A parallel development to that of standards has been the whole notion of professionalization in the field of corrections. Professionalism as it relates to corrections (similar to the law enforcement field) is generally associated with the improvement of administration and services, i.e. organizational efficiency, through the development of personnel. The more practical aspects of professionalism include officers' commitment to a career in corrections, increased technical competence, higher admission standards, the formalizing of internal operating procedures, and specific requirements for training.⁸ Thus the attempt to professionalize, to a large extent, has grown out of efforts to standardize and reach uniformity in terms of widely accepted procedures.

Inter-governmental Relations

The evolutionary process of standards development has brought about the reexamination of ties among the three levels of government, i.e. federal, state, and local, as they relate to the corrections function. An historical example may be used to illustrate this point. At the 1870 corrections conference, an advocate of state operated regional facilities for misdemeanants emphasized that they would relieve local jails of sentenced prisoners. In addition to the growing number of minor offenses, brutalities at the county level were cited as reason for adopting such an intermediate "house of discipline".⁹ Legislation authorizing federal inspections was an outgrowth of the Attorney General's Conference in 1934. Thus varying degrees of government intervention, from oversight to standards setting have been repeatedly suggested as a general reform strategy.

For more than a decade, in an effort to upgrade both state and local correctional facilities and programs, the Law Enforcement Assistance Administration (LEAA) has provided millions of dollars in funding grants projects toward this end. The following discussion on LEAA policy perspectives attempts to summarize the functional areas in which federal funds have been expended for those states involved in the accreditation process.

FEDERAL EXPENDITURES DURING THE 1970's

Throughout the decade of the 1970's, the U. S. Law Enforcement Assistance Administration (LEAA) funneled millions of dollars into all fifty states to help initiate, upgrade, and evaluate the delivery of programs and services within their respective criminal justice systems. That component which is of primary concern here, i.e., corrections, will be discussed as it may shed some light on the amount and target of funding in a specified subset of states. The eleven states under consideration here are involved in the Correctional Standards Accreditation Program (CSAP). A summary of funding levels for each of these states is provided within the tables in Appendix 1A.

A closer examination of these eleven tables demonstrates that the LEAA expenditures varied extensively, ranging from a low of just over \$3 million in Vermont to a high of nearly \$37 million in neighboring Massachusetts. The remaining states arranged in order by the magnitude of their funding levels are as follows: Maryland, \$34 million; New Jersey, \$32 million; Louisiana, \$30 million; Minnesota, \$21 million; Connecticut, \$18 million; Iowa, \$15 million; Colorado and Arizona, \$11 million each; and Maine, \$6 million. These federal expenditures could be broken down further by state versus local, and by functional area as well, i.e., to coincide with the particular set of CAC standards, such as Community Residential, Probation and Parole, or Correctional Institutions. ¹⁰

Some of the various "highs" that were achieved in funding levels may be of interest to both state (including local) as well as federal officials. The largest amount of monies spent within one fiscal year was \$8.1 million (1973) in Louisiana. The maximum amount targeted at the local level was \$6.8 million (FY: 1975) in the state of Maryland. Conversely, the maximum amount at the state level was \$4.3 million (FY: 1976) for the state of Massachusetts.

In terms of expenditures related to particular sets of standards, Maryland ranked the highest for a given fiscal year with \$1.4 million devoted to Probation and Parole Field Services (1978), and \$4.1 million dedicated to Adult Correctional Institutions (1976). The greatest amount spent on Community Residential Services was over \$900,000 (FY: 1973) in New Jersey. Similarly, the greatest proportion spent for training was \$940,000 (FY: 1973) in the state of Massachusetts.

In sum, it seems that levels of expenditures tend to vary both from one fiscal year to the next, and from one state to the next depending upon the policy choices that are made at a given point in time. According to this expenditure data provided by LEAA, greater variation exists among the states than does within each state with respect to comparative funding levels, e.g., monies for community residential services as opposed to adult correctional institutions, or vice versa.

Policy Choices and Partitioning of Cost Estimates

A common question of policy makers is, what will it cost to comply with standards. The response to the question of compliance costs will often vary according to the vantage point of the questioner. Thus, estimates will vary depending on whose needs the cost figures are intended to serve, i.e., administrators, planners, trainers, etc.. Legislators, for example, may only be looking at costs in terms of additional monies for the next fiscal year.

The subject of training provides a framework for discussion. The costs of complying with the Training standards may vary from an institutional standpoint to a Central Office perspective. At the institutional level training costs may well be accurately reflected in a comparatively straightforward algorithm which takes into account the number of personnel to receive training, the hours of training required, the administrative decision regarding what portion of the training time will be covered through overtime, and the rates of pay (straight and overtime) involved. As a result, the answer to the compliance cost for training would be the product of these elements.

In the Central Office, whomever is responsible for training will probably be concerned with other factors as well, such as systemwide coordination, curriculum development, and travel costs. Thus, compliance cost estimates for training are likely to vary, with each of the resulting figures being seen as the "bottom line" cost. The way to overcome such discrepancies is by partitioning the cost estimates in various ways, anticipating the policy choices with which the decision maker may be faced. The partitioning of estimates can then be easily referred to by stating the range they take, from the lowest estimate associated with the institutional focus to the highest estimate associated with the correctional system as a whole.

The ways of partitioning costs estimates are theoretically infinite. In practice the actual number is a function of what is considered a manageable number of ways to slice the economic "pie" and/or from how many different vantage points the question can be raised. Two of the most commonly used methods of partitioning the estimates are by CAC functional category, i.e. Training, Security, etc., and by IEPS/CEC cost factors, i.e. personnel, equipment, etc.. Thus, it becomes apparent that the dollar amount of complying with standards will vary, depending upon certain criteria such as which standards category is in question. Since the purpose of this report is to summarize findings for policy-makers, results are organized around standards' categories established by the Commission on Accreditation for Corrections.

METHODOLOGY

The standards included in this cost analysis were selected in four steps. Two IEPS staff (first independently and then jointly) reviewed each standards' volume and designated the resource type (personnel,

supplies, equipment, facilities) that might be required if an organization did not meet any aspect of the standard. This produced a set of "cost standards" which was unrelated to any specific agency or compliance action but which began to identify the types of data needed to measure the effects of compliance on resources.

The second step involved revising the Commission's format of recording compliance and planning data and then collecting this information from each organizational subunit within a state. Noncompliance may result from a lack of written policy, insufficient staff, facility capacity, and a variety of other causes, each of which will require different kinds and amounts of resources to correct. For example, one institution may deny inmates in segregation access to its legal library and another may not even have a library. Compliance resources in each case are quite different. Another complication from the standpoint of estimating costs was the inability from the original format to distinguish degrees of compliance. Since many standards have explicit or implicit subparts, it is possible to partially meet requirements. Obvious examples of multi-part standards are those relating to housing units which specify furnishings (desk, bunk, shelf) and conditions (natural light, ventilation). Another less obvious, example is the requirement that inmate teachers are supervised and trained (4401) where noncompliance may be a consequence of more than one cause. To account for partial compliance and to distinguish between compliance resources, the revised Plans of Action contained in Appendix 1B.1 was used to collect data.

Coordinators at the institutions, supervised by Standards Management Teams (SMT), compared each subunit's policies, programs, and procedures to those prescribed by the Commission and, when necessary, indicated what was required to achieve compliance. Plans of Action submitted on June 1, 1979, provided an initial set of state-designated cost standards for inclusion in the analysis.

The third step in selecting standards for the analysis was to cross-check by computer IEPS-designated cost standards (which were identified on the basis of total non-compliance without regard to the reasons for a deficiency) with state-designated standards (which took into account partial compliance and specific needs). The results of this analysis provided the field interview guide format.

During site visits in July and August of 1979, interviews at the central office and each institution were used to make the final selection of cost standards and to expand the description of deficiencies for these standards in resource terms. The listing produced by the computer analysis included standards which both the state and IEPS designated as requiring resources as well as those where only one had done so. Therefore, it was necessary to determine whether these differences were the result of simply oversight, the degree of non-compliance or actual disagreement. Once compliance with a standard was determined

to have an impact on resources, it was necessary to determine the type and amount. For example, a plan of action or the IEPS analysis might indicate that compliance would require staff, but it was on-site interviews and visual inspections that specified the amount (one position) and type (Psychologist). In all cases, interviewees, also, were asked to describe measures of resource use (square footage, population, number of cases, frequency of contact, etc.) on which the estimates were based. If ambiguous or not readily available, the Institute subsequently prepared a Cost Analysis Worksheet (see Appendix 1B.2) to collect data that would measure resource use. Another site visit task was to identify other sources (individuals, records, blueprints, reports, etc.) and to organize future data collection by relating these sources to deficient standards. The Data Source Worksheet used for this task is contained in Appendix 1B.3.

Following site visits, supplementary data were collected by telephone interviews and by asking each subunit to complete Cost Analysis Worksheets for selected standards. Preliminary standards analysis, site visits, and telephone interviews served to translate standards into resource terms and to estimate the type and quantity of resources needed to achieve compliance. The final cost estimating step was to price or assign a dollar value to these resource units. Prices were collected from salary schedules, purchase orders, catalogs, vendors, etc., and combined into the projected costs of standards compliance.

Capital Cost Methodology

Renovation and new construction estimates required a more elaborate methodology. In some instances the state had already developed detailed plans, yet in other instances no such plans existed. In either case, it was necessary for IEPS/CEC staff to have a means of independently verifying cost estimates provided by the agency when they were available and to develop the estimates when the state was unable to provide them.

Standards requiring capital expenditures were selected in a manner similar to the process described above, but with additional steps. Base-line information on cell size, furnishings, housing unit populations, building materials, etc., was collected by the Institute. Compliance alternatives for each capital deficiency were formulated and discussed with correctional facilities staff who suggested which alternative appeared to be the most feasible. It was this preferred option that was costed controlling for project scope, security level and geographical location.

The capital estimates are based upon the national per unit cost of reconstructing various functional areas in a facility, controlling for level of security, and adjusted for regional variations in wage rates and materials. In effect, a hypothetical institution was developed in terms of basic functional modules, for example, visiting areas, dormitory, kitchen, programs, and individual housing. The potential changes were categorized into new construction, major renovation and minor renovation. A cost per square foot was developed according to the extent of

change for each of the functional areas. This approach permitted an estimate of meeting a standard cost with the least amount of information. A cost estimate could be calculated using the description of the deficiency in the Plan of Action and the blue prints for the facility supplied by the state. The figures derived from this approach are sufficiently reliable to be used for verification of state estimates and to serve as the foundation for preliminary planning for a facility.

The estimates are derived from data provided by a professional construction cost estimator with substantial correctional experience.¹¹ However, the disparity in costs commonly cited for new prison construction underscores the particular sensitivity of these estimates to underlying assumptions. Capital project costs commonly include site acquisition, project management, finance charges, architectural fees, contingencies and contractor charges.¹² Given these elements, it is not surprising that one hears such variation in costs.

A second source of variation is the point in the planning process where capital estimates are made. Pre-design estimates must be based on historical data and someone's judgment regarding appropriate types of construction. Once an architectural program is completed, the estimates can be refined by distinguishing between unit costs for various types of space (housing, gym, etc.). Engineering drawings allow the estimator to make further adjustments for materials, sizes, etc.. Gross capital estimates presented in this report are at the pre-design level and include construction, architectural and engineering fees (7 percent) and a contingency (25 percent) commonly used with projects in an occupied facility to adjust for shorter workdays, materials handling, screening contractors' personnel and similar security-related factors. (Excluded are site acquisition, project management and finance charges which can add significantly to project costs.)

General Assumptions

Certain assumptions underlying the development of the cost estimates should be made explicit. First, the reader should be able to distinguish between one-time expenditures as opposed to ongoing costs, i.e., the cost of achieving compliance versus that of maintaining compliance. Essentially, the capital cost standards (those concerned with facility and equipment needs) will require a one-time outlay of funds. Conversely, the operating standards are usually going to entail ongoing costs.¹³

Second, certain standard costs have been determined on a system-wide basis (at the Central Office level), since no separate or complete estimates were obtained from organizational units. These include all of the Training standards for Connecticut as well as certain organizational standards for Maine and Colorado. (For a graphical illustration of all those states and organizational subunits involved in the cost analysis, refer to the maps in Appendix 1C.)

Third, in most cases, an attempt was made to estimate the new or marginal financial costs associated with standards compliance. These costs represent the dollar figure that is over and above the agency's current level of operations. This assumption excludes expenditures or plans initiated prior to an agency's entering the accreditation process. Primarily, such projects include certain capital costs for renovation and new construction. There are several reasons for this decision, the major being the difficulty of extracting only those portions of the cost associated with standards' compliance, e.g. if the old institution had adequate cell plumbing, this cost would need to be deleted from the new construction costs. From a planning perspective, these monies are known and allocated and are of less interest than the new, heretofore unknown, costs presented here. However, these costs of action underway are undoubtedly relevant to planning for future expenditures.

The fourth set of assumptions deals with those costs discussed above, i.e. marginal costs vis-a-vis the dollar value of reallocated resources. The estimates provided herein are based on this premise of additional monies for the next fiscal year. These new or marginal cost estimates are described in the compliance cost tables accompanying each chapter. Although these costs on the surface appear to be the most significant to an agency because of the budget process, the latter category, i.e. reallocated resources, may be greater in terms of actual resources (time, staff, etc.).

It is difficult to estimate the dollar value of reallocated resources. There are probably numerous policies and procedures that have been changed or impacted in some way by the standards. Many of the so-called "no-cost" standards, such as those requiring annual reviews of daily operating procedures, fit into this category.

Adhering to the previous assumption regarding expenditures initiated prior to accreditation, compliance plans that can be achieved by redistribution of existing resources were generally not included in the cost analysis.¹⁴ This emphasis on financial (rather than opportunity) costs is necessitated by the study's scope and data availability and should not be interpreted as minimizing the importance of the more subtle shifts in resource allocations.

Furthermore, it is assumed that organizational subunits are operating efficiently at the present time. i.e. there are no slack resources. In fact, it may be possible to comply with some cost standards by reordering priorities, eliminating or modifying functions, etc., but this would require a more in-depth examination of each organization.

Lastly, yet not the least important, these cost estimates should be used as an indicator of the relative magnitude of financial requirements to be accredited rather than as a definitive statement of future financial obligations. If any further word of caution is in order, the reader should keep in mind that these estimates are in terms of 1979 dollars. There has been no attempt to anticipate future inflation rates in making these estimates. However, most of the expenditures are likely to occur two to three years hence with a much deflated dollar.

FOOTNOTES: Chapter One

1. Activities performed by IEPS/CEC that were associated with these tasks include an analysis of resource impacts occasioned by standards without reference to any particular site, on-site visits to describe the nature of a deficiency in resource terms, preparation of data collection instruments and compilation of results. Activities performed by Standards Management Teams at the state level were self-evaluations to identify deficiencies, preparing Plans of Action which indicated types of resources needed for compliance and administering data collection instruments.
2. Sechrest, Dale K., "The Accreditation Movement in Corrections", Federal Probation, December 1976.
3. Wayson, Billy L., Funke, Gail S., et al., Local Jails, D.C. Heath and Co., Lexington, Mass., 1977.
4. Sechrest, op.cit.
5. Ibid.
6. Ibid.
7. Staufenberger, Richard A., "The Professionalization of Police: Efforts and Obstacles", Public Administration Review, Vol. 37, No. 6, Nov./Dec. 1977.
8. It should be mentioned that professionalism in corrections and professionalism as the term is usually applied are not synonymous. The former is more closely related to bureaucratization as defined by Max Weber than to the traditional concept of professionalism. For an explanation on the latter use of the term see William J. Goode (1957), and Victor A. Thompson (1961).
9. Wayson, Funke, op.cit.
10. The source of the data used to prepare these tables were computer print-outs provided to the Institute by LEAA. Since the "project summary" was often unavailable for each of these print-outs, it was not always easy to determine the appropriate category of expenditure for each grant (or print-out). In addition, in several cases where a project summary was included, the state versus local distinction or the breakdown into specific sets of standards was not mutually exclusive. This led to the creation of the "general statewide allocation" category found within the tables. The reader should be cognizant of these considerations which entered into the categorization of the data.
11. Federman Construction Consultants provided IEPS with primary source data for the capital aspects of this cost analysis project.
12. For furnishings and equipment, approximately 15 percent of the cost of new construction should be added to derive the appropriate dollar figure in this cost category.
13. Standard 4182 (Specially Trained Unit) is one of the few exceptions to this general rule. Once this particular standard is complied with, there will only be limited ongoing costs (due to turnover).
14. There are certain standards, however, which can and will be met simply through the reallocation of slack resources. In other words, they will require, say, one week of the Warden's time on an annual basis (see 4010), yet the addition of new staff is not really necessary.

CHAPTER 2. COLORADO

SYSTEM OVERVIEW

The Colorado Department of Corrections manages adult correctional institutions, honor camps, community work-release centers and adult probation. All units were included in the accreditation process. This chapter illustrates key findings by standards' category; organizational unit descriptions appear as Appendix 2A.

Data on client populations for FY 1978-79 indicates that approximately 2,300 persons were under institutional (prison, camp, community center) supervision while another 2,200 were on parole. Institutions were operating at nearly 100% capacity; 23 percent of the population were classified as youthful offenders; 3 percent were at the women's facility and 11 percent were at camps or community centers. Table 2.1 illustrates institutional capacities, populations, etc. These organizational units and parole constituted the basis for the cost analysis.

TABLE 2.1 DISTRIBUTION OF OFFENDER POPULATION

Organization Unit	Normal ^{a/} Operating Capacity	Clients ^{a/} under Supervision	Age Range	FY 78-79 Terminations
Canon	822	846	15+	223
Fremont				
a. Med. Sec.	336	414	}15+	152
b. ITC	132	88		} 74
Buena Vista	570	515	28 & Under	440
CWCF	90	62	15+	44
Diagnostic Unit	123	100	15+	4
Delta	99	87	15+	}included in }BV figures
Rifle	100	39	19-54	
CCC-Golden	71	68	15+	64
Bails Hall	40	34	15+	83
Ft. Logan	<u>26</u>	<u>22</u>	15+	49
Parole		2,000		

^{a/}Source: Department of Corrections 4th Quarter ADA Report FY 1978-79.

Compliance And Cost Summary

Table 2.2 summarizes compliance data for Colorado on June 1, 1979, including total non-compliance as well as those cases only requiring additional resources.

TABLE 2.2 SUMMARY OF NONCOMPLIANCE BY FUNCTION

<u>Correctional Functions</u>	<u>Number of Standards</u>	<u>Cost and No Cost Cases^{a/}/Standards</u>		<u>Cost Only Cases^{a/}/Standards</u>	
Adult Institutions	465	944	322	378	120
Community Centers	195	96	63	31	15
Field Services	208	47	47	77	6

^{a/} Cases refer to the cumulative number of noncompliant standards for all organizational subunits. In other words, one standard in non-compliance at each of four institutions represents four cases.

On-site alterations were made in these totals when, for example, compliance with a "cost" standard did not in fact require additional resources at a specific organizational unit. Thus, the set of standards entering the cost analysis was somewhat smaller. Appendix Table 2C.1 displays noncompliance information by organizational unit and standards' category as analyzed. All such standards are described in Cost Analysis of Correctional Standards, Colorado (Institute for Economic & Policy Studies; Alexandria, VA, 1979).

Analysis of standards' implementation costs required extensive site work to verify the extent of noncompliance, kinds of resources required to comply, resource units and prices.

Thus, compliance with all standards is relatively high; cost standards' noncompliance is concentrated in a few areas. Those categories of noncompliance with the most substantial implementation costs are Physical Plant, Training, Pre-release Services, Work and Education Programs, Library Services, Security and Control, and Special Management Inmates. Community centers require less than \$50,000 to comply, with Facility (maintenance and furnishings) and Citizen and Volunteer Involvement the most costly. Parole requires personnel services for training and clerical support.

Projected compliance costs are displayed in Table 2.4 and range between \$14.5 and \$17.8 million. Of this, approximately \$4.4 million is necessary to provide adequate cell space, furnishings and program space in adult institutions, camps and work-release centers. Pre-release services are nonexistent and compliance is estimated between \$1.7 and \$5 million, depending upon whether services are centralized or regionalized,

TABLE 2.3 CASES OF NONCOMPLIANT COST STANDARDS BY CATEGORY

<u>Standards Category</u>	<u>Adult Institutions</u>	<u>Cases of Noncompliance</u>
Administration		9
Fiscal Management		1
Personnel		0
Training & Staff Development		64 ^{a/}
Planning & Coordination		0
Management Information Systems		0
Research & Evaluation		1
Records		0
Physical Plant		8 ^{b/}
Security & Control		29
Inmate Supervision		7
Special Management Inmates		10
Food Services		4
Sanitation, Safety & Hygiene		19
Medical & Health Care		11
Inmate Rights		11
Rules & Discipline		4
Mail & Visiting		8
Reception & Orientation		2
Money & Property Control		-
Classification		5
Inmate Work Programs		4
Education & Vocational Training		14
Library Services		54
Recreation & Inmate Activities		16
Religious Services		3
Social Services		6
Release Preparation		77 ^{c/}
Citizen Involvement		11
Total		378

^{a/} 8 org. units X 18 Training standards.

^{b/} Excludes Canon.

^{c/} 7 units X 11 standards.

TABLE 2.4 SUMMARY OF COMPLIANCE COSTS BY CATEGORY

<u>Adult Institutions (Standards Category)</u>	<u>Estimated Compliance Costs</u>
Administration ^{a/}	\$ 62,000
Fiscal Management	50,000
Training & Staff Development	1,538,100
Physical Plant	3,158,200
Security	138,000
Special Management Inmates	454,200
Food Services	181,000
Sanitation, Safety & Hygiene	171,700
Medical & Health Care	175,800
Inmate Rights	334,900
Rules & Discipline	27,200
Mail & Visiting	74,000
Reception & Orientation	250,900
Classification	327,500
Inmate Work Programs	1,864,000
Education & Vocational Training	1,709,800
Library Services	617,500
Recreation & Inmate Activities	675,700
Religious Services	5,500
Social Services & Counseling	101,600
Release Preparation	\$1,723,600 - \$5,038,600
Citizen Involvement	<u>74,100</u>
Subtotal Institutions	
a. low pre-release option	\$ 14,297,700
b. high pre-release option	17,612,700
<u>Community Centers</u>	
Administration	\$ 1,500
Personnel	2,900
Facility	27,400
Medical & Health Care	800
Citizen Involvement	11,400
Additional Standards	<u>2,000</u>
Subtotal Centers	46,000
<u>Field Services</u>	
Administration	\$ 38,800
Personnel	83,200
Subtotal Field Services	\$ <u>122,000</u>
GRAND TOTAL	\$ 14,465,700
	to
	\$ 17,780,700

^{a/} Includes community and field services.

respectively. Work and education programs total nearly \$3 million. Training is estimated at \$1.5 million. Summaries by standard and organizational unit appear as Appendix Tables 2C.2 and 2C.3.

In terms of resource categories the most costly is facilities (\$6.2 - \$8.3 million) followed by personnel (\$4 - \$5 million), supplies (\$670 - 830,000) and equipment (\$480 - \$530,000). The figures for staff represent approximately 200-250 positions.

Estimating Assumptions. Colorado compliance costs are based on user estimates of the type & amount of resources required to meet standards. Only marginal, or incremental costs of compliance are presented. The critical underlying assumption is that there are no "slack resources" and that reallocation was not possible.

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

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

Resource costs were not always available in straightforward form. In some cases, only the general type of resource was given, such as "Correctional Officer," so the step, e.g., monthly salary, was selected (less than randomly) by the author. If entry-level skills seemed appropriate or the position was senior, entry-level salaries were used.

DESCRIPTION OF COST STANDARDS BY CAC CATEGORY

Physical Plant. Included here are improvements to inmate housing and program space. Approximately \$20 million of capital construction is already underway and was not analyzed here. The majority of costs for housing are based on renovation of cells which fail to meet the 60 or 80 square footage (4142-I) or natural light (4143-E) requirements. Three facilities had undersized cells which required expansion, one required new construction to provide natural light, and four required additional program space (gymnasiums, education, etc). One community center requires additional housing space (2072-I) but costs could not be accurately estimated. The costs presented here include engineering and design fees and a factor for construction on occupied correctional premises. To all figures one should add financing charges, which would increase base costs by a factor of three to five over 30 years (depending on interest rates).

Training. Training in Colorado is handled centrally; the Training Center provides relief coverage as well as training to all staff. The gap in training is estimated as at least 126,000 annual hours department-wide. This is largely based on 10 percent turnover (accounting for nearly 10,000 hours of new employee training each year) plus new training requirements for management (9,600 hours), in-service training (40,000 hours) and direct-inmate contact training (32,000 hours).

TABLE 2.5 TRAINING REQUIREMENTS

<u>Standard</u>	<u>Number of Hours</u>	<u>Number of Employees</u>	<u>Total Annual Hours</u>
4090, 2053, 3065 (New Employees)	80	120	9,600
4091, 2054, 3066 (In-service)	40	1,000	40,000
Crisis Intervention			40,000
4092 (Direct Contact)	40	800	32,000
4093 (Admin Staff)	40	240	9,600
4097 (Weaponry)	4	500	2,000
4098 (Physical Force)	8	500	4,000
4183 (Emergency Training)	16	500	8,000
4271 (First Aid)	8	200	<u>1,600</u>
Total			146,800

TABLE 2.6 COLORADO DEPARTMENT OF CORRECTIONS ESTIMATED TRAINING COSTS

Training Personnel	\$261,000
Supplies	68,000
Equipment	33,000
Relief Coverage (52 F.T.E.)	862,000
Facility (9,200 sq. ft.)	506,000
(Current Expenditures)	<u>(226,000)</u>
Total First-Year Additional Costs	\$1,504,000

Pre-Release. Standards 4445-4455 call for a full range of pre-release services. Formal pre-release services no longer exist in Colorado, but two approaches were developed for purposes of the project through interviews with DOC officials.

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

Option 2 utilizes an existing facility. The ADA is estimated at 100, and various lengths of stay, depending on the level of security to which the inmate is going, are planned. While building is "free" to the pre-release function, funds will be required to house the displaced population, estimated at \$1.3 million.

TABLE 2.7 COMPARISON OF PROPOSED PRE-RELEASE CENTERS

<u>Personnel</u>	<u>Supplies</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Regional Centers</u>			
\$1,256,000 ^{a/}	\$ 312,000 ^{b/}	\$ 66,000 ^{c/}	\$3,420,000 ^{d/}
<u>Centralized Facility</u>			
\$ 234,000 ^{e/}	\$ 156,000 ^{b/}	\$ 15,000 ^{c/}	\$1,200,000 ^{f/}

^{a/} Includes three professionals and one clerical for each of six centers (\$200,000/center) and two regional coordinators.

^{b/} Includes office supplies, bedding, household and library supplies; utilities not estimated.

^{c/} Includes desks, chairs, AV equipment.

^{d/} Estimated @ \$570,000/site for 9,500 sq. ft./site.

^{e/} Includes seven professionals and two clerical.

^{f/} Cost of new facility to house displaced population.

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

In the absence of other information on program costs or participation rates, a model of sorts has been developed for Colorado in the areas of Work and Education and Vocational Training. The figures are based on a cost analysis of the National Advisory Commission Report on Corrections, Cost Analysis of Correctional Standards: Institutional-Based Programs and Parole (Singer and Wright, Correctional Economics Center, 1976, updated by Funke and Wayson, 1979). Suggested participation rates are:

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

There are several ways to estimate the cost of providing work experiences to inmates. The Standards and Goals report cited above assumed capitalization per worker upwards of \$15,000. It was decided here to use programs in existence in Colorado as the basis for the estimate (the obvious danger here is replicating obsolete or meaningless programs, but the intent was to be realistic and conservative). Estimates on work force, existing capital stock and new capital requirements were obtained for 13 shops. Existing capital was assumed to have five years of remaining life, new capital ten years. The cost per worker varies from \$60,000 to \$1,400; the average of \$3,050 was used.

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

TABLE 2.8 A MODEL OF WORK PROGRAM COMPLIANCE COSTS

Total Average Daily Population Selected Institutions	Work Program Participation	65% Participation	Variance	Compliance Cost
1963	665	1,276	611	\$1,864,000

Education Programs. A similar approach was taken for the standards on Education. The average cost for pre-secondary education was derived from a DOC FY 1980 budget figure divided by the ADA for FY 1979. The resultant cost (\$2,500) is less than that suggested by Singer and Wright in 1976 (\$4,000 "loaded" cost). A cost of \$400/inmate/year for post-secondary education was chosen, based on 1978 figures for community college courses. A 35 percent figure (777) was obtained from which actual enrollment (158 ADA in 1978-79) was subtracted. The education program costs were then applied to the variance (583). Total suggested new education costs total \$1.0 million.

Library Services. Since several facilities provide no library services at all, a model for staffing, acquisitions, shelving and space was developed by the Department of Corrections. This was then adjusted for institutions of various sizes and resultant figures used to project compliance costs. Table 2.9 is illustrative of the model.

Security and Control and Special Management Inmates. Over \$1 million, primarily for additional staffing, is required to comply with 22 standards in these categories. Specially trained units for searches and escapes constituted the larger part of security needs. Providing special management inmates with services approximating those of the general population will require about 11 new positions; the key areas here are visiting, showers and psychological services.

Work Release Centers. These two small units require few additional resources to meet standards. Two or three positions would meet most needs, both in terms of present operations and the additional demands imposed by standards.

Field Services. Again, the major need appears to be personnel services, for volunteers, clerical assistance and training and education.

Total first-year compliance costs approximate one-half the DOC annual budget. While two-thirds of these costs are represented by the major areas above, a full third (or \$5-6 million) are widely distributed. Thus, small increments of staff time and other resources have a substantial "cumulative" effect.

TABLE 2.9 LIBRARY SERVICES MODEL

	Populations ^{h/}					
	100	101-199	200-299	300-399	400-499	500-599
Staff						
Librarian I	-0-	-0-	-0-	-0-	-0-	16,093
Library Technician	14,301	14,301	14,301	14,301	14,301	14,301
Books ^{a/}	37,521	56,282	93,803	131,324	150,084	153,211
Magazines ^{b/}	1,749	2,186	2,623	3,060	3,499	3,936
Newspapers ^{c/}	1,749	2,186	2,623	3,060	3,499	3,936
Filmstrips ^{d/}	1,749	2,186	2,623	3,060	3,499	3,936
Equipment	2,628	2,842	2,945	4,033	4,397	6,555
Shelving ^{e/}	3,823	5,733	9,555	13,377	15,288	15,607
Totals	60,022	81,344	123,227	166,095	187,569	209,703
Space ^{f/} (Sq. Footage)	(900)	(1,000)	(1,125)	(1,250)	(1,400)	(1,500)
Annual Maintenance ^{g/}	3,927	5,846	9,643	13,438	15,358	15,715

^{a/} 1978 dollars; 30 books/resident; mix of reference, fiction, non-fiction; hardback & paperback.

^{b/} 20-40 titles under 500 population, up to 80.

^{c/} 3-6 titles under 500 population, up to 10.

^{d/} 25-50 titles under 500 population, up to 100, includes cassettes/discs and 16 mm films.

^{e/} Based on 21 linear ft/books; paperback racks.

^{f/} 900-1400 sq. ft. under 500 population up to 1950.

^{g/} Should include replacement book costs plus subscriptions (estimated here at 10% of books, magazines, newspapers, filmstrips).

^{h/} All estimates except first are made for midpoint of population.

CHAPTER 3. CONNECTICUT

SYSTEM OVERVIEW

Connecticut's Department of Correction has functional responsibility for incarcerating all sentenced felons, sentenced misdemeanants, accused persons who cannot be released while awaiting trial and the supervision of persons who have been conditionally released from the institution prior to the expiration of their sentence. To fulfill this responsibility the Department maintains four correctional institutions (CCI's), six community correctional centers (CCC's) and the Division of Parole (Adult Field Services). However, since the CCC's function primarily as state administered jails, LEAA excluded them from the state system definition for the purposes of the compliance cost analysis.¹ Given the interdependency of the correctional system, the reader should bear in mind the CCC's potential impact, the actual cost of compliance actions of the CCI's and Parole Services in the future (e.g., handling the inmate flow reduction permitting new institutions to operate within the design capacities). A brief sketch of the system's facilities, finances, and client population follows.

CCI-Niantic is the State's only correctional institution for women offenders aged 18 years and over. CCI-Cheshire is the youthful offender institution for male offenders 16-21 years of age. CCI-Enfield serves as a transitional facility for inmates awaiting transfers to community based programs or pre-release centers. CCI-Somers is the state's largest correctional institution and serves as a maximum security facility. Table 3.1 shows the average daily population figures for each of the CCI's and the average number of parolees under supervision, as well as the admissions and terminations for fiscal year 1978-79 (see Table 3.1). A description of each unit and the SMT's designation of cost/no cost standards within each CAC standard category are included in Appendix 3A.² Appendix 3B contains summary tables of the compliance costs by standard for each unit in the cost analysis.

The combined average daily population of the four institutions was reported as being just over 2,000. CCI-Niantic experienced the largest turnover in offender population in the same period. The admissions ranged from 604 to 1,218 during the year, while terminations ranged from 542 to 1,711. Field services reported approximately 1,360 clients under supervision during FY 78-79, with fewer admissions than terminations.

TABLE 3.1 DISTRIBUTION OF OFFENDER POPULATION

Organizational Unit (Security Level)	Clients Under Supervision*	Age Range	Admissions 7/1/78-6/30/79	Terminations 7/1/78-6/30/79
Cheshire (medium)	449	16-21	880	773
Enfield (minimum)	401	21 + over	604	542
Niantic (minimum)	161	18 + over	1,735	1,711
Somers (maximum)	1,034	18 + over	1,218	1,124
Parole Field Services	1,356		1,297	1,458

Sources: *ADP/Parolees under supervision as reported in the Statistical Summary, FY 78-79.
Thomas De Riemer, Director, Information Systems, DOC.

An examination of the modal distribution of the demographic characteristics for the correctional system's client population provides the following offender profile: white, male, aged 21 years, single, less than high school education, unemployed laborer at the time of arrest, native to the state and with prior institutionalization.

Table 3.2 depicts the non-capital expenditures for the 1978-79 fiscal year for the CSAP study units. Total annual expenditure for the Department is approximately \$27 million.

Standards Compliance

In order to achieve systemwide accreditation in the CSAP, the CAC required the states to meet 90-80-70 percent of the weighted standards (i.e., essential-important-desirable standard weights). The SMT reported a 71-73-40 percent compliance rate for the Adult Correctional Institutions standards and 56-88 percent for the twofold weighting system of Probation and Parole Field Services standards.³ The frequency of noncompliance by standard category and organizational unit which were discussed in detail in Cost Analysis of Correctional Standards: Connecticut (Institute for Economic and Policy Studies, Inc., Alexandria, VA 1979) appears in summary form in Appendix 3B.

The overall compliance action cost estimate for the Department of Correction was calculated at approximately two million dollars beyond the existing (FY 78-79) budgetary expenditure levels. This figure necessarily represents a lower limit of a compliance cost range due to the provisional nature of many of the Department's Plan of Action. Table 3.3 shows the distribution of these costs over the organizational units within the system by cost factors (See Table 3.3). The major portion of the estimated cost was associated with facility renovations related to Physical Plant, Inmate Rights and Records standard categories. Table 3.4 depicts the summary compliance cost estimates by CAC standard category. The following sections will summarize these estimates.

CAC CATEGORY COMPLIANCE ESTIMATES

Connecticut's State Accreditation Management Team designated eleven CAC standard categories as involving compliance action for which IEPS/CEC estimated the compliance costs. Those involving approximately \$20,000 or more will be summarized below.

Training and Staff Development

The Department addressed the CAC Training and Staff Development standards through a Plan of Action (POA) entitled the Comprehensive State-wide Training Plan (CSTP).⁴ The Department's Staff Development Division and the Connecticut Justice Academy co-authored the CSTP (see Appendix 3A.6 for additional discussion of the CSTP). Three impact areas of the Training and Staff Development category were identified by IEPS/CEC: development, program and participant costs.

Development Costs. The POA specified the submission of a grant to the Connecticut Justice Commission in order to obtain the necessary personnel for curriculum design and effective media presentation for the Department's training program. Three new personnel positions were created to meet this developmental task. IEPS/CEC interviews provided additional information regarding the allocation of these and other Department staff vis-a-vis the Comprehensive Statewide Training Plan required by the cost analysis.⁵ The personnel cost of the Connecticut Justice Academy, the Department's Staff Development Division, and the Institutional Advisory Training Committees' involvement in the CSTP development process was estimated at approximately \$74,000.⁶

Program Costs. The program costs associated with the CSTP were more difficult to estimate as the various program elements had not been defined by the Department. The principal cost factors designated were personnel, equipment and purchase of services. Interview data supplemented the original data and enabled the following anticipated cost to be defined: personnel (\$16,000), equipment (\$5,000) and purchase of services (\$10,000).⁷ The latter does not include Title funds for instructors for special courses, experts to conduct workshops in various

TABLE 3.3

CONNECTICUT -- SUMMARY OF COMPLIANCE COSTS BY ORGANIZATIONAL SUBUNIT

Subunit	Operating			Capital	
	Total	Personnel	Other	Equipment	Facilities
CCI-Enfield	\$ 36,625	\$ 36,000	\$ 625	\$ -0-	\$ -0-
CCI-Somers	138,945	131,380	5,165	1,600	800
CCI-Cheshire	98,545	71,545	22,500	4,300	200
CCI-Niantic	1,528,020	124,910	9,160	108,350	1,285,600
Parole Services Division	40,820	34,460	5,600	760	-0-
Comprehensive Statewide Training Program	<u>342,480</u>	<u>242,080</u>	<u>90,400</u>	<u>10,000</u>	<u>-0-</u>
Totals	\$2,185,435	\$640,375	\$133,450	\$125,010	\$1,286,600

TABLE 3.4

CONNECTICUT -- SUMMARY OF COMPLIANCE COSTS

<u>Standards Category</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Adult Institutions</u>					
Training	\$ 342,480	\$ 242,080	\$ 90,400	\$ 10,000	\$ -0-
Records	30,000	-0-	-0-	-0-	30,000
Physical Plant	45,000	-0-	-0-	-0-	45,000
Security	146,205	44,830	625	104,450	800
Special Management Inmates	500	-0-	-0-	500	-0-
Sanitation	33,775	14,350	9,325	9,300	800
Rights	1,210,000	-0-	-0-	-0-	1,210,000
Reception	17,500	-0-	17,500	-0-	-0-
Library	78,350	73,350	5,000	-0-	-0-
Recreation	19,105	14,105	5,000	-0-	-0-
<u>Parole</u>					
Administration	500	-0-	500	-0-	-0-
Personnel	18,950	18,090	100	760	-0-
Supervision	21,370	16,370	5,000	-0-	-0-
Totals	\$1,968,235	\$423,175	\$133,450	\$125,010	\$1,286,600

specialties, and commercial media production services. Title XX funding for training is currently being reviewed by Congress. Recently conferees accepted the Senate language on Title XX training which caps the amount states can spend on training in fiscal 1980 at 4 percent of their overall Title XX allotment, or the amount actually spent in 1979, whichever is higher. The House and Senate now must approve this compromise.

No figures were available regarding the Department's share of the Connecticut Title XX monies. Therefore, while the full program cost cannot be specified, the minimum cost of compliance for the program is estimated at \$31,000 during the first year of the compliance action. Still to be decided in the program cost are which topics could be most effectively presented in the form of self-instruction media presentations and which required up-front instruction/training. The Institutional Advisory Training Committees' input remains the largest single unknown factor in the calculation of the program cost estimates.

Participation Costs. The third impact area of the CSTP for the purposes of this analysis is that of the trainee participation costs encountered by the Department. The issues of reimbursement of all staff for additional time spent in training, or for replacement personnel when training occurs on the job were considered "essential" by CAC. The POA specified that each of the institutional staff with direct and continuing contact with inmates required overtime pay to meet CAC's 160 hour first year training requirement. The state used an average hourly overtime rate of \$10, which totaled \$217,000 for the direct contact personnel. IEPS/CEC used the following computation formula and arrived at the lower cost estimate of approximately \$152,000.

$$1) \text{ Net Training Hours Required} = \text{Pre-service Training} + \text{Inservice Training} \\ \text{For Correctional Officers} \\ = [(160 - T_1) R] + [(80 - T_2) I]$$

where: T_1 = # hours pre-service training currently provided = 140 hrs.
 T_2 = # hours inservice training currently provided = 21.55 hrs.
 R = # new recruits to fill mandatory posts = 59
 I = # mandatory positions less turnover for these posts
(Inservice) = 480

$$\text{Net Training Hours Required} = [(160-140) 59] + [(80 - 21.55)480] \\ = [(20)59] + [(58.45)480]$$

$$\text{Net Training Hours Required} = 1,180 \text{ hrs.} + 28,056 \text{ hrs.}$$

Based on the assumption provided by the CSTP, ie. only half of the in-service hours requires overtime payment at the average hourly overtime rate of \$10 per hour and the pre-service post coverage still requires overtime coverage, the following computation formula was used:

$$2) \text{ Net Training Compliance Cost} = O (T_p + T_i/2)$$

Where: O = Average Hourly Overtime Rate
T_p = Total Pre-service Hours of Training
T_i = Total In-service Hours of Training

Net Training Compliance Cost = \$152,800

Total training estimate: Together the development, program and participation cost estimate for the Department's Comprehensive Statewide Training Plan (CSTP) for accreditation totaled \$342,000.

Physical Plant, Inmate Rights and Records

Three standard categories designated as containing noncompliant cost standards by the Department's Plans of Action called for renovation of the institutional facilities. The major and minor renovation work was cited as the compliance action necessary to assure the safeguarding of inmate records and to meet the fire and life safety code requirements. The estimated renovation cost was approximately \$1,300,000.⁹

Security and Control

All but one of the institutions designated deficiencies in the security and control standards. The issues of key and tool control; safe storage of toxic, flammable and caustic substances; additional security posts; communications equipment; designated area for safe unloading/reloading firearms; and emergency plan training were addressed by the Department's Plans of Action. The security standards compliance cost estimate totaled approximately \$146,000.¹⁰ The major cost factors were equipment and personnel costs.

Sanitation

The sanitation standards category involved four issues: provision of special clothing to inmates on specific work details; daily exchange of inmate clothing; laundering of personal clothing; and the provision of hair care services. The total compliance cost estimate was approximately \$24,000 which covered personnel, equipment, supplies and purchase of services.¹¹

Reception and Orientation

A purchase of service contract for a consulting psychologist to administer psychological evaluations of all new admissions, as well as

identification of their recreational interests, was the only issue addressed under the Reception and Orientation category of the standards. The purchase agreement was estimated at approximately \$18,000.¹²

Library Services

All but one institution cited Library Services as a source of non-compliance. While the designated cost factor of personnel was the only factor chosen by the institutions, there were variations in the compliance actions specified. These ranged from consultant librarian services for training correctional treatment officers as auxiliary librarians to several full time librarian positions. Interestingly, the Library Services category held the clearest example of alternative compliance actions to a single set of standards, i.e., each tailored to the specific needs of the situation as perceived by the institutions. The total compliance cost was estimated to be approximately \$78,000 annually.¹³

Recreation and Inmate Activities

Only one institution, CCI-Niantic, referenced the Recreation and Inmate Activities category in their POA. The issues dealt with were the acquisition of necessary personnel to provide a comprehensive recreational program; funds to purchase recreation services in the community; equipment needs; and minor renovations for multi-purpose recreation crafts room. The total compliance cost estimate of Niantic's POA was approximately \$19,000.¹⁴

ADULT CORRECTIONAL INSTITUTION TOTALS

The Connecticut Department of Correction's total compliance cost estimate for the Correctional Standards Accreditation Program (CSAP) was determined by IEPS/CEC to be a \$2 million expenditure. The cost factors of facilities (renovation), new personnel and equipment accounted for this level of expenditure in that order. Examining the distribution of estimated compliance costs by CAC categories one finds the following rank ordering of the categories:

- Physical Plant/Inmate Rights/Records (renovations) - \$1,500,000
- Training and Staff Development - \$242,000
- Security and Control - \$146,000
- Library Services - \$78,000
- Sanitation - \$24,000
- Recreation and Inmate Activities - \$20,000
- Reception and Orientation - \$18,000

PAROLE FIELD SERVICES

The Division of Parole had an overall CAC standards' compliance rating of approximately 50 percent. While most of the standards' compliance actions reported by the SMT involved strengthening and/or committing to writing existing practices, eleven were designed as cost standards. The SMT was unable to provide sufficient details for the majority of these compliance actions. (See Appendix 3A.5) Given the indeterminate nature of all but a few isolated parole Plans of Action it was impossible to estimate the cost of compliance vis-a-vis the noncompliant standards. The three noncompliant cost standards which were presented in enough detail to permit some preliminary cost estimations fall within the following categories:

- Administration
- Personnel
- Supervision

The total compliance cost estimate for these three standard categories was approximately \$41,000.¹⁵ This principally affected the cost factors of personnel and other operating expenses rather than capital expenditures.

Summary

IEPS/CEC was able to estimate compliance costs based on the Plans of Action submitted by Connecticut's SMT. The estimates represent in most cases a minimum compliance cost, or the lower end of an undefined range of compliance costs. Given these qualifications the cost analysis should prove useful to the Department's planning and policy-making bodies, as a benchmark for compliance cost estimates. In sum, the CSAP Correctional System of Connecticut is expected to encounter a total compliance cost of approximately \$2 million in excess of its current operating budget. This figure does not take into consideration any POA which referred to the construction of new facilities now planned, nor for the most part to the compliance actions regarding Parole Field Services. Data for these were considered outside the scope of the CSAP cost analysis either due to LEAA/CAC policy determinations or the POA did not meet the minimum level of detail established by IEPS/CEC criteria.

FOOTNOTES: Chapter Three

1. Correspondence, telephone and personal conversations with CAC and CSAP/LEAA officials during course of the CSAP Cost Analysis Project.
2. Facility descriptions represent minor adaptations of the institutional narratives submitted by the SMT which accompanied their Self Evaluation Report, June, 1979.
3. Connecticut SMT Self Evaluation Report, June, 1979.
4. See Appendix III, Cost Analysis of Correctional Standards: Connecticut, Gregory J. Legaz, IEPS/CEC, Alexandria, Virginia, December, 1979 (hereafter referred as CCA.) for details of CSTP.
5. Based on interviews with Director, CJA and Director of SDD, July 12, 1979.
6. For discussion of computation of IATC development costs see CCA, 1979, pp. 80-81.
7. Based on telephone interviews with CJA staff and SDD Director, July, 1979.
8. Standard 4103, CAC Manual of Standards for Adult Correctional Institutions, August, 1977, p. 20.
9. See CCA, 1979, pp. 84-87; 72-93.
10. See CCA, 1979, pp. 50, 87-89.
11. See CCA, 1979, pp. 91-92
12. See CCA, 1979, pp. 93-94
13. See CCA, 1979, pp. 94-96
14. See CCA, 1979, p. 97.
15. See CCA, 1979, pp. 60-65.

CHAPTER 4. IOWA

SYSTEM OVERVIEW

Adult Corrections Services are administered in Iowa by a Division of the Department of Social Services.¹ Other services offered by the Department include mental health; benefit payments to low income families; a variety of direct service programs such as family counseling, day care, and protective services to troubled families; and juvenile programs, including the three institutions administered by the state.

The Division is responsible for all adult corrections services administered by the state, that is, seven institutions, six halfway houses, parole services, and an industrial program. In addition, it conducts inspections of all local institutions including county and city jails, provides technical assistance to the eight judicial districts which administer probation and pre-trial release programs, and administers state appropriations which support the probation and pre-trial services. For a complete description of the seven state-operated institutions, refer to Appendix 4A.

The work release program operates out of six community residential centers distributed across the state--Ames, Waterloo, Cedar Rapids, Des Moines, Davenport and Marshalltown--and the Riverview Release Center. There was an average daily population of 170 taking part in the program during FY 79.

The industrial employment program is carried out under a separate bureau entitled Iowa State Industries. It produces within the several institutions such products as furniture, license plates, road signs, clothing, detergents, janitorial supplies and mattresses. It also provides furniture restoration, dry cleaning, and tire recapping services. At one time agriculture was a major part of the corrections employment program, but the large farm operations have all been abandoned.

Parole services are administered through three regional districts. Probation and pre-trial services are administered by the eight Judicial Districts. The Division is responsible for providing technical assistance and administering the state aid for the eight probation offices. The Division is currently developing standards to which the Judicial Districts must adhere to receive the state aid.

Summary of Client Data and Financial Overview

The distribution of the client population among the various facilities of the Division are summarized in Table 4.1. The size of the Iowa program places it close to the median in comparison with the other states. In 1977 the Division ranked 19th in number incarcerated, and 24th in total expenditures.² The annual operating budget for the Division in FY 79 was \$24.0 million. Capital appropriations for FY 79, which are

TABLE 4.1 SUMMARY OF IOWA CORRECTIONAL SYSTEM

Organizational Unit	Security Level	Clients ADP	Age Range	6/23/78 - 4/26/79	
				Admissions	Terminations
<u>Institutions:</u>					
Iowa State Penitentiary (Ft. Madison)	Max.	748	^{a/} *	565	743
Men's Reformatory (Anamosa)	Med. ^{b/}	694	18-30	790	835
Iowa Security Medical Facility (Oakdale)	Med.	78	18+	346	359
John E. Bennett Correctional Center ^{c/}	Med.	129	18+	388	200
Medium Security Unit (Mt. Pleasant)	Med.	133	18+	224	214
Women's Reformatory (Rockwell City)	Min.	70	18+	99	86
Riverview Release Center	Min.	87	18+	141	156
<u>Parole:</u>		1,082 ^{d/}	18+		
<u>Community Centers:</u>		170	18+		

Sources: Iowa Department of Social Services, Annual Report 1978; Iowa Division of Adult Corrections, Goal Book FY 78-79.

^{a/} All violent offenders and men over 30.

^{b/} Anamosa is officially described as a medium security unit in a maximum security setting.

^{c/} Opened September, 1978.

^{d/} Includes clients supervised under interstate compact.

administered by the Bureau of Property Management, totaled \$955,000. (This does not include a special appropriation for major renovation work on Iowa State Penitentiary and Iowa State Reformatory.) See Table 4.2 for a summary of expenditures by facility.

COMPLIANCE SUMMARY

Adult Institutions

The seven Iowa adult institutions indicated a wide range of compliance with the 465 CAC institutional standards (see Table 4.3). Oakdale reported the highest percentage of compliance (97%) by complying with 449 standards. Two of its 16 non-compliant standards were designated as requiring additional funds, making Oakdale the lowest in number of designated cost standards. Rockwell City showed the lowest percentage of compliance (61%) and the greatest number of non-compliant no cost standards (155). Fort Madison had the greatest number of non-compliant cost standards (40) and ranked third from the lowest in overall compliance. Anamosa and Mount Pleasant ranked second and third, respectively, from the highest in compliance. John Bennett was the second lowest in overall compliance (64%) and complied with 297 standards. Regardless of the compliance rating, the number of cost related standards is a small percentage of the total for each institution (see Table 4.4).

A total of 779 cases of non-compliance were reported by the institutions. Of these, 145 were cited as having cost implications. Cost standards were designated in the following CAC categories: Administration, Fiscal, Personnel, Training, Planning, Research, Physical Plant, Security, Special Management Inmates, Sanitation, Medical, Rights, Rules, Mail, Reception, Classification, Work, Education and Vocational Training, Library, Recreation, Religious Services, Release and Citizen Involvement. The greatest number of non-compliance cases with cost implications occurred in the Training category.

Halfway Houses

Iowa's six halfway houses each complied with over 90% of the 195 CAC standards for Adult Community Residential Services. The highest rate of compliance (95%) was achieved by Waterloo, which complied with 185 standards. Ames reported the lowest rate of compliance (91%) and the largest number of non-compliant no cost standards (17). Two halfway houses, Ames and Des Moines, did not indicate any non-compliant cost standards. Cost standards occurred in Administration, Facility, Medical and Volunteers categories with the largest number of cases in the Facility category.

Parole

The Iowa Parole Office complied with 202 of the 208 CAC standards for Adult Probation and Parole Field Services and had an overall compliance rate of 97%. Non-compliant standards occurred in the categories

TABLE 4.2

IOWA EXPENDITURES AND BUDGETS, FY 78 - FY 81

<u>Organizational Unit</u>	<u>1977-78</u>	<u>1978-79</u>	<u>1979-80</u>	<u>1980-81</u>
Parole	813,000	974,554	1,036,830	1,031,903
Ft. Madison	8,270,970	8,250,586	8,919,160	9,105,319
Anamosa	5,570,300	6,121,303	6,520,714	6,673,466
Rockwell City	777,926	906,960	974,403	980,231
Oakdale	2,435,340	2,666,629	2,918,317	2,924,683
Mt. Pleasant	1,636,617	1,831,227	1,981,357	2,006,527
John Bennett	-0-	1,286,116	1,909,339	1,992,765
Riverview	1,435,920	1,145,880	1,347,211	1,376,351
Half Way Houses	523,000 (3 houses)	824,000 (6 houses)	860,000	910,000
Capitol	1,255,100	955,000	482,000	
Prison Industries		Projection for 6-30-79	6,152,000	
Sales Year Ending		6-30-78	6,526,007	

Source: Iowa Division of Adult Corrections, April, 1979.

TABLE 4.3 IOWA - COMPLIANCE RATING BY FACILITY

Facility	Essential		Important		Desirable		Total	
	#	%	#	%	#	%	#	%
<u>Adult Institutions (Total)*</u>	(404)		(56)		(5)		(465)	
Ft. Madison	281	70	40	71	1	20	322	69
Anamosa	379	94	48	86	5	100	432	93
Mt. Pleasant	315	78	38	68	2	40	355	76
John Bennett	265	66	30	54	2	40	297	64
Rockwell City	246	61	37	66	2	40	285	61
Oakdale	390	97	54	96	5	100	449	97
Riverview	298	74	37	66	1	20	336	72
<u>Halfway Houses (Total)</u>	(162)		(33)		-	-	(195)	
Ames	149	92	29	88	-	-	178	91
Cedar Rapids	151	93	28	85	-	-	179	92
Davenport	154	95	30	91	-	-	184	94
Des Moines	155	96	29	88	-	-	184	94
Marshalltown	152	94	29	88	-	-	181	93
Waterloo	155	95	30	91	-	-	185	95
<u>Parole (Total)</u>	(156)		(52)		-	-	(208)	
State-Wide	153	98	49	94	-	-	202	97

Source: Iowa Accreditation Management Team (SMT) Plans of Action Submitted June 1, 1979.

*The total number of standards for each type (Institutions, Halfway Houses, Parole) and each weight (essential, important, desirable) are placed in parenthesis.

TABLE 4.4 IOWA - SMT DESIGNATED COST IMPLICATIONS OF NONCOMPLIANT STANDARDS BY FACILITY

<u>Facility</u>	<u>Cost</u>	<u>No Cost</u>	<u>Total</u>
<u>Adult Institutions</u>			
Ft. Madison	40	103	143
Anamosa	10	23	33
Mt. Pleasant	20	90	110
John Bennett	21	147	168
Rockwell City	25	155	180
Oakdale	2	14	16
Riverview	27	102	129
<u>Halfway Houses</u>			
Ames	0	17	17
Cedar Rapids	2	14	16
Davenport	7	4	11
Des Moines	0	11	11
Marshalltown	4	10	14
Waterloo	2	8	10
<u>Parole</u>	1	5	6

Source: Iowa Accreditation Management Team (SMT) Plans of Action submitted June 1, 1979.

of Administration, Supervision-Probation and Parole Agencies, and Personnel. The one non-compliant standard designated as having cost implications was under the Administration category.

Estimating Assumptions

This chapter summarizes the estimated cost of the changes in each facility which will be necessary for the Iowa Division of Adult Corrections to be in compliance with the standards of the Commission on Accreditation for Corrections. The discussion is primarily concerned with those standards which will require an increase in the resource requirements (e.g., personnel, equipment, supplies) of the Division. Those standards which can be met through administrative action, or the reallocation of existing resources are included here only to place the cost implications in the context of the accreditation process. This is not, therefore, a review of the degree of compliance of all of the facilities and programs operated by the Division; nor a summary of the ease or difficulty the Division will have in achieving accreditation. Rather, it is an analysis of the cost implications of a subset of standards and of Division programs.

Summary of Cost Estimates

The following tables summarize the cost estimates for the changes required to meet the standards of the Commission on Accreditation for Corrections. An effort has been made to limit the cost estimates to expenditures required over and above current appropriation levels. In some cases this means the figure contained in the table represents only part of the total cost of compliance as it does not include money already allocated for that purpose. Where that occurred, the total cost is contained in a footnote.

Table 4.5 contains the estimated costs for each institution by major categories of standards. As one would expect, Fort Madison and Anamosa require the largest expenditure of funds. Their size and age alone make this a probable outcome. In two instances it is highly likely that a significant expenditure of funds is required to reach compliance but insufficient information precluded preparing an estimate of the cost. Those circumstances are indicated by an asterisk in the appropriate category.

Table 4.6 breaks the cost estimates down into cost categories for each institution. On the operating side of the ledger, a significant increase in personnel costs will be required for standards compliance. There were no significant supply purchases implied by the Plans of Action. Capital expenditures are largely accounted for by the new construction and renovation mandated by the standards, especially at Fort Madison and Anamosa.

TABLE 4.5
IOWA COST SUMMARY
BY STANDARD CATEGORY AND ORGANIZATIONAL SUBUNIT

<u>Standard Category</u>	<u>Ft. Madison</u>	<u>Anamosa</u>	<u>Mt. Pleasant</u>	<u>John Bennett</u>	<u>Rockwell City</u>	<u>Riverview Release Center</u>	<u>TOTAL</u>
Administration		500					500
Training	230,400	130,019	79,272	91,512	28,764	27,396	587,363
Physical Plant	12,747,886	9,188,371			32,652	20,000	21,988,909
Security	13,391	1,000		6,820		71,444	92,655
Spec.Mgmt.Inmates	101,562	38,086	280		19,042	9,000	167,970
Sanitation						890	890
Medical	53,303		9,672			25,693	88,668
42 Rights				9,400			9,400
Mail & Visiting					*		*
Classification				16,671			16,671
Work Programs	4,687,000	*	23,412	206,416			4,916,828
Ed. & Voc. Training			158,042				158,042
Library	20,680	5,810	7,000	7,000		15,693	56,183
Recreation			46,550	223,566	50,287	228,131	548,534
Citizen Involvement	<u>15,141</u>						<u>15,141</u>
Totals	\$17,869,363	\$9,363,786	\$324,228	\$561,385	\$130,745	\$398,247	\$28,647,754

Source: Iowa Accreditation Management Team (SMT) Plans of Action as of June 1, 1979; and from the staff of the Bureau of Property Management.

*Cost estimates could not be calculated because of insufficient information.

TABLE 4.6

IOWA -- SUMMARY OF COMPLIANCE COSTS BY ORGANIZATIONAL SUBUNIT

<u>Subunit</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities New</u>	<u>Renovate</u>
Ft. Madison	\$17,869,363	\$1,392,244	\$104,000	\$1,648,391	\$12,075,128	\$2,649,600
Anamosa	9,363,786	168,105	-0-	2,920	1,755,000	7,437,761
Mt. Pleasant	324,228	101,170	158,978	22,530	31,550	10,000
John Bennett	561,385	110,199	-0-	82,636	368,550	-0-
Rockwell City	130,745	60,968	-0-	15,000	22,125	32,652
Riverview Release Center	<u>398,247</u>	<u>111,240</u>	<u>9,600</u>	<u>33,857</u>	<u>206,550</u>	<u>37,000</u>
Totals	\$28,647,754	\$1,943,926	\$272,578	\$1,805,334	\$14,458,903	\$10,167,013

Source: Iowa Accreditation Management Team (SMT) Plans of Action as of June 1, 1979; and from the staff of the Bureau of Property Management.

The third summary table compares cost factor with standard category for the Division (Table 4.7). The largest categories are those with capital implications, especially Physical Plant. This category contains the standards which mandate cell size, obviously the most expensive form of change. The largest category of standards accounting for an increase in operating costs is Training and Staff Development, although Inmate Work Programs also require major operational expenditures.

The policy implications of these summary statistics are clarified if we consider the changes in the facility which will result in an increase in costs. In most instances each institution has its own unique set of standards within these categories which will require the expenditure of additional funds. Calculating the cost of those standards must take into account the peculiar problems and solutions each facility has to offer. The details of those changes are contained in Appendix 4A which follows on each institution/subunit.

Unfortunately, the total cost of achieving compliance is unrelated to the number of standards with cost implications. The estimate for the total additional expenditures to achieve compliance with all standards is \$28.6 million. Most of this amount is accounted for by capital investment required to bring ISP and ISR in compliance with the cell size requirements of the standards; to construct adequate recreation facilities at the other four institutions; and to expand inmate work programs at several facilities to provide adequate employment opportunities. The capital investment for these three sets of activities is \$26.3 million. When the cost of additional personnel implied by these standards is added to the capital estimates, the three categories account for \$27.5 of the total estimated cost of \$28.6 million.

A cost related problem for all of the institutions is complying with the Training and Staff Development standards. The standards are very specific regarding the initial and in-service training staff should receive. Additional personnel costs for compliance with these standards will total an estimated \$587,300 annually.

DESCRIPTION OF COST STANDARDS BY CAC CATEGORY

Before examining the detailed estimates, however, a brief review of the categories with major cost implications will outline the policy issues implied by these figures. These categories are Training and Staff Development; Physical Plant; Security; Special Management Inmates; Medical; Inmate Work Programs; Education and Vocational Training; Library Services; and Recreation.

Training and Staff Development

Every institution except the medical facility at Oakdale does not comply with the minimum number of hours of staff training required by

TABLE 4.7
IOWA -- SUMMARY OF COMPLIANCE COSTS

Standards Category	Total	Operating		Capital		
		Personnel	Other	Equipment	New	Facilities Renovate
Administration	\$ 500	\$ -0-	\$ -0-	\$ 500	\$ -0-	\$ -0-
Training	587,363	587,363	-0-	-0-	-0-	-0-
Physical Plant	21,988,909	723,158	-0-	-0-	11,130,128	10,135,623
Security	92,655	63,477	-0-	29,178	-0-	-0-
Special Management Inmates	167,970	158,690	-0-	280	-0-	9,000
Sanitation	890	-0-	-0-	890	-0-	-0-
Medical	88,668	68,932	10,536	1,200	-0-	8,000
Rights	9,400	-0-	-0-	9,400	-0-	-0-
Classification	16,671	16,671	-0-	-0-	-0-	-0-
Work Programs	4,916,828	261,162	104,000	1,679,666	2,862,000	10,000
Ed. & Voc. Training	158,042	-0-	158,042	-0-	-0-	-0-
Library	56,183	27,573	-0-	25,640	-0-	4,390
Recreation	548,534	21,759	-0-	60,000	466,775	-0-
Citizen Involvement	15,141	15,141	-0-	-0-	-0-	-0-
Totals	\$28,647,753	\$1,943,926	\$272,577	\$1,805,334	\$14,458,903	\$10,167,013

Source: Iowa Accreditation Management Team (SMT) Plans of Action as of June 1, 1979; and from the staff of the Bureau of Property Management.

TABLE 4.8
TRAINING STANDARDS COST ESTIMATES ^{a/}

<u>Subunit</u>	<u>Trainers</u> ^{b/}		<u>FTE</u> ^{c/}		<u>Overtime</u> ^{d/}	
	Cost	#	Cost	#	Cost	Hours
Ft. Madison	\$ 33,264	2.0	\$126,953	10.0	\$197,136	21,904
Anamosa	25,511	2.0	76,171	6.0	104,508	11,612
Mt. Pleasant	16,632	1.0	38,086	3.0	62,640	6,960
John Bennett	16,632	1.0	50,781	4.0	74,880	8,320
Rockwell City	8,316	0.5	12,695	1.5	20,448	2,272
Riverview	<u>8,316</u>	<u>0.5</u>	<u>12,695</u>	<u>1.0</u>	<u>19,080</u>	<u>2,120</u>
Totals	\$108,671	7.0	\$361,678	25.5	\$478,692	53,188

Source: Goal Book FY 78-79, Iowa Division of Adult Corrections; Plans of Action

^{a/}The formula for calculating staff requirements for training of direct service personnel is as follows:

$$(160 \times R) + (80 \times I) = \text{Total hours}$$

Where: R = Number of new staff who will fill positions which must be manned at all times;
 I = Total number of positions which must be manned at all times less the turnover for these positions

^{b/}Cost calculated at entry level pay schedule for trainers.

^{c/}Cost calculated at entry level pay schedule for corrections officers.

^{d/}Overtime pay calculated at \$9.00 per hour.

best solution to the problem, nor even the least expensive. A more intimate knowledge of the buildings in question may suggest alternatives which will significantly reduce the financial requirements; or, an assumption about the condition of some of the utilities may be unwarranted necessitating a much more costly construction effort than that described here. The purpose of this exercise is not to suggest to the Division of Corrections how they should meet the standards in question. Rather, it is to provide the officers with an estimate of the magnitude of financial requirements. This method is sufficient for that purpose.

The renovation currently underway of Cell Houses N and H at Anamosa and 20 at Fort Madison will bring those units into full compliance with the standards. The other cell houses in the two institutions, however, do not comply with the minimum cell size requirement of 60 square feet for cells which house individuals for less than ten hours a day, and 80 square feet for those housing individuals for longer periods. To meet these cell size requirements, the cost estimates are based on the following assumptions for Fort Madison:

- Cell Houses 18 and 19: combining three cells into two;
- Cell House 17: replace with a building of comparable capacity;
- Cell House 97: extend fronts to meet 60 square feet requirement;
- Add an additional building with 178 beds to replace those lost in renovation.

Anamosa estimates are based on the following changes:

- Cell House 2: remove all interior walls and renovate; new capacity = 218;
- Cell House 1: combine two cells into one; new capacity = 156
- Construct one new building with 108 beds to replace those lost through renovation.

One building at the Women's facility will also require renovation to meet several of the standards in addition to those contained in physical plant. However, a detailed plan and cost estimate was provided by the Division and the figures validated by IEPS staff.

Security

The security related cost items are generated primarily by the decision to treat Riverview Release Center as a minimum security facility for purposes of accreditation rather than as a half-way house. The standards for the former require the addition of such items as a 24 hour perimeter patrol and three holding cells.

Special Management Inmates

The standards require that inmates held in administrative segregation and disciplinary detention receive as many of the services available to the general population as possible. Specific requirements regarding recreation time and access to other services will necessitate the addition of personnel in many of the institutions, especially Fort Madison and Anamosa. Rockwell City's facilities for handling disciplinary detention and administrative segregation must be renovated to meet the standards. Most of the cost identified for that facility, therefore, involves capital construction (see the discussion in Physical Plant).

Medical

There is no common pattern of deficiencies among the three facilities which account for the cost implications of this category. Fort Madison must increase the frequency of physical examinations to come into compliance; Riverview Release Center must purchase adequate storage equipment; and Mount Pleasant provides inadequate psychological services at present.

Work Programs

Work programs are a major cost factor for most of the institutions. The standards require that all eligible inmates have access to such activities. Fort Madison, Anamosa, and John Bennett staff estimated a need to double their present industrial employment programs to serve the residents. Detailed plans were available from Fort Madison and John Bennett and, therefore, the cost for those institutions is included in the tables. Anamosa will also need to expand its capacity but planning had not progressed sufficiently to permit an estimate of cost. Therefore, an asterisk is used to indicate a cost estimate is necessary, but none has been made (see Appendix 4A.2).

Educational and Vocational Training

All of the expenditures in this category are accounted for by one institution--Mount Pleasant (refer to Appendix 4A.3 for detailed costs estimates).

Library

The two newer facilities -- Mount Pleasant and John Bennett -- have very inadequate libraries. Both have space which could be used but the offering of books, magazines and other materials is very weak. The estimate provided by Mount Pleasant to purchase an adequate supply of library materials was \$7,000, a figure received from a librarian in the Division of Mental Health Resources. That cost estimate was used to construct the summary tables. However, IEPS staff question whether a

library which meets the standards can be assembled for that amount of money. The Colorado Department of Corrections, in consultation with the American Library Association, estimates that approximately \$35,039 is required to assemble a minimum library for an institution with a population of 100-499. This includes purchasing approximately 3,000 volumes, 20 magazines, 3 newspapers, filmstrips, cassettes/discs, and films. It also assumes that other equipment--shelves, tables, chairs, typewriters--are already available. If these standards are used the library costs of Mt. Pleasant and John Bennett would be increased significantly over the original estimate.

Recreation and Inmate Activities

Four out of the six facilities with cost deficiencies have insufficient recreation space. There are game rooms and day rooms in most instances, but little indoor area for anything that would permit vigorous physical activity. To remedy this situation all four institutions propose to construct a multi-purpose building which would include a gymnasium and other recreation facilities. The basic design for each of these institutions is the same: steel span construction with insulated walls, shower rooms, locker rooms, toilet facilities and basic equipment for a gymnasium/racquetball court, and weight room/game room. The estimated cost for the building alone including the locker room, shower room and toilet is \$27 per square foot. The additional equipment to finish off the building is estimated at \$15,500.³

FOOTNOTES: Chapter Four

1. The information for this section is taken from the Iowa Department of Social Services Annual Report 1978; Division of Adult Corrections, Goal Book FY78-79; Division of Adult Corrections, Unpublished Planning Document dated January 11, 1979.
2. Sourcebook of Criminal Justice Statistics, 1978, Nicolette Parisi, et al, eds., National Criminal Justice Information and Statistics Service, Government Printing Office, 1979, p. 162-168, and 619.
3. The cost per square foot is based on data provided by the Bureau of Property Management. They derived the figures from previous expenditures for installation of utilities and other projects carried out by the Department. The estimate is \$7.00 a square foot. The estimate for a steel span building with insulated walls and minimum utilities was estimated by potential vendors to cost \$18-20. The equipment estimates are also based on previous Division experience for equipping a gymnasium.

CHAPTER 5. MAINE

SYSTEM OVERVIEW

The Bureau of Corrections is responsible for correctional programs within the Maine State Prison, Maine Correctional Center, Maine Youth Center and the Division of Probation and Parole. It adopts and implements treatment programs, including work release and establishes regulations for and permits the furlough of prisoners within institutions under its jurisdiction. The Bureau expends correctional appropriations on persons participating in halfway houses, pre-release, vocational training, educational, drug treatment and other programs.

The Bureau of Corrections may assist in or provide correctional services throughout the state in accordance with Maine law.¹ The State of Maine no longer has authority to place inmates on parole, since that function was abolished under a 1974 law requiring all adjudicated felons to serve their full sentence.

Only the two major institutions for adults were included in the Standards Accreditation Project. Therefore, this report will focus on the Maine State Prison, Maine's Correctional Center, and the related Central Office functions at the Bureau level. Maine Correctional Center will include the women's program and the Southern Maine Pre-Release Center adjacent to the grounds. The Maine State Prison will also take into account the Bolduc, or Minimum Security Unit (located near the prison grounds) as well as the Bangor Pre-Release Center.

Both minimum security facilities, Bangor and Southern Maine PRC's serve as work-release facilities. Those inmates with six months or less remaining on their sentences may be eligible for such programs. The Bolduc Unit, formerly the prison farm, is utilized as housing for those offenders sentenced to MSP, yet are classified as minimum security risks. The Bolduc Unit operates the vocational programs, in addition to utilizing resources at the State Prison as well.

National Scope and Comparison

Maine incarcerates 146 persons per 100,000 populations, which places it 39th nationally.² However, they tend to have a higher than average proportion of inmates housed in maximum security. Maine houses over one-half of its population in its maximum security facility (the State Prison). Meanwhile, about one-fourth of the inmate population is classified as having medium security needs, and the remaining one-fifth, or 20 percent, under minimum security. When a comparison is made on a regional basis, it illustrates that Maine has a larger proportion of inmates needing maximum security custody (55% to 46%); while, at the same time, the percentage classified as medium security is below the Northeast average (25% as compared with 33%).³

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Summary of Client Data⁴

Inmates' prior residences give an indication of the areas of potential program needs. There are four counties which account for over one-half of the admissions to Maine State Prison and Maine Correctional Center. They include:

- Cumberland Co. (Portland)⁵ 17.7%
- Penobscot (Bangor) 12.9%
- Kennebec (Augusta and Waterville) 10.2%
- Androscoggin (Lewiston and Auburn) 9.9%

TABLE 5.1 FUNCTIONAL SUMMARY OF CORRECTIONAL SYSTEM: MAINE

Organizational Unit	Normal ^{a/} Operating Capacity	Clients ^{b/} under Supervision	Age ^{c/} Range	1978 Admissions	1978 Terminations
Maine Correctional Center (medium-minimum)	201	196	18-26	436	411
Maine State Prison (maximum)	401	427	27 and over	336	305

^{a/} Operating capacity refers to the number of inmates that can be accommodated given the present space available.

^{b/} Average Daily Population: This figure also includes the Bolduc Unit or Minimum Security Unit, which is located about five miles from the prison. For Maine Correctional Center this figure includes the Southern Maine Pre-Release Center which is a Minimum Security Unit as well as the Women's program.

^{c/} Although both facilities by statute can house any adult male offenders over the age of 18, Maine Correctional Center generally has a younger population while Maine State Prison is used for those inmates with long-term sentences, recidivists, etc. Consequently, the average age of the inmate population at Maine Correctional Center is much lower (approximately 19 years) than that of Maine State Prison (27 years).

Source: Ms. Anita Gerard, Statistician for the Department of Mental Health and Corrections, Central Office. Based on calendar year 1978 data.

The preceding chart illustrates the present population capacity figures at the two institutions. As shown herein, the operating capacity for MSP is about twice as large as that for MCC. Recently, both institutions have been operating right at capacity levels.

Financial Summary of System

The total expenditures for Maine's correctional system⁶ (excluding capital) exceeds seven million dollars (see Table 5.2). While MCC expends approximately two and one-half million (or 35%), MSP's expenditures are more than four million dollars (or 60%). The remaining \$345,000 can be attributed to the Central Office (which includes both the Bureau of Corrections and its ancillary services). The Bureau itself is comprised of seven staff persons in the Central Office. Proportionately, the Central Office operations account for about five percent of the State's correctional expenditures.⁷

Unique State Considerations

Certain assumptions which are germane to each state were employed as an integral part of the analytical process. It is imperative that these assumptions be clarified since they were employed as a basis for the development of cost estimates. In addition, they relate to policy questions that are often raised with respect to standards and compliance costs.

The first and foremost set of assumptions deals with the general methodology for developing statewide cost estimates. The gross dollar figure noted in the state summary table is necessitated by the total sum of resources required to meet the standards. Yet this dollar figure is provided only for a particular group (or subset) of standards. The reader must keep in mind, then, that the costs associated with these standards relate to and also subsume a larger group of standards. (See Appendix 5D: Group Cost Sets - Reference List of Standards.)

The rationale supporting this major assumption should be elaborated upon here. An effort was made to specify the unique resource requirements associated with reaching compliance with each standard. However, it was not always possible to allocate the costs when a resource required for one standard also led to compliance with another. For example, the standards dealing with Classification, Inmate Supervision and Counseling often required the same new staff to comply. Yet when separate allocation was not possible the total cost of a factor was listed for one standard only.

On the other hand, a definitive dollar figure cannot always be attached to any particular standard. In other words, the question of how much it costs to comply only with Standard 4090 (New Employee Training) may not easily be determined. The importance of "interrelatedness"

TABLE 5.2 .

FINANCIAL SUMMARY OF CORRECTIONAL SYSTEM: MAINE EXPENDITURES, 1979^{a/}

Organizational Unit	Total Excluding Capital	Personnel			Non-Personnel	
		Subtotal	Salaries and Wages	Fringe Benefits ^{b/}	Operating Costs ^{c/}	Plant and Equipment
Maine State Prison (59.5%)	\$4,244,700	\$3,057,500 (72%)	\$2,465,700 (80.6%)	\$591,800 (19.4%)	\$1,187,200	\$57,600
Maine Correctional Center (35.5%)	2,531,200	2,028,700 (80.1%)	1,745,400 (86%)	283,300 (14%)	502,500 (19.9%)	5,600
Departmental Operations (Central Office) (4.8%)	345,000 ^{d/}	300,000 ^{e/} (87%)	258,800 (86.3%)	41,100 (13.7%)	45,000 (13%)	---
Totals	7,120,900	5,386,200 (75.6%)	4,469,900 (93%)	916,200 (17%)	1,734,700 (24.4%)	63,200

^{a/} Rounded to the nearest hundred.

^{b/} Fringe benefits as calculated here include employee maintenance, employer retirement costs, state share of health insurance, clothing for employees, disability compensation, and medical and hospital workman's compensation.

^{c/} Includes food and fuel.

^{d/} The Central Office expenditures include both the Bureau of Corrections and a percentage of the support services (Commissioner's Office and Administrative Services). 37 percent is the figure that is used. It was decided that this proportion is the most appropriate in discussion with Ronald Martell, Associate Commissioner for Administration.

^{e/} Personnel figured here includes the Bureau personnel as well as a calculated percentage (37%) for support services. Approximately \$90,000 out of the personnel subtotal is for Bureau staff only.

Source: Information provided by the Associate Commissioner and Chief Accountant for Maine Department of Mental Health and Corrections.

cannot be overemphasized here. For example, the actual costs of meeting the Training standards at MSP will include a certain percentage of the required Training Coordinator's time in Central Office as well as the new staff Training Officers at MSP and overtime costs. The scope of training costs actually goes beyond the training section of the standards, since training is mandated by related standards in other sections (see also 4182, 4237 at MGC).

To illustrate, we find that, although there are 94 cost standards at Maine State Prison, 48 of these can be referenced to some other standard to determine their costs. Thus, these "reference" standards actually have costs which are hidden within other standards (simply by nature of their place in the total set of standards). At MSP, then, this leaves 46 standards for which there are "unique" costs, or for which the attached costs have been described. It is essential that this method of assigning costs be understood before exploring the financial section of this chapter any further.

The second set of assumptions pertains to the variations in the actual compliance costs due to the alternative compliance action chosen. For instance, non-capital cost standards at MSP (especially requests for additional personnel), are based on the present population and operating capacity. If this were to change due to renovations and/or new construction, a major reallocation of existing resources would inevitably occur (see Appendix 5C on Compliance Alternatives for Capital Standards). In addition, some present renovations that are now planned may have to be revised or withdrawn, e.g., security bars for the East Wing or building a new watch tower.

Third, whenever the necessary data could not be found, or simply was unavailable, surrogate measures were used as a basis for estimating costs. For example, the costs of construction of a gymnasium at MSP (to meet Standard 4419) are based on a similar unit recently built at Maine's Correctional Center (with appropriate modifications in the cost estimate due to size of the inmate population and other economic factors, especially rising costs).

There are also ranges attached to each capital option (e.g., high range for 80 sq. ft. per cell as opposed to the low range for 60 sq. ft. per inmate) which must be considered. Finally, the costs will vary depending upon the price of materials and labor at the time the building is begun or equipment purchased. It must be stressed, therefore, that the final estimate, or so-called "bottom line", will not be an absolute figure, but rather an approximate one.

SUMMARY OF COMPLIANCE COSTS

As a result of its self-evaluation, the Maine Bureau demonstrated an overall 52.7 percent compliance rate on Accreditation (QAC) Standards for Adult Correction.

(see Appendix 5A.3). Individually, the Maine State Prison had a total compliance rate of just under 50 percent of the standards, and the Maine Correctional Center complied with approximately 55 percent. In examining the total compliance rate against the CAC standards weighting factors, Maine's two institutions complied with 52 percent of the "essential", 62 percent of the "important", and 60 percent of the "desirable" standards. By institution, the Maine Correctional Center complied with 54 percent of the essential and 66 percent of the important, whereas the State Prison complied with 49 percent of the essential and 57 percent of the important.

The total costs for the State to come into compliance with CAC standards are as follows: system-wide, compliance costs range from \$13,765,100 to \$21,857,100; for the Maine State Prison, the range is \$12,353,825 to \$20,455,825; and for Maine Correctional Center, it is approximately \$1,346,000. Capital expenditures account for the largest proportion of the total cost at around \$15,000,000 (with another \$2 million going towards capital-related equipment costs), but non-capital (or operating) costs are significant at approximately \$1,000,000. Aside from capital, the other costs, in order of significance, include personnel, additional funds, and purchase of services. (For a detailed description of the compliance cost discussed herein, refer to Cost Analysis of Correctional Standards for the State of Maine, Institute for Economic and Policy Studies, Inc., December 1979.

Summary By Cost Factor

Personnel. Summarizing the personnel needs for Maine's correctional system, it becomes apparent that the total costs are almost \$600,000. The three new staff persons in Central Office alone will cost over \$50,000. At Maine State Prison, twenty new positions will cost nearly \$275,000. At the Correctional Center, fifteen additional positions needed to comply with correctional standards will cost \$200,000. Another 4.5 Correctional Officer positions, necessitated by new housing construction, will cost a minimum of \$50,000.⁸ Approximately one-third of the staff needed at both institutions are for security positions.

Equipment and Supplies.⁹ Equipment costs for the State of Maine exceed \$2.1 million. Almost 90 percent of this figure is derived from the 15 percent cost (\$1.9 million) over that of new construction at the State Prison. This equipment cost is interrelated to those capital estimates discussed below. Aside from these general figures, equipment for the two major institutions will cost around \$200,000 (see Table 5.3 for the final summary of Maine's costs).

The greatest portion of the overall costs are incurred at MSP, where it appears that the major equipment cost (after capital-related items such as cell furnishings) is for security items with food service, sanitation, and other equipment needs comprising the remainder (see Table 5B.2). At MCC, the primary equipment cost is derived from physical

TABLE 5.3

MAINE -- SUMMARY OF COMPLIANCE COSTS BY ORGANIZATIONAL SUBUNIT

<u>Subunit</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
Maine State Prison	\$ 676,325	\$365,248	\$150,876	\$ 86,477	\$ 73,725
Capital Estimates	16,012,000	-0-	-0-	1,922,500	14,089,000
Maine Correctional Center	1,346,112	314,032	89,411	143,389	799,281
Maine Bureau of Corrections	<u>55,164</u>	<u>53,895</u>	<u>150</u>	<u>1,119</u>	<u>-0-</u>
Totals	\$18,089,103	\$733,175	\$240,437	\$2,153,485	\$14,962,006

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plant, followed by work programs, medical service, visiting and other minor requests.

Capital. The cost of capital needs for the State are approximately \$15 million. This is unquestionably the most significant of any cost factor. To reiterate, this cost figure is a general estimate, and actually may range from \$11 million to \$19 million, depending upon the capital options selected.

If the nearly \$2 million in capital-related equipment were also included here, this would leave only \$1,000,000 in compliance costs remaining. These costs have been distributed among the operational cost factors discussed in this chapter, i.e., personnel, additional funds (including overtime coverage), purchase of service, etc.

Purchase of Services. This category applies to contractual agreements that are necessary in order to comply with the standards. These may be in the form of either new or expanded services. The services required here are essentially personnel-related, primarily for psychiatric purposes. This cost factor is greater at MSP, with the total amount for purchase of services coming to \$27,000.

Additional Funds. This category refers to additional funding required for several reasons, e.g., transportation costs, overtime coverage, etc.. OT coverage, like the purchase of service category, is a personnel related item. Overtime costs at both facilities will amount to more than \$150,000, most of which is necessary to cover the cost of training. One other highly significant cost item is the additional funds which will be required to pay inmates for their work performed (see Standard 4390). This amounts to around \$100,000 at each facility.

DESCRIPTION OF COST STANDARDS BY CAC CATEGORY

Overview

Table 5.4 illustrates those CAC categories which are the most costly for the State of Maine to comply with. As was noted previously, the two most important areas (in terms of cost) are Physical Plant and Administration (for program space). Beyond these two categories, the next most important (by the amount of funds involved) are the following: Work Programs, Security, Training, Medical, Classification and Recreation. From an operational standpoint, these categories are the ones most in need of staff, equipment, etc., in order to come into compliance with the standards.

TABLE 5.4
MAINE SUMMARY OF COMPLIANCE COSTS

<u>Standards Category</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u> ^{a/}
<u>Adult Institutions</u>					
Administration	\$ 6,945,872	\$ 18,949	\$ 50	\$ 832,873	\$ 6,094,000
Fiscal	22,237	21,814	50	373	-0-
Training	194,438	188,621	1,098	2,319	2,400
Management Information	17,088	16,665	50	373	-0-
Records	1,160	-0-	720	440	-0-
Physical Plant	9,865,796	98,121	-0-	1,163,144	8,604,531
Security	227,319	49,319	1,881	53,123	122,996
Supervision	37,184	36,338	100	746	-0-
Special Mgmt. Inmates	49,618	23,340	-0-	787	25,491
19 Food Services	35,254	23,340	-0-	11,914	-0-
Sanitation	22,672	295	2,377	10,000	10,000
Medical	80,421	34,225	26,700	3,198	16,268
Rights	500	-0-	100	400	-0-
Rules	13,237	12,814	50	373	-0-
Mail and Visiting	7,875	-0-	100	7,775	-0-
Reception	13,727	13,154	50	523	-0-
Classification	71,404	69,712	200	1,492	-0-
Work Programs	358,013	11,920	201,760	58,013	86,320
Library	29,210	24,210	5,000	-0-	-0-
Recreation	51,180	46,680	-0-	4,500	-0-
Social Services	44,898	43,629	150	1,119	-0-
Totals	\$18,089,103	\$733,176	\$240,436	\$2,153,485	\$14,962,006

a/ For further description on the costs of new and renovated facilities, see the preceding tables for each institution.

Administration. The costs for the administrative section of the standards for Maine's correctional system involves a huge capital cost to comply with Standard 4017 (Constructive Programs) at Maine State Prison (see Table 5.4). The cost of program space will exceed \$6,000,000 (it approaches \$7,000,000 when equipment is included). The Administrative standards category also includes an Assistant Director at the Bureau level, who will be serving the two major institutions.

Fiscal Management. Two additional staff are needed for fiscal management purposes, both at Maine State Prison. The total request for this category comes to \$22,237, with the addition of a Stores Clerk and one Accountant.

Training. The Training standards will cost nearly \$200,000 for the State of Maine to implement, the majority of which is derived from overtime costs for training of security personnel. Overtime costs alone exceed \$150,000 (see also related Standard 4182). If as an alternative, new staff were hired rather than using overtime payments for replacements, the cost of training would be somewhat lower. Based on the total number of hours necessary to train security staff, ten new positions would be needed (six at MSP and four at MCC) to cover this training.

In terms of training staff, meeting the standards will require a Training Coordinator (see 4088) at the Bureau level in addition to one Trainer at each of the facilities. The costs for training equipment and supplies were determined to be negligible and will be assumed through reallocation of existing resources.

Management Information Systems. A Planning Analyst is required to assume responsibility for developing the State's management information system, in addition to other duties. The information system will provide data for use in correctional facilities on a statewide basis.

Physical Plant. The physical plant category will be the most expensive one indeed. The cost at MSP will be around \$8,000,000, although it may vary, depending upon the alternative compliance action chosen. At MCC, the physical plant standards will cost approximately \$750,000. (For further description, refer to the discussion on Compliance Alternatives for Capital Standards Appendix 5C.)

Security. The Security standards encumber quite a large cost, mostly due to equipment needs. The total amount of funds required will exceed \$250,000, with slightly more than half (\$135,000) required at MSP and approximately \$125,000 needed for MCC. The majority of these costs stem from equipment and capital items at MSP (e.g., emergency lighting equipment, new watch tower, security bars, etc.), while they are evenly divided between personnel and capital costs at MCC. At MCC the Security standards call for the addition of three Correctional Officers, and the building of a rear sally port among other needs.

Inmate Supervision. The costs are significant in the area of inmate supervision, partially due to the fact that these standards relate to those on classification and counseling services as well. The costs determined here are almost exclusively for personnel. Both MSP and MCC are highly deficient in the area of social services. Two treatment staff are needed, a Psychologist at MCC and a Human Services Worker at MSP. The total cost for these positions is \$37,184.

Special Management Inmates. The standards for special management inmates cover those areas of the institutions involving administrative segregation, protective custody (PC), and disciplinary detention. The requirements to meet these standards are two Security Officers at MSP. There are also some equipment needs at MSP, including the installation of telephones, TV monitors, and a new exercise bike. At MCC, the renovation of appropriate space for visiting facilities will cost \$25,000. The total costs for this category is about \$60,000.

Food Services. There are no cost standards in the food service area at MCC. MSP, however, will need two additional staff and a list of new kitchen equipment to improve the food service operation. The total cost to meet their needs at MSP amounts to \$35,000.

Sanitation & Safety. The costs of complying with Sanitation and Safety standards are notable, with over \$20,000 being requested at both facilities which includes inmate clothing, installation of showers, inspections, and inspector training.

Medical. Medical and health care is another large cost area, with requests of \$60,000 at MSP to comply (see Standard 4261 re: "comprehensive health evaluation"). Most of this amount is for personnel needs at MSP, as they need a Nurse Practitioner and Physician's Assistant.

Inmate Rules & Visiting. Inmate rules will cost around \$13,000 for the addition of a Guard Sergeant at MSP. MCC needs a new passenger van to meet Visiting standards (i.e., providing transportation) which will cost close to \$8,000.

Reception & Orientation. The Reception standards are only deficient at MSP. The costs of complying with these standards have been figured in with the various alternatives provided for the overall physical plant at MSP, i.e., renovation or new construction. Costs per square foot may be derived from these calculations.

Classification. The classification needs are strictly for new personnel at both facilities. The total costs in this category approximate \$70,000, with 75% of these costs stemming from MSP. MSP will require three Classification Program Officers to meet its needs, while MCC requires only one.

CONTINUED

1 OF 4

Work Programs. As mentioned previously, work programs will also be a major area for both facilities, due to inmate wages (over \$200,000) and the need for Prison Industries to be established at MCC and upgraded at MSP. At MSP, the cost estimate for the addition and improvements in the work programs has been included within the dollar figure for building renovations or new construction (see specific alternatives to meet physical plant and capital cost standards). At MCC, the costs for work programs will involve the renovation of an old building for use as a Tire Recapping Plant. In addition, a new staff member will be needed to operate the plant resulting in a total cost of \$156,000 to meet these standards at MCC.

Library. The costs resulting from the Library standards come out about the same for both institutions, with MSP needing an additional Guard position and MCC requesting a Librarian. In addition, MSP has requested \$5,000 for a new supply of books, which brings the total costs to almost \$30,000 for library services in Maine's correctional system.

Recreation. The major cost item for recreation resulted from the needs at MSP, which necessitate the construction of a new gymnasium (at a cost approaching \$750,000). The cost of recreation at MCC amounts to \$35,000 for personnel, which will be needed to fund three Recreation/Correctional Officer I positions. MSP will also need a Recreation/Guard position bringing the total personnel cost in this category to \$46,678.

Social Services. The total costs required to meet Social Services standards is approximately \$45,000 for two Human Services staff at MSP and one at MCC. As mentioned earlier, both institutions are deficient in this area (see also section on Inmate Supervision).

FOOTNOTES: Chapter Five

1. Maine State Government, Annual Report (77-78)
2. Refer to LEAA data (12/78) illustrating incarceration rates and states' ranking (NCCD and National Moratorium data).
3. Prison Population and Policy Choices, Vol. I.
4. Maine State Government, Annual Report (77-78)
5. Major urban areas within these counties are in parentheses.
6. This does not include the Maine Youth Center, Probation and Parole or the Juvenile Intake Program.
7. Ibid.
8. These figures do not include any new staff that may be necessitated by building additional Prison Industries and vocational training at MSP.
9. Unit prices for most equipment items were supplied by the State Purchasing Agent.

CHAPTER 6. NEW JERSEY

The New Jersey Department of Corrections manages institutions and field services for both adult, youth and juvenile offenders. Accreditation activities were limited to three youth and five adult institutions and nine parole districts, but there are satellite operations under the purview of six institutions which increase the total number of organizations surveyed.

Over 12,900 adult and youthful persons were under Department authority in June, 1979, excluding those in the Reception units at Yardville. About 15 percent of these were classified as youthful offenders, 29 percent were in maximum, medium or minimum security adult institutions, and the balance of 56 percent under parole supervision. Table 6.1 shows the distribution across organization units included in the Accreditation Program.

TABLE 6.1 DISTRIBUTION OF OFFENDER POPULATION

<u>Organization Unit</u>	<u>Population (June 1979)</u>	<u>Admissions (FY 1979)</u>	<u>Releases (FY 1979)</u>
Prison Complex:	(3819)	1,728	1,611 ^{a/}
Avenel	192		
Trenton Prison	1,080		
Rahway Prison	1,317		
Leesburg Prison	959		
Clinton	241		
Newark House	30		
Youth Complex:	(1884)	2,921 ^{b/}	2,276
Yardville ^{c/}	613		
Bordentown	645		
Annandale	626		
Parole Districts	<u>7,240</u>	<u>3,458</u>	<u>3,471</u>
Totals	12,973	8,107	7,358

Source: "Admissions, Releases and Residents: September, 1979" New Jersey Department of Corrections, Division of Policy and Planning. Parole data were reported in a telephone interview by the Standards Management Team.

- a/ Includes discharges from prison complex at maximum sentence.
- b/ Includes admissions to adult and youth reception units at Yardville.
- c/ Excludes adult and youth reception units and Jamesburg.

Compliance and Cost Summary

There are 465 Commission standards for adult institutions, 195 for community centers and 208 for probation and parole field services. Table 6.2 summarizes the frequency of noncompliance in New Jersey for all standards and those designated by the state as requiring additional resources.

TABLE 6.2 SUMMARY OF NONCOMPLIANCE BY FUNCTION (June 1, 1979)

Corrections Functions	Number of Standards	Cost and No Cost		Cost Only	
		Cases	Standards	Cases	Standards
Adult Institutions	465	421	160	116	59
Community Centers	195	18	18	9	9
Field Services	208	41	5	20	3

Appendix table 6A.11 displays the frequency of noncompliance by standards category and organizational unit.

State-designated, cost standards were the initial set used to construct a field interview guide whose purpose was to verify the need for and describe the type of resources (personnel, supplies, plant) required. However, on-site inspection and interviews altered this set as standards were reinterpreted, compliance actions clarified and data were not made available. Standards which were part of the final estimates are described in Cost Analysis of Correctional Standards: New Jersey (Institute for Economic and Policy Studies: Alexandria, Va, 1979).

TABLE 6.3 CASES OF NONCOMPLIANT COST STANDARDS BY CATEGORY

Standards Category	Adult Institutions	
	Cases	Standards
Administration	5	
Fiscal Management	1	
Personnel	2	
Training and Staff Development	32	
Management Information Systems	0	
Research and Evaluation	1	
Records	1	
Physical Plant	13	
Security and Control	12	
Inmate Supervision	0	
Special Management Inmates	15	
Food Services	0	
Sanitation, Safety & Hygiene	2	
Medical & Health Care	5	
Inmate Rights	4	
Rules & Discipline	5	
Mail & Visiting	0	
Reception & Orientation	2	
Money & Property Control	1	
Classification	8	
Inmate Work Programs	2	
Education & Vocational Training	5	
Library Services	6	
Recreation & Activities	0	
Social Services & Counseling	0	
Release Preparation	4	
Citizen Involvement	0	
Total	116	

A high level of compliance in institutions can be achieved without additional resources and even those designated as cost standards (Table 6.3) are concentrated in areas of Training (32 cases), Physical Plant (13 cases), Security and Control (12 cases) and Special Management Inmates (15 cases). Even a smaller proportion of Community center and Field Services standards contribute to compliance costs. The physical plant at Newark House explains noncompliance with four Facility and three Food Service standards which will require almost all of the additional resources. Organizational structure and level of clerical support are the only factors contributing to compliance costs in the Department's Bureau of Parole.

Projected compliance costs range between \$17.5 and \$19.1 million (Table 6.4). The largest proportion of this (\$14.2 to \$15.6 million) is attributable to plant and equipment necessary to provide adequate cell space, furnishings, dormitory housing and halfway house facilities. The second major contributor to compliance costs is the slightly over \$1 million to expand the training program and fund participants' salaries. As might be expected, secure facilities account for over 95 percent of the costs. Summaries by organizational unit and standards category are shown in Appendix Tables 6B.6 and 6B.7, respectively.

When compared to the Department's fiscal 1979 adjusted appropriations, upgrading facilities and programs to meet standards would add 23 to 25 percent overall. However, the projections for non-capital items, such as salaries and other operating expenses, are about four percent of their counterparts in the adjusted 1979 appropriation. Among subunits, non-capital compliance costs range between less than one percent to 15 percent.

Estimating Assumptions. The accuracy of any projection is sensitive to the data it uses and the assumptions which underlie the results. The cost estimates described here for New Jersey are no exception. Results are presented at three levels of specificity. The most general is simply to indicate whether or not compliance is expected to increase resource consumption; next, the type and amount of resources are described; and, the most specific is to place a dollar value on the resources.

The reader should be especially cognizant of the potential impact which can result from internal shifts in resources. An agency whose programs and operations do not comply with a substantial number of standards or with key ones such as Training will be required to alter its priorities and reallocate resources. These compliance costs tend to be ignored because they do not appear in formal financial records or do not require legislative approval. However, the cumulative effect of complying may well be a redistribution of sufficient proportions to affect functions heretofore considered "essential". In some cases, the opportunity costs of compliance (i.e., the value of reallocated resources) are presented due to their magnitude.

Excluded from the estimates which follow are Leesburg and Bordentown (which did not respond to data requests), rebuilding Trenton State Prison, and certain standards for which data were unavailable. Discussion of specific organizational subunits in this chapter will be limited to illustrating certain methodological points or explaining a unit's contribution to a category's compliance costs. A description of each unit, its areas of noncompliance and detailed compliance costs are included in Appendix 6A.

TABLE 6.4 SUMMARY OF COMPLIANCE COSTS BY CATEGORY

<u>Standards Category</u>	<u>Estimated Compliance Costs</u>	
<u>Adult Institutions</u>		
Administration	\$ 1,260	
Training	1,090,110	
	to	
	1,094,790	
Physical Plant	15,503,610	
	to	
	16,829,720	
Special Management Inmates	175,510	
	to	
	202,510	
Sanitation & Hygiene	570	
Education & Vocational Training	20,250	
Library Services	112,530	
Recreation	18,410	
Release Preparation	135,630	
Subtotal Institutions		\$17,057,880
		to
		\$18,415,670
<u>Community Centers</u>		
Facility	\$ 170,930	
	to	
Food Service	425,930	
Records	825	
Subtotal Centers		\$ 171,755
		to
		\$ 426,755
<u>Field Services</u>		
Administration	\$ 176,700	
Persomel	121,100	
Subtotal Field Services		\$ 297,800
GRAND TOTAL		\$17,527,435
		to
		\$19,140,225
<u>Training Program</u>		\$ 1,143,098

ADULT INSTITUTIONS

Training Program Costs. The most frequent divergence from standards at New Jersey's adult institutions was in the area of Training and Staff Development. Commission standards require varying amounts of pre- and in-service training for different employee groups:

TABLE 6.5 COMMISSION TRAINING REQUIREMENTS

<u>Employee Group</u>	<u>Training First Year</u>	<u>Annual Training</u>
Direct Contact	160 hours	80 hours
Management	120 hours	80 hours
Other	80 hours	40 hours

Content, class size, duration of courses, and other specifics of training are left to the state's discretion.

There are two cost components to a staff development program. The first includes staff, supplies, equipment, travel, tuition and fees necessary to carry out the training function. Even though the Department is developing a state-wide compliance strategy, project schedules made it necessary to approximate this component without a detailed Plan of Action. The second component of training costs is the value of participants' time which may represent a financial burden if they must be relieved while in class; otherwise, this component can be considered an opportunity or economic cost, since services are not being delivered during these periods.

Two approaches were used to estimate the cost of training activities: one is based on budget data supplied by five institutions after they had reviewed training deficiencies; the other estimate is derived from cost per trainee hour using fiscal 1979 training activities (48,614 hours) and expenditures by the Correctional Officers' Training Academy Staff Development Center (COTA/SDC). Participant costs were based on data collected by each institution for fiscal 1979 training activities and hourly rates of the employee groups described above.

There is some intermingling of state, county, line and non-custodial participants in specialized and core courses offered by the Academy; therefore, several combinations of hours and expenditures were used to derive a range of costs per trainee hour. (Salary reimbursements to institutions were excluded from all calculations of program costs and are discussed below.) At the most general level--using total expenditures and hours--the hourly cost of instruction is approximately \$2.61. Costs for only basic and advanced county training are an estimated \$2.77 hourly. Relating appropriated funds to only line officers, who

receive over 90 percent of the state-funded training, results in a cost of \$3.15 per hour. The range of hourly program costs for COTA/SDC is between \$2.61 and \$3.15 with a mean of \$2.87. If all additional training is provided by the Academy and there are no scale economies, the estimated program costs for five institutions reporting training deficiencies would range between \$388,400 and \$468,800, excluding participants' salaries.

The second method for projecting program costs was to request estimates from each institution. Five facilities estimated that approximately \$320,000 in additional funds would be required to supply over 112,600 hours of training. The mean cost per training hour is \$3.31, as compared to \$2.87 for COTA/SDC sponsored courses. Although the total shown in Table 6.6 is less than estimated from COTA/SDC data by almost 18 percent, Rahway's exclusion of over 37,000 training hours probably would bring those estimates closer to the Academy's upper bound of \$468,800.

A reasonable rate per instructional hour for estimating program costs is \$3.00 which produces a total requirement of \$446,000 to provide the 148,816 additional training hours required by five institutions. It should be possible to accommodate central office training needs within this projection, but there probably will be a significant additional cost for equipment since this item was excluded from the computation of instructional rates.

Based on fiscal 1979 hiring rates, staffing levels and training activities, an additional 148,816 hours will be required for staff development activities at five locations. The value of these hours is estimated at \$1.17 million. However, about 40 percent of this amount (\$468,000) is attributable to positions not requiring substitutes while attending classes, but they represent employee services foregone. About \$697,000 (60 percent) are financial costs necessary to relieve correctional officers.

Combining participants' salary costs with the \$3.00 per hour rate produces an estimated program cost of \$1.14 million. When using institutions' projected training costs the program total is \$1.09 million. The largest proportion of cost is attributable to salaries and fringes of trainees "who work in direct and continuing contact with inmates" (4092-E). Assuring the "institutions' training programs . . . are coordinated and supervised by a qualified employee at the supervisory level" (4088-E) and funding these activities is the second largest component at \$232,000 to \$237,000. Slightly over \$77,000 will be necessary to cover salaries for new employees receiving 40 hours pre-service and 40 hours in-service training their first year on the job (4090-E).

Actual future costs will be affected by adding training at Bordentown and Leesburg and variations in staffing levels, number of new hires, type and level of participants, training methods, availability of slack

TABLE 6.6 NEW JERSEY DEPARTMENT OF CORRECTIONS
SUMMARY OF PROJECTED TRAINING BUDGETS

Institution	Projected Budget ^{a/}	Training Hours	Cost per Hour
Annandale ^{b/}	\$ 71,800	17,224	\$ 4.17
Bordentown	NO INFORMATION SUBMITTED		
Yardville ^{b/}	76,350	32,448	2.35
Rahway ^{b/}	36,770 ^{c/}	8,595	4.28 ^{c/}
Trenton ^{b/}	135,030	38,384	3.52
Leesburg	NO INFORMATION SUBMITTED		
Clinton	N/A	16,010 ^{d/}	N/A
Avenel	-0-	-0-	-0-
Newark House	-0-	-0-	-0-
TOTALS	\$ 320,030	112,661	N/A
MEAN COST	\$3.31		

Sources: Cost Analysis Worksheets prepared by each institution.

^{a/} Excludes equipment.

^{b/} Includes allowance for staff and, where required, specialized training for instructors.

^{c/} Program cost estimates were provided only for 8,595 hours of pre-service, first year, trainers and crisis unit activities and this is the basis for calculations. Annual training would be provided through "in-house and departmental" channels. Total hours required is 45,750.

^{d/} Excluded from mean cost per hour calculation.

resources, and positions not requiring relief. In addition, there are other standards related to staff development (e.g., 4101-E, Library Services) which institutions have identified as deficient and which will require additional financial resources. Some of the opportunity non-financial costs of a training program include the creation of a training committee (4094-E) and preparation of an annual training plan (4088-E).

Physical Plant. Only seven of the 465 institutional standards relate to existing physical plants. Among these are requirements for decentralized units in facilities over 500 population (4140-E), cell sizes of 60 or 80 square feet (4142-I), dormitories of no more than 50 persons (4144-I), and natural lighting, hot and cold water, desks, and other furnishings (4143-E). Inadequate cell size was found in six facilities -- ranging from deficiencies of a few feet in selected cells to as much as 13 square feet in an entire wing. More than 1,000 inmates were housed in dormitories that did not meet standards, because they either exceeded the maximum capacity of 50 beds or did not provide the minimum 60 square feet per person.

While few in number, these requirements contributed between \$15.5 and \$16.8 million to compliance costs. From \$1.0 to \$1.2 million were allotted to positions to supervise new or renovated housing units and another \$562,000 for furnishings recommended by standards. The extreme cases of non-compliance are Trenton and Rahway prisons. The former probably could not comply in the existing plant and is being completely rebuilt. Rahway and its satellites can only meet standards with a substantial investment in renovating a plant which dates from the early 1900's. For example, the oldest section (Wing 1), which houses 256 persons in cells of 47 square feet, could be renovated at a cost of \$1.9 million. Almost 370 persons are held in Wing 4 which was constructed in 1903 with steel cells of 48 square feet each. Renovation would cost over \$6.7 million. However, this \$8.6 million investment would not improve a generally deteriorating physical plant or ease the operation of a large, 1,000 bed prison. In contrast to Trenton and Rahway, the Youth Center at Yardville has 20 segregation cells that are less than the 80 square feet required for persons confined over ten hours daily. Alterations will cost an estimated \$211,000, but procedural changes may make cell expansion unnecessary.

Cell expansion, furnishings, and related staffing will cost between \$9.4 and \$10.1 million; limiting dormitories to 50 beds and providing 60 square feet per person, between \$5.3 and \$6.0, including personnel.

Special Management Inmates. For persons in administrative segregation and disciplinary detention, the standards describe procedures for admission to these units, living conditions, privileges, and required programs. Administrative segregation is intended for long term separation to protect the individual, other inmates or to maintain

institutional security. Disciplinary detention is a form of punishment for rule infractions.

Departmental policy prohibits detention inmates from receiving "the same opportunities for visitation and correspondence that are available to the general population" (4120-E). If the policy is changed, compliance can be achieved by increased staffing (\$10,120) and, in one case, minor renovations (\$2,100).

Standard 4215-E prescribes a minimum of one hour recreation, five days weekly for persons in detention and segregation. Again primarily due to Departmental policy, institutions do not meet this requirement. Compliance actions range from changes in local procedures to creation of a separate recreation area and additional staff. Projected costs are between \$176,000 and \$203,000, depending on how physical plant alterations are made.

Library Services. Four of the six institutions which supplied information did not open their libraries evenings, weekends and holidays as required by 4413-E. Qualified staff supervise libraries at three locations, but extending hours will add approximately \$92,000 to personnel costs. Renovations, equipment and other operating expenses bring the total to almost \$113,000.

Release Preparation. One institution did not house work and study releases apart from the general population (4454-I). Maintenance employees renovated a building on the grounds at a cost of almost \$45,000 and supervision will add about \$91,000 annually.

Other Costs. The above highlighted financial costs of standards compliance which could be estimated within this study's scope and time constraints. In addition, there are probably significant opportunity costs associated with reallocating staff time and other resources to activities recommended by the Commission. The most significant opportunity cost is employees' time reallocated to training activities which totalled \$468,000. Data were collected on other standards to illustrate how writing manuals, annual formulation of goals, preparing training plans or reviewing cases might create a cumulative effect that will necessitate added staff at some point.

One institution estimated that 300 staff hours at a cost of \$4,500 would be required annually to inspect food service operations each week (4234-E). Preparing administrative (4005-E), personnel (4057-E) and other manuals (4009-E) will require \$6,000 of employees' time in another case. If segregation cases are reviewed every seven days (4382-E), one prison projected the classification committee would spend 87 additional hours annually on these duties. Since these costs are small and do not appear in formal financial records, they tend to be ignored. Their effects are obscured in the form of late reports, delays in entering

programs, fewer counseling sessions, uncompensated overtime and in a host of other ways. However, collectively and system-wide the impact of apparently "no cost" standards can require significant reallocations, changes in priorities and/or additional resources.

COMMUNITY CENTERS

The architectural firm of Kruger, Kruger, Allenberg completed an analysis in June, 1979, that estimated the cost of complying with state Fire Marshall and Health Department standards at \$170,000. This plan would improve conditions in the kitchen, add necessary fire detection and suppression equipment, and partially repair plumbing, electrical, heating and ventilating systems. Complete rehabilitation of the facility to accomplish the above as well as accommodate handicapped, replace window screens, redesign the entrance, waterproof brickwork, repair ceilings, replace plumbing, replace heating systems, etc., was estimated at \$245,000. Since the house is located in a residential area, window shades at a cost of approximately \$930 are needed for residents' rooms to assure privacy.

Case records at Newark House do not contain all the information required by 2154-E and are not stored in a way to minimize the possibility of theft, loss, or destruction (2156-E). Cabinets and files to better organize case records will cost an estimated \$825.

Estimated compliance costs at Newark House range from \$171,755 to \$426,755, depending on the extent of physical plant renovation.

FIELD SERVICES

The Bureau of Parole reported five deficient standards in nine districts for a total of 41 cases of non-compliance. The most significant cost standards included those specifying supervisors' span of control (3027-E), reporting to full-time supervisors (3114-E), a grievance procedure (3152-E), and clerical support (3060-E).

Limiting staff supervision to six field officers and, in turn, their reporting to a full-time supervisor are interrelated in New Jersey's parole districts. The nine offices are now staffed with ten assistant district supervisors but will require an additional eight to meet recommended staffing ratios of 1 to 6. Using the median of the salary range, the estimated cost is \$176,700, including fringe benefits.

Adequate clerical support to accomplish an agency's goals is prescribed by standard 3060-E. The Atlantic, Trenton and Clifton districts have a total of 14 positions which, if funded, would enable them to comply. An estimated \$121,100 will be necessary to bring these units up to approved staffing levels.

The overall costs of improving staff supervision and clerical support in the field offices is \$297,800.

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APPENDIX 1A:

LEAA Comparative Funding Levels
for States in the CSAP Project

TABLE 1A.1

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF ARIZONA

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>	<u>FY: 1980</u>
Community Residential Svcs.	\$ --	\$ --	\$ --	\$117,000	\$ 72,000	\$ --	\$ --	\$ --	\$ 33,000	\$543,000
Probation & Parole Field Svcs.	--	42,000	--	--	--	100,000	82,000	--	--	--
Adult Correctional Institutions (ACI)	--	118,000	249,000	744,000	804,000	1,456,000	196,000	226,000	348,000	19,000
ACI Training ^{c/}	--	15,000	--	455,000	66,000	178,000	--	5,000	--	--
Local Detention Facilities	--	--	--	--	--	--	--	--	1,000,000	--
General Statewide Allocation (Undeterminable) ^{d/}	--	--	--	--	--	--	--	--	--	--
<u>Total \$ Allocated to State</u>	--	160,000	249,000	361,000	876,000	1,556,000	278,000	259,000	1,891,000	19,000
<u>Total Local Level Funding</u> ^{e/}	15,000	426,000	405,000	523,000	291,000	755,000	891,000	300,000	571,000	100,000
<u>Grand Total (State and Local)</u>	\$ 15,000	\$586,000	\$654,000	\$1,384,000	\$1,167,000	\$2,311,000	\$1,169,000	\$559,000	\$2,462,000	\$119,000

a/ All dollar figures have been rounded to the nearest thousand.

b/ FY 1976 includes fifteen months of project expenditures due to a change in federal policy at that time.

c/ Training expenditures at the state level are delineated as a separate item, due to the significant policy consideration directed toward this area of the standards by correctional administrators. The dollars within this category have also been included as part of ACI funding or general state-wide allocation.

d/ General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e., Community Residential Services, Probation and Parole Field Services, etc..

e/ Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

TABLE 1A.2

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF COLORADO

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>	<u>FY: 1980</u>
Community Residential Svcs.	\$ --	\$ --	\$ --	\$ --	\$ --	\$ 345,000	\$ --	\$ 117,000	\$ --	\$ --
Probation & Parole Field Svcs.	19,000	408,000	425,000	160,000	126,000	179,000	163,000	100,000	61,000	--
Adult Correctional Institutions (ACI)	91,000	112,000	109,000	176,000	1,007,000	1,420,000	170,000	268,000	405,000	--
ACI Training ^{c/}	5,000	--	12,000	9,000	294,000	75,000	80,000	83,000	--	--
General Statewide Allocation (Undeterminable) ^{d/}										
<u>Total \$ Allocated to State</u>	110,000	520,000	534,000	336,000	1,133,000	1,944,000	333,000	485,000	466,000	--
<u>Total Local Level Funding</u> ^{e/}	176,000	410,000	842,000	698,000	247,000	991,000	672,000	468,000	94,000	72,000
<u>Grand Total (State and Local)</u>	\$ 286,000	\$ 930,000	\$ 1,376,000	\$ 1,034,000	\$ 1,380,000	\$ 2,935,000	\$ 1,105,000	\$ 953,000	\$ 560,000	\$ 72,000

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a/ All dollar figures have been rounded to the nearest thousand.

b/ FY 1976 includes fifteen months of project expenditures due to a change in federal policy at that time.

c/ Training expenditures at the state level are delineated as a separate item, due to the significant policy consideration directed toward this area of the standards by correctional administrators. The dollars within this category have also been included as part of ACI funding or general state-wide allocation.

d/ General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e., Community Residential Services, Probation and Parole Field Services, etc..

e/ Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

TABLE 1A.3

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF CONNECTICUT

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>	<u>FY: 1980</u>
Community Residential Svcs.	\$ --	\$ --	\$ --	\$149,000	\$ --	\$ 9,000	\$ --	\$ 12,000	\$ --	\$ --
Probation & Parole Field Svcs.		30,000	336,000	327,000	80,000	470,000	376,000		314,000	
Adult Correctional Institutions (ACI)	197,000	471,000	322,000	836,000	693,000	880,000	1,202,000	630,000	1,346,000	183,000
ACI Training ^{c/}	22,000	446,000	24,000	271,000	227,000	152,000	62,000	31,000	27,000	
Local Detention Facilities	--	335,000	83,000	61,000	--	--	62,000	--	--	--
Parole Authorities	--	--	--	--	14,000	--	--	--	--	--
General Statewide Allocation (Undeterminable) ^{d/}	--	160,000	--	--	13,000	--	--	--	--	--
<u>Total \$ Allocated to State</u>	197,000	996,000	741,000	1,373,000	800,000	1,359,000	1,640,000	642,000	1,660,000	183,000
<u>Total Local Level Funding</u> ^{e/}	--	556,000	1,031,000	1,587,000	1,251,000	1,875,000	1,075,000	472,000	744,000	--
<u>Grand Total (State and Local)</u>	\$197,000	\$1,552,000	\$1,772,000	\$2,960,000	\$2,051,000	\$3,224,000	\$2,715,000	\$1,114,000	\$2,404,000	\$183,000

a/ All dollar figures have been rounded to the nearest thousand.

b/ FY 1976 includes fifteen months of project expenditures due to a change in federal policy at that time.

c/ Training expenditures at the state level are delineated as a separate item, due to the significant policy consideration directed toward this area of the standards by correctional administrators. The dollars within this category have also been included as part of ACI funding or general statewide allocation.

d/ General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e., Community Residential Services, Probation and Parole Field Services, etc..

e/ Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

TABLE 1A.4

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF IOWA

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>	<u>FY: 1980</u>
Community Residential Svcs.	\$ --	\$ --	\$ 31,000	\$ --	\$ 79,000	\$ 247,000	\$ 119,000	\$ 322,000	\$ 104,000	\$ --
Probation & Parole Field Svcs.	--	--	283,000	30,000	261,000	624,000	--	27,000	--	28,000
Adult Correctional Institutions (ACI)	73,000	125,000	238,000	210,000	164,000	149,000	3,078,000	189,000	128,000	--
ACI Training ^{c/}	--	89,000	61,000	25,000	138,000	63,000	4,000	--	25,000	--
Local Detention Facilities	--	--	--	--	--	--	--	39,000	--	--
Parole Authorities	--	--	17,000	--	--	--	--	--	--	--
General Statewide Allocation (Undeterminable) ^{d/}	21,000	7,000	10,000	208,000	79,000	408,000	410,000	748,000	358,000	234,000
<u>Total \$ Allocated to State</u>	94,000	132,000	579,000	448,000	583,000	1,428,000	3,607,000	1,325,000	590,000	262,000
<u>Total Local Level Funding</u> ^{e/}	382,000	169,000	946,000	857,000	878,000	2,301,000	670,000	231,000	450,000	261,000
<u>Grand Total (State and Local)</u>	\$476,000	\$301,000	\$1,525,000	\$1,305,000	\$1,461,000	\$3,729,000	\$4,277,000	\$1,556,000	\$1,040,000	\$523,000

a/ All dollar figures have been rounded to the nearest thousand.

b/ FY 1976 includes fifteen months of project expenditures due to a change in federal policy at that time.

c/ Training expenditures at the state level are delineated as a separate item, due to the significant policy consideration directed toward this area of the standards by correctional administrators. The dollars within this category have also been included as part of ACI funding or general statewide allocation.

d/ General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e., Community Residential Services, Probation and Parole Field Services, etc..

e/ Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

TABLE 1A.5

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF LOUISIANA

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>	<u>FY: 1980</u>
Community Residential Svcs.	\$ --	\$ --	\$ --	\$ --	\$ --	\$ 3,000	\$ --	\$ 190,000	\$ --	\$ --
Probation & Parole Field Svcs.	363,000	--	--	--	--	--	35,000	--	--	--
Adult Correctional Institutions (ACI)	930,000	679,000	1,338,000	776,000	336,000	1,641,000	739,000	373,000	329,000	30,000
ACI Training ^{c/}	26,000	53,000	10,000	55,000	86,000	18,000	31,000	26,000	4,000	30,000
Local Detention Facilities	--	--	--	--	--	--	--	--	87,000	--
General Statewide Allocation (Undeterminable) ^{d/}	--	775,000	270,000	--	383,000	--	--	7,000	--	--
<u>Total \$ Allocated to State</u>	1,293,000	1,454,000	1,608,000	776,000	719,000	1,644,000	774,000	570,000	416,000	30,000
<u>Total Local Level Funding</u> ^{e/}	606,000	1,796,000	6,502,000	4,297,000	1,405,000	3,366,000	959,000	509,000	1,229,000	364,000
<u>Grand Total (State and Local)</u>	\$1,899,000	\$3,250,000	\$8,110,000	\$5,073,000	\$2,124,000	\$5,010,000	\$1,733,000	\$1,079,000	\$1,645,000	\$ 394,000

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a/ All dollar figures have been rounded to the nearest thousand.

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d/ General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e., Community Residential Services, Probation and Parole Field Services, etc..

e/ Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

TABLE 1A.6

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF MAINE

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>	<u>FY: 1980</u>
Community Residential Svcs.	\$ --	\$ 14,000	\$ --	\$ 189,000	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --
Probation & Parole Field Svcs.	39,000	304,000	56,000	49,000	53,000	31,000	76,000	2,000	31,000	--
Adult Correctional Institutions (ACI)	20,000	377,000	370,000	126,000	200,000	268,000	274,000	164,000	149,000	--
ACI Training ^{c/}	--	38,000	6,000	22,000	50,000	3,000	38,000	1,000	19,000	--
General Statewide Allocation (Undeterminable) ^{d/}	--	--	44,000	121,000	24,000	114,000	--	--	--	--
<u>Total \$ Allocated to State</u>	59,000	695,000	470,000	485,000	277,000	413,000	350,000	166,000	180,000	--
<u>Total Local Level Funding</u> ^{e/}	43,000	--	117,000	90,000	533,000	625,000	723,000	121,000	--	--
<u>Grand Total (State and Local)</u>	\$ 102,000	\$ 695,000	\$ 587,000	\$ 575,000	\$ 810,000	\$ 1,038,000	\$ 1,073,000	\$ 287,000	\$ 180,000	\$ --

a/ All dollar figures have been rounded to the nearest thousand.

b/ FY 1976 includes fifteen months of project expenditures due to a change in federal policy at that time.

c/ Training expenditures at the state level are delineated as a separate item, due to the significant policy consideration directed toward this area of the standard by correctional administrators. The dollars within this category have also been included as part of ACI funding or general state-wide allocation.

d/ General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e., Community Residential Services, Probation and Parole Field Services, etc..

e/ Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

TABLE 1A.7

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF MARYLAND

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>	<u>FY: 1980</u>
Community Residential Svcs.	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$835,000	\$ 31,000	\$ --	\$ --
Probation & Parole Field Svcs.	--	--	423,000	28,000	--	405,000	186,000	1,361,000	341,000	--
Adult Correctional Institutions (ACI)	--	651,000	685,000	393,000	946,000	4,121,000	389,000	1,438,000	2,715,000	1,182,000
ACI Training ^{c/}	--	1,000	206,000	49,000	142,000	318,000	47,000	351,000	46,000	--
Local Detention Facilities	--	11,000	--	--	205,000	--	--	121,000	49,000	--
General Statewide Allocation (Undeterminable) ^{d/}	--	734,000	--	--	--	--	10,000	--	--	--
<u>Total \$ Allocated to State</u>	--	1,396,000	1,108,000	421,000	1,151,000	4,526,000	1,420,000	2,951,000	3,105,000	1,182,000
<u>Total Local Level Funding</u> ^{e/}	52,000	810,000	3,362,000	437,000	6,820,000	1,543,000	1,498,000	104,000	1,372,000	341,000
<u>Grand Total (State and Local)</u>	\$ 52,000	\$2,206,000	\$4,470,000	\$858,000	\$7,971,000	\$6,069,000	\$2,918,000	\$3,055,000	\$4,477,000	\$1,523,000

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^{a/} All dollar figures have been rounded to the nearest thousand.

^{b/} FY 1976 includes fifteen months of project expenditures due to a change in federal policy at that time

^{c/} Training expenditures at the state level are delineated as a separate item, due to the significant policy consideration directed toward this area of the standards by correctional administrators. The dollars within this category have also been included as part of ACI funding or general state-wide allocation.

^{d/} General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e., Community Residential Services, Probation and Parole Field Services, etc..

^{e/} Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

TABLE 1A.8

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF MASSACHUSETTS

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>
Community Residential Svcs.	\$ --	\$ --	\$ 100,000	\$ 100,000	\$ --	\$ 201,000	\$ --	\$ 77,000	\$ --
Probation & Parole Field Svcs.	--	105,000	591,000	512,000	876,000	788,000	571,000	442,000	813,000
Adult Correctional Institutions (ACI)	--	478,000	1,651,000	392,000	1,696,000	769,000	2,163,000	673,000	1,299,000
ACI Training ^{c/}	--	9,000	940,000	23,000	--	434,000	--	--	--
Parole Authorities	--	--	8,000	--	--	41,000	307,000	24,000	--
General Statewide Allocation (Undeterminable) ^{d/}	64,000	928,000	539,000	1,701,000	715,000	2,503,000	996,000	512,000	762,000
<u>Total \$ Allocated to State</u>	64,000	1,511,000	2,889,000	2,705,000	3,287,000	4,302,000	4,037,000	1,728,000	2,274,000
<u>Total Local Level Funding</u> ^{e/}	552,000	1,599,000	2,968,000	2,013,000	1,263,000	1,666,000	1,286,000	1,190,000	1,117,000
<u>Grand Total (State and Local)</u>	\$ 616,000	\$ 3,110,000	\$ 5,857,000	\$ 4,718,000	\$ 4,550,000	\$ 5,968,000	\$ 5,323,000	\$ 2,918,000	\$ 3,391,000

a/ All dollar figures have been rounded to the nearest thousand.

b/ FY 1976 includes fifteen months of project expenditures due to a change in federal policy at that time.

c/ Training expenditures at the state level are delineated as a separate item, due to the significant policy consideration directed toward this area of the standards by correctional administrators. The dollars within this category have also been included as part of ACI funding or general statewide allocation.

d/ General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e., Community Residential Services, Probation and Parole Field Services, etc..

e/ Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

TABLE 1A.9

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF MINNESOTA

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>	<u>FY: 1980</u>
Community Residential Svcs.	\$ --	\$ 245,000	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --
Probation & Parole Field Svcs.	--	--	--	--	56,000	--	--	--	--	--
Adult Correctional Institutions (ACI)	76,000	869,000	1,273,000	498,000	682,000	1,520,000	1,438,000	668,000	1,692,000	157,000
ACI Training ^{c/}	--	38,000	--	61,000	123,000	218,000	64,000	47,000	32,000	--
General Statewide Allocation (Undeterminable) ^{d/}	--	--	--	--	98,000	743,000	143,000	--	--	--
<u>Total \$ Allocated to State</u>	76,000	1,114,000	1,273,000	498,000	836,000	2,263,000	1,581,000	668,000	1,692,000	157,000
<u>Total Local Level Funding</u> ^{e/}	33,000	740,000	882,000	1,938,000	2,333,000	3,910,000	407,000	900,000	423,000	121,000
<u>Grand Total (State and Local)</u>	\$ 109,000	\$1,854,000	\$2,155,000	\$2,436,000	\$3,169,000	\$6,173,000	\$1,988,000	\$1,568,000	\$2,115,000	\$ 278,000

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^{a/} All dollar figures have been rounded to the nearest thousand.

^{b/} FY 1976 includes fifteen months of project expenditures due to a change in federal policy at that time.

^{c/} Training expenditures at the state level are delineated as a separate item due to the significant policy consideration directed toward this area of the standards by correctional administrators. The dollars within this category have also been included as part of ACI funding or general statewide allocation.

^{d/} General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e., Community Residential Services, Probation and Parole Field Services, etc..

^{e/} Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

TABLE 1A.10

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF NEW JERSEY

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>	<u>FY: 1980</u>
Community Residential Svcs.	\$ 115,000	\$ --	\$ 922,000	\$ 191,000	\$ 217,000	\$ 60,000	\$ 200,000	\$ 100,000	\$ 15,000	\$ --
Probation & Parole Field Svcs.	--	--	346,000	635,000	346,000	754,000	590,000	150,000	250,000	--
Adult Correctional Institutions (ACI)	115,000	723,000	546,000	1,330,000	929,000	1,623,000	788,000	925,000	1,100,000	204,000
ACI Training ^{c/}	--	646,000	1,000	454,000	1,000	45,000	4,000	58,000	10,000	--
Local Detention Facilities	--	--	--	--	26,000	201,000	201,000	115,000	194,000	--
General Statewide Allocation (Undeterminable) ^{d/}	--	--	339,000	1,815,000	1,280,000	95,000	--	--	--	--
<u>Total \$ Allocated to State</u>	230,000	723,000	2,153,000	3,971,000	2,798,000	2,733,000	1,779,000	1,290,000	1,559,000	204,000
<u>Total Local Level Funding</u> ^{e/}	616,000	1,981,000	1,958,000	3,467,000	610,000	1,489,000	1,352,000	1,296,000	1,538,000	670,000
<u>Grand Total (State and Local)</u>	\$ 846,000	\$ 2,704,000	\$ 4,111,000	\$ 7,438,000	\$ 3,408,000	\$ 4,222,000	\$ 3,131,000	\$ 2,586,000	\$ 3,097,000	\$ 874,000

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^{a/} All dollar figures have been rounded to the nearest thousand.

^{b/} FY 1976 includes fifteen months of project expenditures due to a change in federal policy at that time.

^{c/} Training expenditures at the state level are delineated as a separate item, due to the significant policy consideration directed toward this area of the standards by correctional administrators. The dollars within this category have also been included as part of ACI funding or general state-wide allocation.

^{d/} General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e. Community Residential Services, Probation and Parole Field Services, etc..

^{e/} Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

TABLE 1A.11

LEAA COMPARATIVE FUNDING LEVELS FOR THE STATE OF VERMONT

<u>State Level Funding</u> ^{a/}	<u>FY: 1971</u>	<u>FY: 1972</u>	<u>FY: 1973</u>	<u>FY: 1974</u>	<u>FY: 1975</u>	<u>FY: 1976</u> ^{b/}	<u>FY: 1977</u>	<u>FY: 1978</u>	<u>FY: 1979</u>	<u>FY: 1980</u>
Community Residential Svcs.	\$ 13,000	\$ 24,000	\$ --	\$ 59,000	\$270,000	\$ 92,000	\$ --	\$ --	\$ --	\$ --
Probation & Parole Field Svcs.	--	--	--	--	--	--	--	--	35,000	--
Adult Correctional Institutions (ACI)	67,000	165,000	177,000	191,000	109,000	191,000	318,000	--	22,000	165,000
ACI Training ^{c/}	67,000	14,000	84,000	32,000	66,000	33,000	116,000	33,000	21,000	2,000
General Statewide Allocation ^{d/} (Undeterminable)	--	64,000	33,000	--	350,000	225,000	171,000	123,000	93,000	--
<u>Total \$ Allocated to State</u>	80,000	253,000	210,000	250,000	729,000	508,000	489,000	123,000	150,000	165,000
<u>Total Funding at Local Level</u> ^{e/}	--	18,000	123,000	23,000	25,000	9,000	--	--	--	--
<u>Grand Total (State and Local)</u>	\$ 80,000	\$271,000	\$333,000	\$273,000	\$754,000	\$517,000	\$489,000	\$123,000	\$150,000	\$165,000

a/ All dollar figures have been rounded to the nearest thousand.

b/ FY 1976 includes fifteen months of project expenditures due to a change in federal policy at that time.

c/ Training expenditures at the state level are delineated as a separate item, due to the significant policy consideration directed toward this area of the standards by correctional administrators. The dollars within this category have also been included as part of ACI funding or general statewide allocation.

d/ General statewide allocation refers to that portion of monies that have been granted to the state, yet the object of their expenditure is not easily determinable as it relates to a specific set of standards, i.e., Community Residential Services, Probation and Parole Field Services, etc..

e/ Total funding at the local level relates to the target of the funding rather than the grantee. Oftentimes, the state may act as the go-between (processing a grant), whereas the actual object of the expenditure will be targeted at the local community or county level. The percentage of funds dedicated to the local level will vary considerably from state to state, depending upon which functions come under the purview of the state as opposed to the local unit of government, e.g., community residential facilities may be state or locally operated.

APPENDIX 1B:
Sample Data Collection Forms

APPENDIX 1B.2

INSTITUTE FOR ECONOMIC & POLICY STUDIES, INC.

Cost Analysis Worksheet

Date: _____
Page _____ of _____
Initials: _____

Organization: _____
(state/subunit)

Standard: _____

Resources:	<u>State</u>	<u>CEC</u>
_____ Personnel	_____ Personnel	
_____ Equipment	_____ Supplies	
_____ New Facilities	_____ Equipment	
_____ Renovation	_____ Facilities	

Computation (Indicate personnel, supplies, equipment, facilities)

Sources

COMMISSION ON ACCREDITATION FOR CORRECTIONS

PLAN OF ACTION

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

4. Resources required to achieve compliance:

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

5. Activities required to achieve compliance:

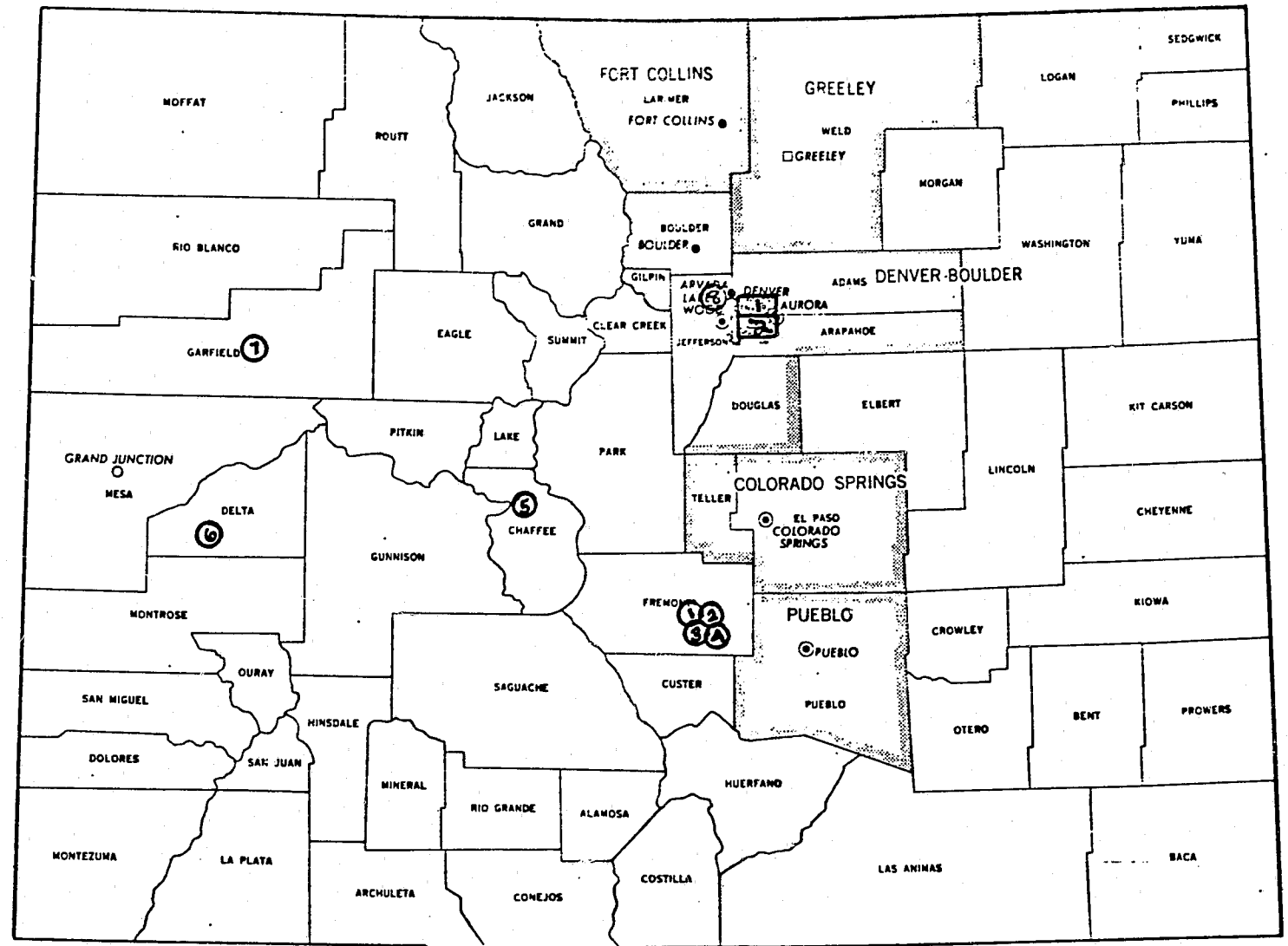
Tasks	Designated Staff	Person Hours	Completion Date
-------	------------------	--------------	-----------------

a.

b.

c.

APPENDIX 1C:
Maps of the States



Adult Institutions

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

Halfway Houses

- ① Bails Hall
- ② Fort Logan

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

APPENDIX 1C.1

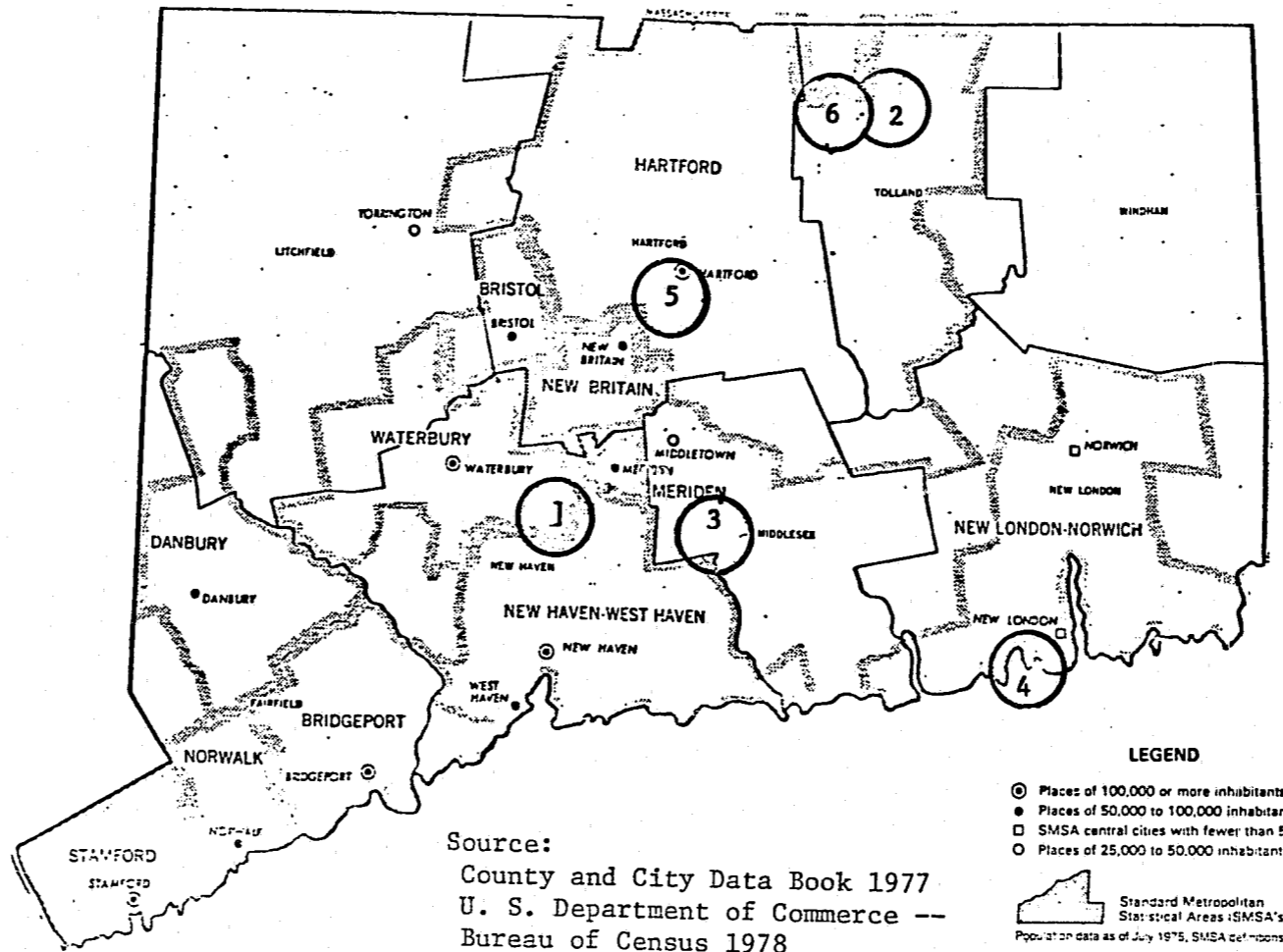
Colorado

Connecticut
Organizational Subunits

- 1 -- CCI-Cheshire
- 2 -- CCI-Enfield
- 3 -- Connecticut Justice Academy at Haddam
- 4 -- CCI - Niantic
- 5 -- Parole Service Division
- 6 -- CCI-Somers

99

APPENDIX 1C.2



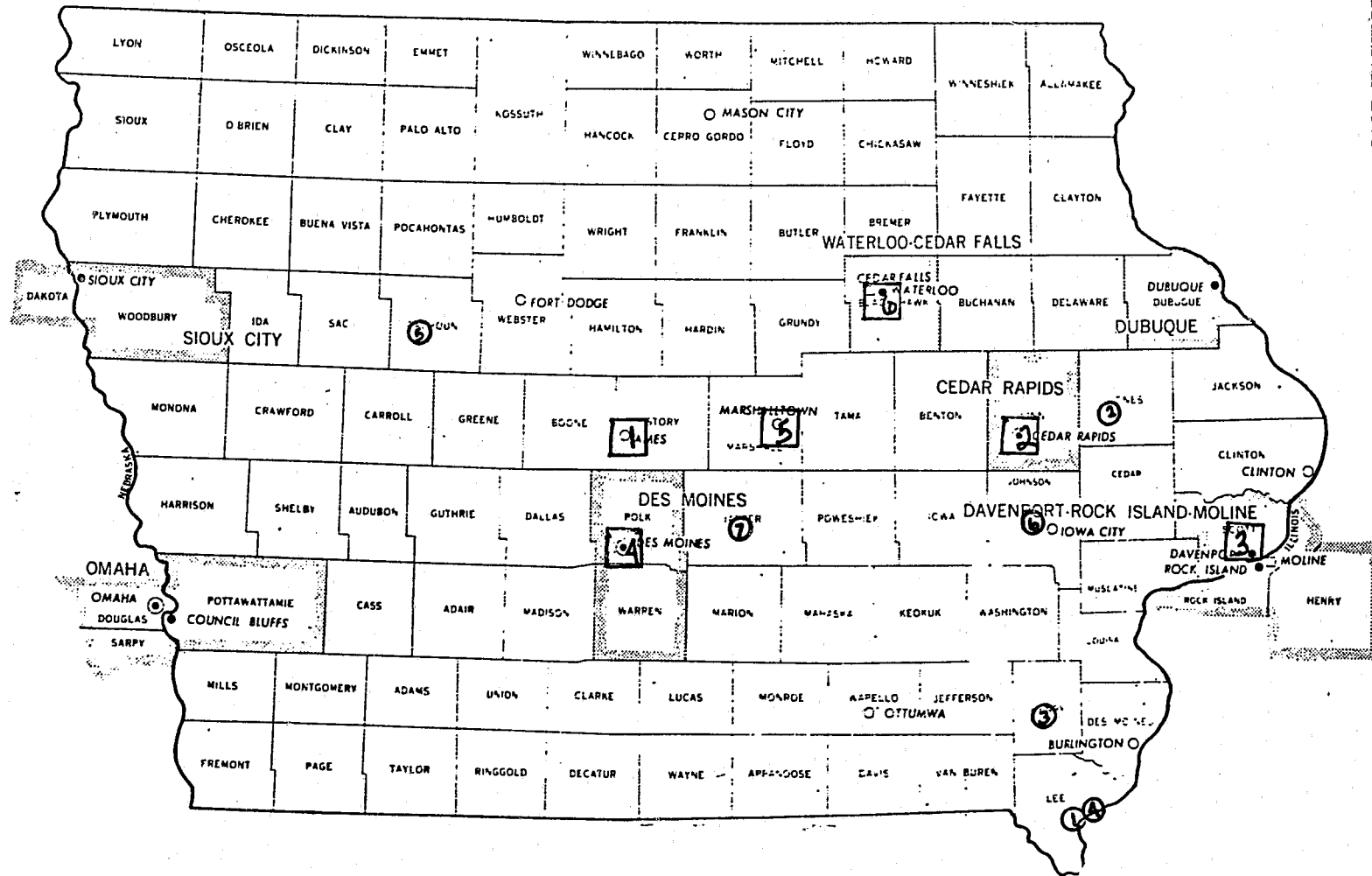
Source:
County and City Data Book 1977
U. S. Department of Commerce --
Bureau of Census 1978

LEGEND

- ⊙ Places of 100,000 or more inhabitants
- Places of 50,000 to 100,000 inhabitants
- SMSA central cities with fewer than 50,000 inhabitants
- Places of 25,000 to 50,000 inhabitants outside SMSA's

Standard Metropolitan Statistical Areas (SMSA's)
Population data as of July 1975, SMSA definitions as of June 1977

SCALE
0 10 20 MILES



Adult Institutions

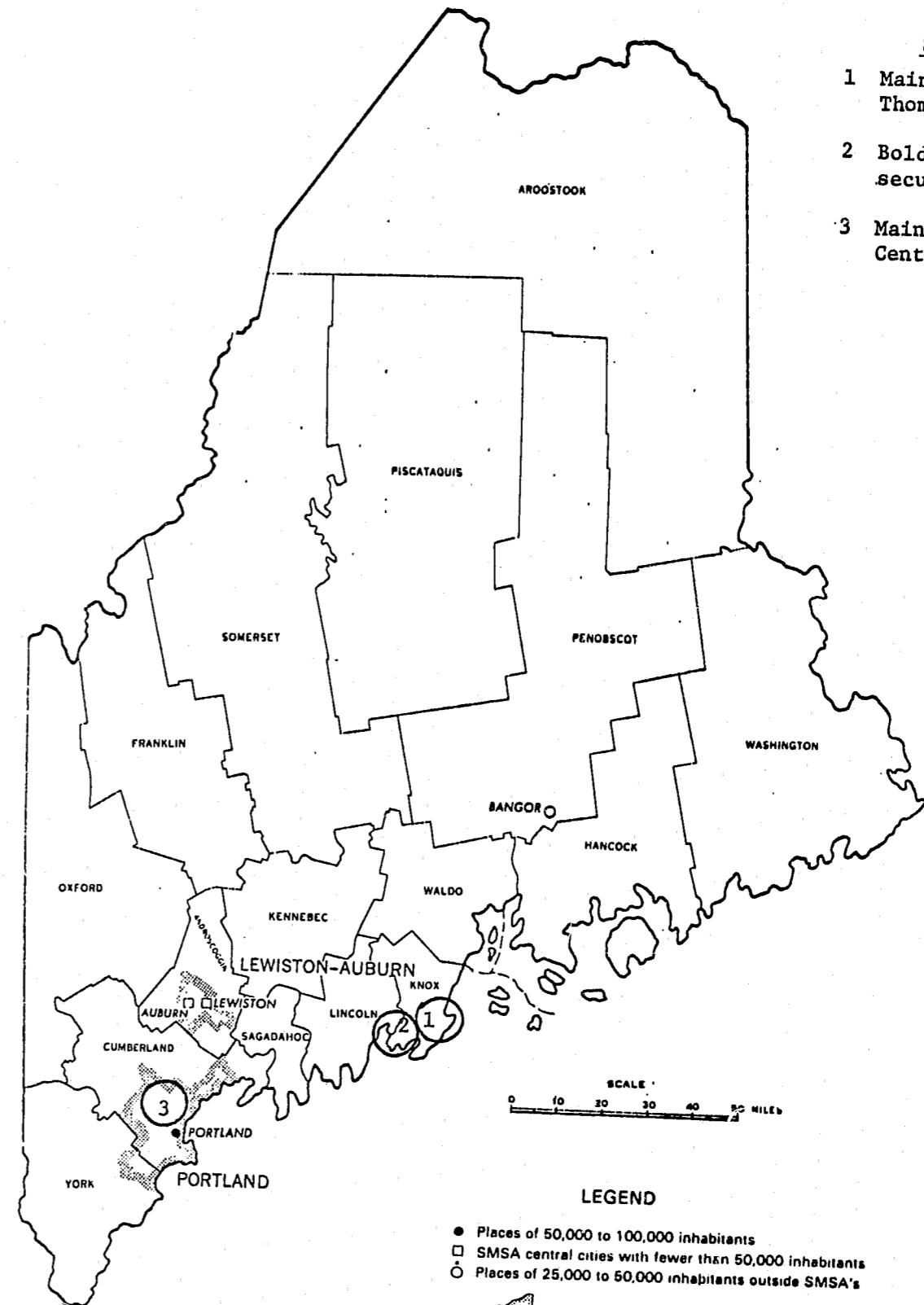
Halfway Houses

- ① Ft. Madison
- ② Anamosa
- ③ Mt. Pleasant
- ④ John Bennett
- ⑤ Rockwell City
- ⑥ Oakdale
- ⑦ Riverview

- | | |
|----------------|----------------|
| ① Ames | ④ Des Moines |
| ② Cedar Rapids | ⑤ Marshalltown |
| ③ Davenport | ⑥ Waterloo |


Subunits

- 1 Maine State Prison, Thomaston
- 2 Bolduc Unit (minimum security), So. Warren
- 3 Maine Correctional Center, Windham



LEGEND

- Places of 50,000 to 100,000 inhabitants
- SMSA central cities with fewer than 50,000 inhabitants
- Places of 25,000 to 50,000 inhabitants outside SMSA's

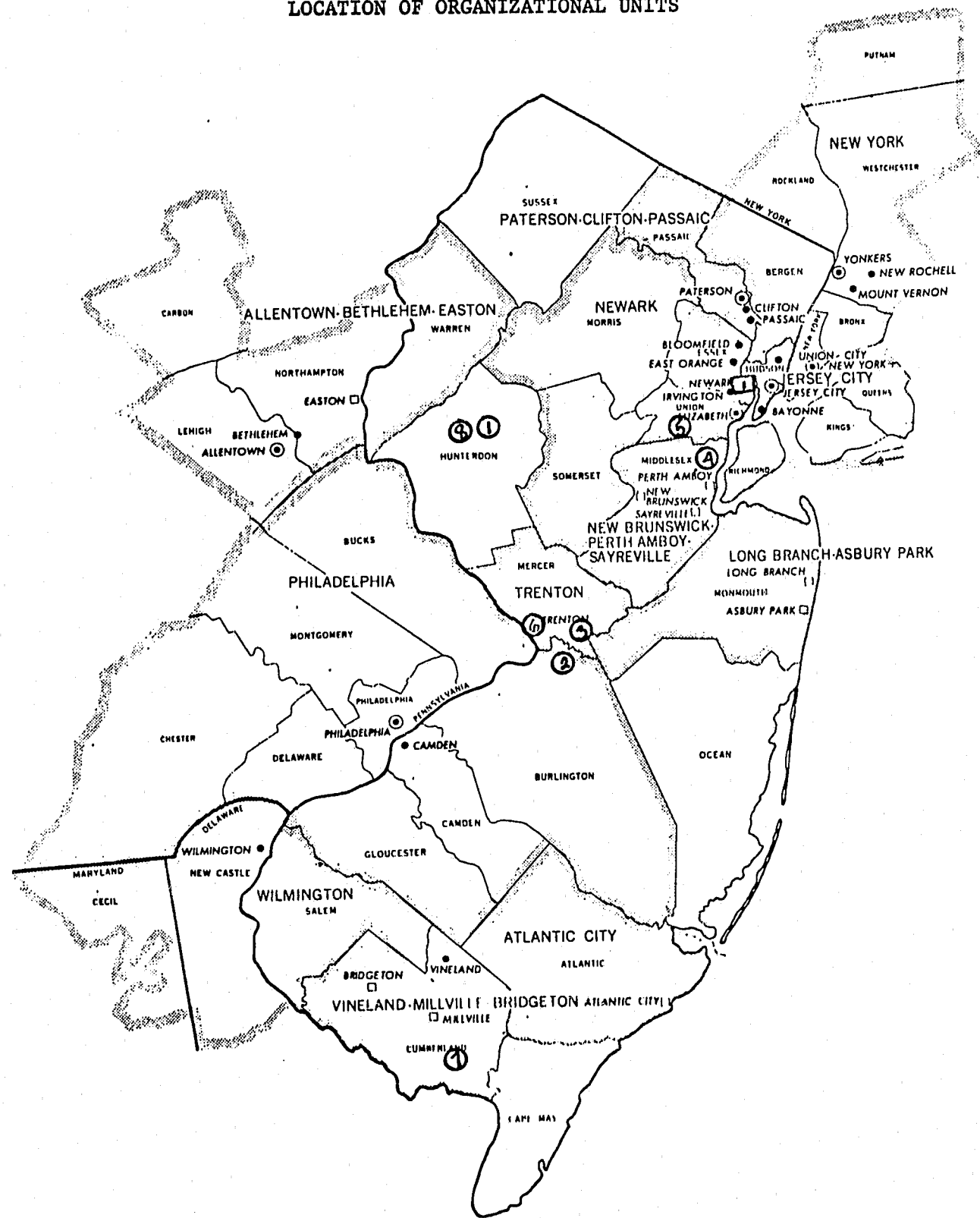
 Standard Metropolitan Statistical Areas (SMSA's)
Population data as of July 1975; SMSA definitions as of June 1977

U.S. DEPARTMENT OF COMMERCE
BUREAU OF THE CENSUS

Source: City and County Data Book, U. S. Bureau of the Census, 1977.

APPENDIX 1C.5

NEW JERSEY
LOCATION OF ORGANIZATIONAL UNITS



- | | |
|--------------|------------|
| ① Annandale | ⑤ Railway |
| ② Bordentown | ⑥ Trenton |
| ③ Yardville | ⑦ Leesburg |
| ④ Avenel | ⑧ Clinton |

- Halfway House
① Newark House

APPENDIX 2A:

Colorado Subunit Descriptions
and Noncompliant Standards

APPENDIX 2A.1

CANON

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

TABLE 2A.1 CANON - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	4	0
Management Information	1	0
Security	10	11
Supervision	2	1
Special Management Inmates	9	8
Sanitation	3	3
Medical	5	3
Rights	5	2
Mail and Visiting	2	4
Reception	2	2
Money & Property Control	4	0
Classification	1	2
Ed. & Voc. Training	0	1
Library	2	10
Recreation	0	2
Social Services	0	1
Citizen Involvement	9	1
Physical Plant (not included)	-	-
Totals	59	51

APPENDIX 2A.2

FREMONT

The Fremont Correctional Facility is three miles east of the town of Canon City. Located in a rural setting, major urban areas are somewhat distant: the closest one is Pueblo which is 36 miles away. (Colorado Springs is 47 miles away and Denver is 115 miles distant.) The institutional grounds cover 4,283 acres, surrounded by ranch and farm land. A double fence encloses 2,216 acres, the main part of the facility. Two security buildings located at the north end of the fenced area and the back gate at the southwest corner serve as entrances to the facility.

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

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

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

TABLE 2A.2 FREMONT - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	3	0
Fiscal	3	0
Research	1	0
Physical Plant	0	1
Security	19	4
Supervision	2	0
Special Management Inmates	4	0
Sanitation	2	3
Medical	5	1
Rights	4	1
Rules	0	1
Mail and Visiting	2	1
Money & Property Control	5	0
Ed. & Voc. Training	2	2
Library	0	3
Recreation	8	1
Social Services	1	1
Citizen Involvement	10	1
Totals	71	20

APPENDIX 2A.3

DIAGNOSTIC UNIT

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

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

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

TABLE 2A.3 DIAGNOSTIC UNIT - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	5	5
Fiscal	1	0
Personnel	1	0
Management Information	1	0
Physical Plant	0	3
Security	23	0
Supervision	0	3
Special Management Inmates	23	0
Food Services	14	0
Sanitation	10	6
Medical	7	2
Rights	17	1
Rules	2	0
Mail and Visiting	10	0
Reception	4	0
Money & Property Control	7	0
Classification	0	2
Work Programs	1	0
Library	0	10
Recreation	0	1
Religious	1	1
Citizen Involvement	0	1
Totals	127	35

APPENDIX 2A.4

COLORADO WOMEN'S CORRECTIONAL FACILITY

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

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

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

TABLE 2A.4 CWCF - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	6	0
Fiscal	3	0
Personnel	4	0
Training	1	1
Records	1	0
Security	3	2
Special Management Inmates	7	1
Sanitation	3	0
Medical	6	0
Rights	2	0
Rules	3	2
Mail and Visiting	2	0
Classification	1	0
Work Programs	2	0
Library	0	3
Recreation	1	0
Social Services	1	0
Release	1	1
Totals	47	10

APPENDIX 2A.5

BUENA VISTA

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

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

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

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

Inmates at Buena Vista have an average age of 23 years and offenses range from petty theft to murder. Offenders cannot be over 28 years of age and must have less than 3 1/2 years remaining to parole eligibility in order to be assigned to this facility.

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

TABLE 2A.5 BUENA VISTA - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	3	0
Personnel	5	0
Training	5	1
Planning	1	0
Physical Plant	0	1
Security	2	4
Special Management Inmates	1	1
Food Services	2	1
Sanitation	1	2
Medical	1	2
Rights	1	0
Mail and Visiting	0	1
Money & Property Control	1	0
Work Programs	0	1
Recreation	0	1
Release	0	1
Citizen Involvement	3	0
Totals	26	16

APPENDIX 2A.6

DELTA HONOR CAMP

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

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

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

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

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

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

TABLE 2A.6 DELTA - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	11	0
Personnel	3	0
Research	1	0
Physical Plant	1	2
Security	14	3
Supervision	3	2
Sanitation	8	2
Medical	9	2
Rights	12	1
Rules	10	0
Mail and Visiting	4	1
Reception	2	0
Money & Property Control	2	0
Classification	2	0
Ed. & Voc. Training	3	1
Library	1	10
Recreation	0	1
Religious	4	0
Social Services	0	4
Release	1	0
Citizen Involvement	6	1
Totals	97	30

APPENDIX 2A.7

RIFLE HONOR CAMP

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

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

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

The average age of residents is 25.1 years with an age range from 19-54 years. The sentences range from 3-20 years, with an average maximum sentence of 6.8 years. An allotment of 19 staff members are required in order to operate the facility efficiently.

TABLE 2A.7 RIFLE - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	1	4
Research	0	1
Security	2	5
Supervision	1	1
Food Services	1	1
Sanitation	2	2
Medical	5	1
Rights	7	3
Rules	2	1
Mail and Visiting	1	1
Classification	1	1
Work Programs	1	0
Ed. & Voc. Training	2	3
Library	0	10
Recreation	1	8
Religious	1	0
Social Services	1	0
Release	1	0
Citizen Involvement	0	7
Totals	30	49

APPENDIX 2A.8

COLORADO CORRECTIONAL CENTER

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

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

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

TABLE 2A.8 CCC-GOLDEN - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	6	0
Training	0	1
Management Information	1	0
Physical Plant	0	1
Sanitation	0	1
Medical	5	0
Rights	4	3
Rules	0	1
Mail and Visiting	3	0
Reception	1	0
Money & Property Control	2	0
Ed. & Voc. Training	0	3
Library	0	10
Recreation	0	2
Religious	0	2
Citizen Involvement	5	0
Totals	27	24

APPENDIX 2A.9

BAILS HALL

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

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

TABLE 2A.9 BAILS HALL - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	1	1
Personnel	2	0
Facility	0	5
Program	2	0
Medical	2	2
Special Procedures	3	0
Citizen and Volunteer	1	2
Records	3	0
Communication	2	1
Additional Standards	0	1
Totals	16	12

APPENDIX 2A.10

FORT LOGAN

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

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

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

TABLE 2A.10 FORT LOGAN - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	1	2
Fiscal	3	0
Personnel	2	1
Facility	1	4
Program	2	0
Medical Care	2	2
Special Procedures	3	0
Citizen and Volunteer	1	1
Records	5	0
Communication	4	0
Evaluation	0	1
Additional Standards	3	0
Totals	27	11

APPENDIX 2A.11

PAROLE

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

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

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

TABLE 2A.11 PAROLE - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	8	3
Personnel	2	4
Fiscal	1	0
Planning	2	0
Research	3	0
Supervision	3	1
Totals	19	8

TABLE 2A.12

COLORADO
NUMBER OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

Standards Category	Canon	Fremont	Diagnostic Unit	CWCF	Buena Vista	Delta	Rifle	CCC- Golden	Total a/ Cases
Administration	4	3	10	6	3	11	5	6	48
Fiscal	0	3	1	3	0	0	0	0	7
Personnel	0	0	1	4	5	3	0	0	13
Training	0	0	0	2	6	0	0	1	9
Planning	0	0	0	0	1	0	0	0	1
Management Information	1	0	1	0	0	0	0	1	3
Research	0	1	0	0	0	1	1	0	3
Records	0	0	0	1	0	0	0	0	1
Physical Plant	0	1	3	0	1	3	0	1	9
Security	21	23	23	5	6	17	7	0	102
Supervision	3	2	3	0	0	5	2	0	15
Special Management Inmates	17	4	23	8	2	0	0	0	54
Food Services	0	0	14	0	3	0	2	0	19
Sanitation	6	5	16	3	3	10	4	1	48
Medical	8	6	9	6	3	11	6	5	54
Rights	7	5	18	2	1	13	10	7	63
Rules	0	1	2	5	0	10	3	1	22
Mail & Visiting	6	3	10	2	1	5	2	3	32
Reception	4	0	4	0	0	2	0	1	11
Money & Property Control	4	5	7	0	1	2	0	2	21
Classification	3	0	2	1	0	2	2	0	10
Work Programs	0	0	1	2	1	0	1	0	5
Ed. & Voc. Training	1	4	0	0	0	4	5	3	17
Library	12	3	10	3	0	11	10	10	59
Recreation	2	9	1	1	1	1	9	2	26
Religious	0	0	2	0	0	4	1	2	9
Social Services	1	2	0	1	0	4	1	0	9
Release	0	0	0	2	1	1	1	0	5
Citizen Involvement	10	11	1	0	3	7	7	5	44
Totals	110	91	162	57	42	127	79	51	719

a/ Total cases are the number of occurrences of non-compliance within each category.

APPENDIX 2B:
Colorado Summary of Compliance Costs
by Subunit

TABLE 2B.1
 CANON
 SUMMARY OF COMPLIANCE COSTS^{a/}

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
<u>Training</u>		SEE TABLE 2.5				
<u>Security</u>						
4150-E Security Manual ^{b/}	\$ 6,800	\$ 6,800	\$ -0-	\$ -0-	\$ -0-	
4153-E Watch Towers	17,600	17,100	-0-	500	-0-	
4162-E Security Device Maintenance	24,100	24,100	-0-	-0-	-0-	
4163-E Searches for Contraband ^{c/}	127,000	126,200	-0-	800	-0-	
4165-E Control of Firearms	400	-0-	400	-0-	-0-	
4166-E Condition of Security Equipment ^{d/}	4,900	4,900	-0-	-0-	-0-	
4181-E Emergency Plan Execution	17,500	17,500	-0-	-0-	-0-	
4182-I Specially Trained Unit	126,500	126,500	-0-	-0-	-0-	
4186-E Emergency Equipment Testing	200	200	-0-	-0-	-0-	
<u>Supervision</u>						
4197-E Daily Inspection	21,000	21,000	-0-	-0-	-0-	
<u>Special Management Inmates</u>						
4209-E Staff Visits	12,100	12,100	-0-	-0-	-0-	
4210-E Visits and Mail	75,000	75,000	-0-	-0-	-0-	
4213-E Shave and Shower Frequency	40,500	40,500	-0-	-0-	-0-	
4214-E Hygienic Living Conditions	31,700	27,800	-0-	3,900	-0-	
4216-E Legal Materials	26,400	26,400	-0-	-0-	-0-	
4222-E Psychological Assessment	46,500	46,500	-0-	-0-	-0-	
<u>Sanitation</u>						
4246-E Special Clothing	1,900	-0-	1,900	-0-	-0-	
4249-E Daily Clothing Exchange	24,300	-0-	24,300	-0-	-0-	

TABLE 2B.1 (CONT'D)

	<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
			<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Medical</u>						
4253-E	Medical and Dental Services	\$89,300	\$74,300	-0-	\$15,000	\$ -0-
4264-E	Medical and Dental Records	10,800	10,800	-0-	-0-	-0-
4279-E	Psychiatric Consultation	28,100	28,100	-0-	-0-	-0-
<u>Rights</u>						
4284-E	Supplies for Legal Matters	1,800	-0-	100	1,700	-0-
4297-E	Institution Rules	3,000	-0-	3,000	-0-	-0-
<u>Mail & Visiting</u>						
4342-E	Holding of Mail	14,300	14,300	-0-	-0-	-0-
4352-E	Informal Communication	16,900	16,900	-0-	-0-	-0-
4355-D	Visitor Transportation	20,300	20,300	-0-	-0-	-0-
<u>Reception</u>						
4357-E	Adequate Facilities	229,500	229,500	-0-	-0-	-0-
4364-E	Classification Time Frame	21,400	21,400	-0-	-0-	-0-
<u>Classification</u>						
4378-E	Inmates at Hearings	241,300	221,500	-0-	19,800	-0-
4382-E	Ad; Seg. Review	51,800	49,800	-0-	2,000	-0-

TABLE 2B.1 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Library</u>					
4409-E Library Services Provided	} \$233,300	\$30,400	\$177,200	\$25,700	\$ -0-
4410-E Policy for Selection					
4411-E Full-Time Staff Member					
4412-E Supervising Staff Member					
4413-E Available Daily					
4414-E Library Personnel					
4415-E Determine Needs					
4416-E Design and Appearance					
4417-I Minimum Provisions					
4418-E Interlibrary Loan					
<u>Recreation</u>					
4427-E Specific Program	14,700	14,700	-0-	-0-	-0-
4428-E Resources for Activities	11,000	9,300	-0-	1,700	-0-
<u>Social Services</u>					
4437-E Appropriate Program	37,200	37,200	-0-	-0-	-0-
<u>Citizen Involvement</u>					
4456-E Staff Member Responsible	24,500	24,500	-0-	-0-	-0-
Total	\$1,654,400	\$1,375,600	\$206,900	\$71,100	\$ -0-

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- a/ Excludes Training, Education, Work Programs, Vocational Training and all department-wide standards.
- b/ Includes costs for 4164, 4180, and 4350.
- c/ Includes costs for 4203.
- d/ Includes costs for 4097.

TABLE 2B.2
 FREMONT
 SUMMARY OF COMPLIANCE COSTS^{a/}

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Physical Plant</u>					
4146-E Preventive Maintenance	\$116,000	\$106,000	\$ -0-	\$10,000	-0-
<u>Security</u>					
4150-E Security Manual	14,300	14,300	-0-	-0-	-0-
4163-E Searches for Contraband ^{b/}	80,000	80,000	-0-	-0-	-0-
4181-E Emergency Plan Execution	19,100	19,100	-0-	-0-	-0-
<u>Sanitation</u>					
4246-E Special Clothing	^{c/}	--	--	--	--
4249-E Daily Clothing Exchange	28,800	16,900	11,900	-0-	-0-
4251-E Shower Frequency	35,500	35,500	-0-	-0-	-0-
<u>Medical</u>					
4279-E Psychiatric Consultation	15,000	15,000	-0-	-0-	-0-
<u>Rights</u>					
4284-E Supplies for Legal Matters	1,300	-0-	100	1,200	-0-
<u>Rules</u>					
4313-E Personnel Training		SEE TABLE 2.5			
<u>Mail and Visiting</u>					
4350-E Visiting Policy	12,000	12,000	-0-	-0-	-0-

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TABLE 2B.2 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Ed. and Voc. Training</u>					
4393-E Ed. thru High School	\$ 42,900	\$ 42,900	\$ -0-	\$ -0-	\$ -0-
4395-E Ed. and Voc. Training	7,200	7,200	-0-	-0-	-0-
<u>Library</u>					
4409-E Library Services Provided	} 206,200	30,400	153,600	22,000	-0-
4416-E Design and Appearance					
4417-I Minimum Provisions					
<u>Recreation</u>					
4420-E Athletic and Cultural	34,200	32,200	-0-	2,000	-0-
<u>Social Services</u>					
4440-E Qualified Counselors	10,300	9,300	1,000	-0-	-0-
<u>Citizen Involvement</u>					
4456-E Staff Member Responsible	38,500	38,500	-0-	-0-	-0-
Total	\$661,300	\$459,300	\$166,600	\$35,400	\$ -0-

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- a/ Excludes Training, Education, Work programs, Vocational Training, and all department-wide standards.
- b/ Includes costs for 4182.
- c/ Compliance actions/resources were not indicated.

TABLE 2B.3
 DIAGNOSTIC UNIT
 SUMMARY OF COMPLIANCE COSTS^{a/}

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Administration</u>					
4005-E Administrative Manual	\$ 1,100	\$ 1,100	\$ -0-	\$ -0-	\$ -0-
4009-E Operations Manual	500	500	-0-	-0-	-0-
4014-E Quarterly Report b/	15,000	15,000	-0-	-0-	-0-
4017-E Construction Programs	4,300	4,300	-0-	-0-	-0-
<u>Physical Plant</u>					
4142-I Cell Size	57,400	57,400	-0-	-0-	-0-
4143-E Cell Furnishings	166,800	-0-	-0-	8,400	158,000
<u>Security</u>					
4163-E Searches for Contraband	500	-0-	-0-	500	-0-
<u>Supervision</u>					
4195-E Staff Member Assignment	85,800	85,800	-0-	-0-	-0-
4197-E Daily Inspection	21,400	21,400	-0-	-0-	-0-
<u>Sanitation</u>					
4241-E Fire Drills	2,000	2,000	-0-	-0-	-0-
4245-E Issue of Clothing	15,000	-0-	15,000	-0-	-0-
4246-E Special Clothing	1,500	-0-	1,500	-0-	-0-
4247-E Issue of Bedding	500	-0-	500	-0-	-0-
4249-E Daily Clothing Exchange	9,200	-0-	9,200	-0-	-0-
4250-D Laundry Facilities	17,900	17,000	-0-	900	-0-

TABLE 2B.3 (CONT'D)

Standard	Total	Operating		Capital	
		Personnel	Other	Equipment	Facilities
<u>Medical</u>					
4253-E Medical and Dental Services	\$ c/	\$ --	\$ --	\$ --	\$ --
4279-E Psychiatric Consultation	3,000	3,000	-0-	-0-	-0-
<u>Rights</u>					
4284-E Supplies for Legal Matters	800	200	-0-	600	-0-
<u>Classification</u>					
4375-E Special Needs Inmates	11,800	11,300	-0-	500	-0-
4385-I Pre-Institutional Assignment	3,600	3,600	-0-	-0-	-0-
<u>Library</u>					
4409-E Library Services Provided	2,600	1,000	1,600	-0-	-0-
4416-E Design and Appearance	15,800	-0-	-0-	-0-	15,800
4418-E Interlibrary Loan	5,700	300	4,300	1,100	-0-
<u>Recreation</u>					
4424-E Facilities and Equipment	508,100	-0-	-0-	7,800	500,300
<u>Religious</u>					
4433-E Publications and Diet	d/	--	--	--	--
<u>Citizen Involvement</u>					
4459-E Staff Member Responsible	1,700	1,700	-0-	-0-	-0-
Total	\$952,000	\$225,600	\$32,100	\$19,800	\$674,500

a/ Excludes Training, Education, Work Programs, Vocational Training, and all department-wide standards.

b/ Includes costs for 4021 and 4198.

c/ Compliance actions/resources were not indicated.

d/ Size of population requiring special diets is unknown.

TABLE 2B.4

 COLORADO WOMEN'S CORRECTIONAL FACILITY
 SUMMARY OF COMPLIANCE COSTS ^{a/}

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training</u>					
4092-E Direct Contact Training		SEE TABLE 2.5			
<u>Security</u>					
4152-E Surveillance Outside					
4172-E Areas for Weapons	\$ 7,800	\$ -0-	\$ -0-	\$7,800	\$ -0-
<u>Special Management Inmates</u>					
4203-I Segregation Unit Conditions	400	-0-	-0-	400	-0-
<u>Rules</u>					
4317-E Disciplinary Report Requirements	55,000	-0-	-0-	-0-	55,000
4318-E Investigating Rule Violations	2,800	2,800	-0-	-0-	-0-
<u>Library</u>					
4409-E Library Services Provided	2,100	2,100	-0-	-0-	-0-
4411-E Full-time Staff Member	22,000	22,000	-0-	-0-	-0-
4417-I Minimum Provisions	4,300	-0-	4,300	-0-	-0-
<u>Release</u>					
4453-E Temporary Release Requirements	18,600	18,600	-0-	-0-	-0-
Total	\$113,000	\$45,500	\$4,300	\$8,200	\$55,000

^{a/} Excludes Training, Education, Work Programs, Vocational Training and all department-wide standards.

TABLE 2B.5

BUENA VISTA CORRECTIONAL FACILITY ^{a/}
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training</u>					
4091-E Employee Training		SEE TABLE 2.5			
<u>Physical Plant</u>					
4142-I Cell Size ^{b/}	\$2,818,000	\$ -0-	\$ -0-	\$ -0-	\$2,818,000
<u>Security</u>					
4164-E Policy for Searches ^{c/}	11,000	11,000	-0-	-0-	-0-
4167-E Issued Weapons	3,800	-0-	-0-	3,800	-0-
4181-E Emergency Plan Execution	700	700	-0-	-0-	-0-
<u>Special Management Inmates</u>					
4203-I Segregation Unit Conditions	166,000	-0-	-0-	-0-	166,000
<u>Food</u>					
4235-E Equipment Meets Standards	147,000	22,000	-0-	125,000	-0-
<u>Sanitation</u>					
4246-E Special Clothing	1,500	-0-	1,500	-0-	-0-
4250-D Personal Laundry ^{d/}		--	--	--	--
<u>Medical</u>					
4264-E Medical and Dental Records	8,500	8,500	-0-	-0-	-0-
4271-E First Aid Training	16,100	16,100	-0-	-0-	-0-

TABLE 2B.5 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Mail & Visiting</u>					
4355-D Visitor Transportation	\$ 2,100	\$ 2,100	\$ -0-	\$ -0-	\$ -0-
<u>Work Programs</u>					
4386-E Employment Opportunities		SEE WORK PROGRAMS SECTION.			
<u>Recreation</u>					
4428-E Resources for Activities	34,400	21,400	-0-	13,000	-0-
<u>Release</u>					
4448-D Use of Parolees	<u>e/</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>
Total	\$3,209,100	\$81,800	\$1,500	\$141,800	\$2,984,000

a/ Excludes Training, Education, Work Programs, Vocational Training and all department-wide standards.

b/ See capital standards.

c/ Includes costs for 4180.

d/ Requires purchase of 4 each: washers, dryers, irons and ironing boards, plus installation costs.

e/ No cost is included at this time.

TABLE 2B.6

 DELTA HONOR CAMP ^{a/}
 SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training</u>					
4099-I Continuing Education	\$33,600	\$33,600	\$ -0-	\$ -0-	\$ -0-
<u>Physical Plant</u>					
4143-E Cell Furnishings	b/	--	--	--	--
4144-I Dormitory Requirements					
<u>Security</u>					
4167-E Issued Weapons	14,000	-0-	-0-	14,000	-0-
4168-E Firearms Storage	c/	--	--	--	--
4177-E Post Orders	4,800	4,800	-0-	-0-	-0-
<u>Supervision</u>					
4197-E Daily Inspection	3,400	3,400	-0-	-0-	-0-
4198-E Visit Living Areas	3,800	3,800	-0-	-0-	-0-
<u>Sanitation</u>					
4242-E Housekeeping	16,900	16,900	-0-	-0-	-0-
4246-E Special Clothing	11,000	-0-	11,000	-0-	-0-
<u>Medical</u>					
4263-E Periodic Examination	5,000	5,000	-0-	-0-	-0-
4271-E First Aid Training		SEE TABLE 2.5			
<u>Rights</u>					
4284-E Supplies for Legal Matters	32,900	32,400	100	400	-0-

TABLE 2B.6 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Rules</u>					
4322-E Review of Hearings	\$ 4,700	\$ 4,700	\$ -0-	\$ -0-	\$ -0-
<u>Mail and Visiting</u>					
4355-E Visitor Transportation	8,400	8,400	-0-	-0-	-0-
<u>Ed. and Voc. Training</u>					
4402-E Educational Equipment ^{c/}	423,700	-0-	-0-	-0-	423,700
<u>Library</u>					
4409-E Library Services Provided	}	14,300	39,300	6,500	-0-
4410-E Policy for Selection					
4411-E Full-Time Staff Member					
4412-E Supervising Staff Member					
4413-E Available Daily					
4414-E Library Personnel					
4415-E Determine Needs					
4416-E Design and Appearance					
4417-I Minimum Provisions	60,100				
4418-E Interlibrary Loan					
<u>Recreation</u>					
4419-E Comprehensive Program	40,200	40,200	-0-	-0-	-0-
<u>Social Services</u>					
4437-E Appropriate Program	29,300	29,300	-0-	-0-	-0-
4438-I Trained Supervisor	24,800	24,800	-0-	-0-	-0-
4440-E Qualified Counselors ^{d/}		--	--	--	--
<u>Release</u>					
SEE PRE-RELEASE SECTION					
<u>Citizen Involvement</u>					
4458-E Cross Section of Volunteers	9,400	9,400	-0-	-0-	-0-
Total	\$726,000	\$231,000	\$50,400	\$20,900	\$423,700

a/ Excludes Training, Education, Work Programs, Vocational Training and all department-wide standards.
b/ Cell and dormitory furnishings are insufficient. Costs are unknown.
c/ Includes costs for 4416, 4424 and 4484.
d/ To be addressed by Training Department.

CONTINUED

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TABLE 2B.7

RIFLE HONOR CAMP ^{a/}
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Administration</u>					
4010-E Monitor Operations ^{b/}	\$ 7,500	\$ 7,500	\$ -0-	\$ -0-	\$ -0-
4017-E Constructive Programs	28,600	28,600	-0-	-0-	-0-
4026-D Association Membership	5,000	-0-	5,000	-0-	-0-
<u>Research</u>					
4125-I Outside Professionals ^{c/}		--	--	--	--
<u>Security</u>					
4165-E Control of Firearms	1,000	-0-	1,000	-0-	-0-
4185-E Emergency Power ^{d/}	100,000	-0-	-0-	100,000	-0-
<u>Supervision</u>					
4198-E Visit Living Areas	2,600	2,600	-0-	-0-	-0-
<u>Food Services</u>					
4235-E Equipment Meets Standards ^{e/}		--	--	--	--
<u>Sanitation</u>					
4243-E Control of Vermin	^{f/}	--	--	--	--
4246-E Special Clothing	500	-0-	500	-0-	-0-
<u>Medical</u>					
4271-E First Aid Training					

SEE TABLE 2.5

TABLE 2B.7 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
<u>Rights</u>						
4283-E Inmate Legal Assistance	\$ 5,000	\$ -0-	\$ 5,000	\$ -0-	\$ -0-	
4284-E Supplies for Legal Matters	400	-0-	-0-	400	-0-	
4289-E Recreational Opportunities	287,300	23,300	-0-	-0-	264,000	
<u>Rules</u>						
4322-E Review of Hearings	14,400	12,400	2,000	-0-	-0-	
<u>Mail & Visiting</u>						
4355-D Visitor Transportation	f/	--	--	--	--	
<u>Classification</u>						
4378-E Inmates at Hearings	19,000	19,000	-0-	-0-	-0-	
<u>Educational & Vocational Training</u>						
4406-E Relevant Vocational Programs	g/	--	--	--	--	
<u>Library</u>						
4409-E Library Services Provided	} 16,900	16,900	-0-	-0-	-0-	
4410-E Policy for Selection						
4411-E Full-Time Staff Member						
4412-E Supervising Staff Member						
4413-E Available Daily						
4414-E Library Personnel						
4415-E Determine Needs						
4416-E Design and Appearance						
4417-I Minimum Provisions						
4418-E Interlibrary Loan						

TABLE 2B.7 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Recreation</u>					
4422-I Inmates as Program Assistants	\$ 10,000	\$ h/	h/	\$ 10,000	+
4423-I Interact with Community					
4424-E Facilities and Equipment					
4425-E Recreation Personnel					
4426-E Assess Needs					
4427-E Specific Program					
4428-E Resources for Activities					
4429-E Community Activities					
<u>Release</u>					
4445-E Preparation Program					
4446-I Graduated Release					
4447-I Transitional Assistance					
4448-D Use of Parolees					
4449-E Temporary Release					
4450-E Escorted Leaves					
4451-E Unescorted Leaves					
4452-E Work Release					
4453-E Temporary Release Requirements					
4454-I Work Housing					
4455-E Unacceptable Behavior					
Total	\$498,200	\$110,300	\$13,500	\$110,400	\$264,000

SEE PRE-RELEASE SECTION

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- a/ Excludes Training, Education, Work Programs, Vocational Training and all department-wide standards.
- b/ Includes costs for 4018,4150 and 4164.
- c/ There is some question as to whether this standard may be considered to be department-wide. Articulated needs for Rifle include: significance of the honor camp unit, motivation, work ethic and drug and alcohol studies.
- d/ Includes costs for 4186.
- e/ Included in new construction.
- f/ Compliance actions/resources were not provided.
- g/ No information was provided.
- h/ Included with costs for 4289 except for recreational equipment.

TABLE 2B.8

 COLORADO CORRECTIONAL CENTER -- GOLDEN
 SUMMARY OF COMPLIANCE COSTS a/

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training</u>					
4097-E Weaponry Training	\$ 500	\$ 500	\$ -0-	\$ -0-	\$-0-
<u>Physical Plant</u>					
4143-E Cell Furnishings	<u>b/</u>	--	--	--	--
<u>Food Services</u>					
4223-E Full-Time Supervisor	26,400	26,400	-0-	-0-	-0-
4235-E Equipment Meets Standards	7,600	-0-	-0-	7,600	-0-
<u>Sanitation</u>					
4246-E Special Clothing	300	-0-	300	-0-	-0-
<u>Rights</u>					
4283-E Inmate Legal Assistance	<u>c/</u>	--	--	--	--
4284-E Supplies for Legal Matters	<u>d/</u>	--	--	--	--
4287-E Healthful Environment	16,000	-0-	-0-	16,000	-0-
<u>Rules</u>					
4313-E Personnel Training	3,200	3,200	-0-	-0-	-0-
<u>Ed. and Voc. Training</u>					
4394-E Population Needs	<u>e/</u>	--	--	--	--
4395-E Education and Vocational Training					
4396-E Counseling for Placement					

TABLE 2B.8 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
<u>Library</u>						
4409-E Library Services Provided	\$ 50,600	\$ 8,000	\$35,300	\$ 7,600	\$ -0-	
4410-E Policy for Selection						
4411-E Full-Time Staff Member						
4412-E Supervising Staff Member						
4413-E Available Daily						
4414-E Library Personnel						
4415-E Determine Needs						
4416-E Design and Appearance						
4417-I Minimum Provisions						
4418-E Interlibrary Loan						
<u>Recreation</u>						
4421-E Full-Time Director	14,500	14,500	-0-	-0-	-0-	
4424-E Facilities and Equipment	8,600	-0-	-0-	7,800	800	
<u>Religious</u>						
4430-E Access to Programs	5,500	5,500	-0-	-0-	-0-	
4434-E Facilities Provided	e/	--	--	--	--	
Total	\$118,800	\$58,100	\$35,300	\$24,600	\$ 800	

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- a/ Excludes Training, Education, Work Programs, Vocational Training and all department-wide standards.
- b/ Included in new construction.
- c/ Included in renovation.
- d/ Costs are estimated at \$600+.
- e/ Space included in renovation.

TABLE 2B.9
 BAILS HALL ^{a/}
 SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
<u>Administration</u>						
2026-E Community Involvement	\$ 1,100	\$ 1,100	\$-0-	\$ -0-	\$-0-	
<u>Facility</u>						
2066-E Facility Health Codes	1,800	-0-	-0-	1,800	-0-	
2068-I Facility Cleanliness & Repair	15,700	15,700	-0-	-0-	-0-	
2070-E Light & Ventilation	100	-0-	-0-	100	-0-	
2073-E Resident Provisions	200	-0-	-0-	200	-0-	
2081-E Washer & Dryer	1,700	-0-	-0-	1,700	-0-	
<u>Medical</u>						
2116-E First Aid Equipment	200	-0-	200	-0-	-0-	
2118-E First Aid Training	100	100	-0-	-0-	-0-	
<u>Citizen Involvement</u>						
2135-E Citizen Involvement Program	500	500	-0-	-0-	-0-	
2138-E Volunteer Services Supervisor	2,900	2,900	-0-	-0-	-0-	
<u>Communication</u>						
2171-I Professional Assn. Memberships	^{b/}	--	--	--	--	
<u>Additional Standards</u>						
2176-I Recreation & Leisure	2,000	-0-	-0-	2,000	-0-	
Total	\$26,300	\$20,300	\$200	\$5,800	\$-0-	

^{a/} Excludes Training, Education, Work Programs, Vocational Training and all department-wide standards.

^{b/} Requires membership in ACA and IHHA to achieve compliance.

TABLE 2B.10

FORT LOGAN ^{a/}
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Administration</u>					
2006-E Manual Review	\$ 100	\$ 100	\$-0-	\$-0-	\$-0-
2026-E Community Involvement	300	300	-0-	-0-	-0-
<u>Personnel</u>					
2054-E Annual Training	2,900	2,900	-0-	-0-	-0-
<u>Facility</u>					
2067-E Fire Safety		--	--	--	--
2068-I Facility Cleanliness & Repair	7,900 ^{b/}	7,900	-0-	-0-	-0-
2071-E Floor Space		SEE PHYSICAL PLANT SECTION			
2072-I Privacy					+
<u>Medical</u>					
2116-E First Aid Equipment	200	-0-	200	-0-	-0-
2118-E First Aid Training	300	300	-0-	-0-	-0-
<u>Citizen Involvement</u>					
2134-I Securing Citizen Involvement	8,000	8,000	-0-	-0-	-0-
<u>Evaluation</u>					
2175-I Independent		--	--	--	--
	<u>\$19,700</u> ^{c/}	<u>\$19,500</u>	<u>\$200</u>	<u>-0-</u>	<u>\$-0-</u>

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a/ Excludes Training, Education, Work Programs, Vocational Training and all department-wide standards.

b/ Included in renovation.

c/ No plan has been developed.

TABLE 2B.11

PAROLE
SUMMARY OF COMPLIANCE COSTS^{a/}

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Administration</u>					
3016-E Goals Training	\$ 1,100	\$ 900	\$200	\$ -0-	\$ -0-
3033-E Equipment Needs	17,800	100	-0-	17,700	-0-
3040-I Volunteer Program	19,900	19,700	-0-	200	-0-
<u>Personnel</u>					
3060-E Clerical Support	40,900	40,900	-0-	-0-	-0-
3065-E Initial Orientation	300	300	-0-	-0-	-0-
3066-E Training and Education ^{b/}	42,000	42,000	-0-	-0-	-0-
Total	\$122,000	\$103,900	\$200	\$17,900	\$ -0-

^{a/} Excludes Training, Education, Work Programs, Vocational Training and all department-wide standards.
^{b/} Includes costs for 3067.

APPENDIX 2C:
Colorado State Summary Tables

TABLE 2C.1

NONCOMPLIANT COST STANDARDS BY CATEGORY & ORGANIZATIONAL UNIT
ADULT INSTITUTIONS

	CANON	FREMONT	DIAGNOSTIC UNIT	CWCF	BUENA VISTA	DELTA	RIFLE	GOLDEN	DEPT- WIDE
Administration	0	0	0	0	0	0	4	0	0
Fiscal	0	0	0	0	0	0	0	0	1
Personnel	0	0	0	0	0	0	0	0	0
Training ^{b/}	0	<u>b/</u>	<u>b/</u>	<u>b/</u>	<u>b/</u>	<u>b/</u>	<u>b/</u>	<u>b/</u>	15
Planning	0	0	0	0	0	0	0	0	0
Management Information	0	0	0	0	0	0	0	0	0
Research	0	0	0	0	0	0	1	0	0
Records	0	0	0	0	0	0	0	0	0
Physical Plant	<u>a/</u>	1	3	0	1	2	0	1	0
Security	11	4	0	2	4	3	5	0	0
Supervision	1	0	3	0	0	2	1	0	0
Special Management Inmates	8	0	0	1	1	0	0	0	0
Food Services	0	0	0	0	1	1	2	0	0
Sanitation	3	3	6	0	2	2	2	1	0
Medical	3	1	2	0	2	2	1	0	0
Rights	2	1	1	0	0	1	3	3	0
Rules	0	1	0	1	0	0	1	1	0
Mail & Visiting	4	1	0	0	1	1	1	0	0
Reception	2	0	0	0	0	0	0	0	0
Money & Property Control	0	0	0	0	0	0	0	0	0
Classification	2	0	2	0	0	0	1	0	0
Work Programs	<u>b/</u>	<u>b/</u>	<u>b/</u>	0	<u>1b/</u>	0	0	0	0
Ed. & Voc. Training	<u>1b/</u>	<u>2b/</u>	<u>b/</u>	0	<u>b/</u>	<u>1b/</u>	<u>3b/</u>	<u>3b/</u>	0
Library	10	3	10	1	0	10	10	10	0
Recreation	2	1	1	0	1	1	8	2	0
Religious	0	0	0	0	0	0	0	2	0
Social Services	1	1	0	0	0	4	0	0	0
Release	<u>b/</u>	<u>b/</u>	<u>c/</u>	<u>1b/</u>	<u>1b/</u>	<u>b/</u>	<u>b/</u>	0	11
Citizen Involvement	1	1	1	0	0	1	7	0	0

^{a/} Excluded due to construction of two replacement facilities.^{b/} Noncompliant, but to be handled by central office; included illustratively in text.^{c/} Not Applicable.

TABLE 2C.2 COMPLIANCE COSTS BY STANDARD

<u>Adult Institutions (Standards Category)</u>	<u>Total Compliance Cost</u>
<u>Administration</u>	
4005-E Administrative Manual	\$ 1,100
4009-E Operations Manual	500
4010-E Monitor Operations	7,500
4014-E Quarterly Report	15,000
4017-E Constructive Programs	32,900
4026-D Association Membership	5,000
Category Total	\$ 62,000
<u>Training & Staff Development</u>	
4097-E Weaponry Training	\$ 500
4099-I Continuing Education	33,600
Category Total	\$ 34,100
<u>Physical Plant</u>	
4121-I Cell Size	\$ 875,400
4143-E Cell Furnishings	166,800
4146-E Preventive Maintenance	166,000
Category Total	\$ 1,582,200
<u>Security</u>	
4150-E Security Manual	\$ 21,100
4152-E Surveillance Outside	7,800
4153-E Watch Towers	17,600
4162-E Security Device Maintenance	24,100
4163-E Searches for Contraband	207,500
4164-E Policy for Seaches	11,000
4165-E Control of Firearms	1,400
4166-E Condition of Security Equipment	4,900
4167-E Issued Weapons	17,800
4172-E Areas for Weapons	400
4177-E Post Orders	4,800
4181-E Emergency Plan Execution	37,300
4182-E Specially Trained Unit	37,300
4185-E Emergency Power	100,000
4186-E Emergency Equipment Testing	200
Category Total	\$ 582,400
<u>Supervision of Inmates</u>	
4195-E Staff Member Assignment	\$ 85,800
4197-E Daily Inspection	45,800
4198-E Visit & Living Areas	6,400
Category Total	\$ 138,000

<u>Special Management Inmates</u>		
4203-I Segregation Unit Conditions	\$	222,000
4209-E Staff Visits		12,100
4210-E Visits and Mail		75,000
4213-E Shave and Shower Frequency		40,500
4214-E Hygienic Living Conditions		31,700
4216-E Legal Materials		46,500
4222-E Psychological Assessment		46,500
Category Total	\$	454,200
<u>Food Services</u>		
4223-E Full-Time Supervisor	\$	26,400
4235-E Equipment Meets Standards		154,600
Category Total	\$	181,000
<u>Sanitation</u>		
4241-E Fire Drills	\$	2,000
4242-E Housekeeping		16,900
4245-E Issue of Clothing		15,000
4246-E Special Clothing		16,700
4247-E Issue of Bedding		500
4249-E Daily Clothing Exchange		62,300
4250-D Personal Laundry Usage		22,800
4251-E Shower Frequency		35,000
Category Total	\$	171,700
<u>Medical</u>		
4253-E Medical & Dental Services	\$	89,300
4263-E Periodic Examinations		5,000
4264-E Medical and Dental Records		19,300
4271-E First Aid Training		16,100
4279-E Psychiatric Consultation		46,100
Category Total	\$	175,800
<u>Inmates Rights</u>		
4283-E Inmate Legal Assistance	\$	5,000
4284-E Supplies for Legal Matters		37,200
4287-E Healthful Environment		1,600
4289-E Recreational Opportunities		287,300
4296-E Institution Rules		3,800
Category Total	\$	334,900
<u>Rules</u>		
4313-E Personnel Training	\$	3,200
4317-E Disciplinary Report Requirement		2,800
4318-E Investigating Rule Violations		2,100
4322-E Review of Hearings		19,100
Category Total	\$	27,200

<u>Mail</u>		
4342-E Holding of Mail	\$	14,300
4350-E Visiting Policy		12,000
4352-E Informal Communication		16,900
4355-D Visitor Transportation		30,800
Category Total	\$	74,000
<u>Reception</u>		
4357-E Adequate Facilities	\$	229,500
4364-E Classification Time Frame		21,400
Category Total	\$	250,900
<u>Classification</u>		
4375-E Special Needs Inmates	\$	11,800
4378-E Inmates at Hearings		260,300
4382-E Administrative Seg. Review		51,800
4385-I Pre-Institutional Assessment		3,600
Category Total	\$	327,500
<u>Ed. & Voc. Training</u>		
4393-E Education Through High School	\$	42,900
4395-E Education and Voc. Training		7,200
4420-E Specialized Equipment		423,700
Category Total	\$	473,800
<u>Library Services</u>		
4409-E Library Services Provided	\$	363,500
4411-E Full-Time Staff Member		22,000
4416-E Design and Appearance		222,000
4417-I Minimum Provisions		4,300
4418-E Interlibrary Loan		5,700
Category Total	\$	617,500
<u>Recreation</u>		
4419-E Comprehensive Program	\$	40,200
4420-E Athletic & Cultural		34,200
4421-E Full-Time Director		14,500
4422-I Inmates as Program Assistants		10,000
4424-E Facilities & Equipment		516,700
4427-E Specific Program		14,700
4428-E Resources for Activities		45,400
Category Total	\$	675,700
<u>Religious</u>		
4430-E Access to Programs	\$	5,500
Category Total	\$	5,500

<u>Social Services</u>		
4437-E	Appropriate Program	\$ 66,500
4438-I	Trained Supervisor	24,800
4440-E	Qualified Counselors	10,300
	Category Total	\$ 101,600
<u>Release</u>		
4453-E	Temporary Release Requirement	\$ 18,600
	Category Total	\$ 18,600
<u>Citizen Involvement</u>		
4456-E	Staff Member Responsible	\$ 63,000
4458-E	Cross Section of Volunteers	9,400
4459-E	Volunteer Orientation	1,700
	Category Total	\$ 74,100
	GRAND TOTAL	\$7,938,700

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

<u>Parole</u>		<u>Total Compliance Cost</u>
<u>Administration, Organization & Mgmt.</u>		
3016-E	Goals Training	1,100
3033-E	Equipment Needs	17,800
3040-I	Volunteer Program	19,900
	Category Total	38,800
<u>Personnel</u>		
3060-E	Clerical Support	40,900
3065-E	Initial Orientation	900
3066-E	Training and Education	42,000
	Category Total	83,200
	GRAND TOTAL	122,000

TABLE 2C.3 COMPLIANCE COSTS SUMMARY BY ORGANIZATIONAL UNIT

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

^{a/} Excludes library acquisition and equipment costs (see text).

APPENDIX 3A:
Connecticut Subunit Descriptions
and Noncompliant Standards

APPENDIX 3A.1

CCI-ENFIELD

CCI-Enfield is Connecticut's minimum security facility for adult male offenders. Formerly the Osborn Branch of the State Prison, it now serves as a transitional institution prior to the inmates' transfer to community based programs or pre-release centers. It is located approximately 25 miles north of Hartford in the suburban community of Enfield which has a population of 47,000.

The main facility rests atop a hill, enclosed by a chain-linked security perimeter fence, zoned with an electronic alarm system. The main buildings within this fence encircle an inner yard. The layout of these buildings can be identified moving clockwise from the administration building and visitor's entrance as follows: pre-release building, cottages D and E, the dormitory building, the gym/auditorium, industries, school and service unit building and finally, the kitchen/mess hall. Outside the perimeter on approximately 1,600 acres are several other shop buildings which house the microfilming, sign shop, agriculture, printing, garage, tire recapping, auto repair and general industries programs.

During FY 1978-79 CCI-Enfield, with a rated capacity of 403 inmates, has processed 604 admissions and 542 terminations (or roughly 10 per week). The majority of this 401 average daily population is engaged in the industries program. CCI-Enfield also has a full complement of education and vocational training programs, religious, recreational and a variety of counseling programs.

Compliance Costs

CCI-Enfield reported the highest percentage of compliance with the CAC institutional standards from among all the organizational units within the state. The June 1979 Plans of Action listed ten cost standards and ~~twenty-four~~ no cost standards requiring compliance action on their part. The designated cost standards were in two categories:

- Training and Staff Development
- Security and Control

Eight of the ten noncompliant cost standards addressed by the Enfield Accreditation team were referenced to the Department of Corrections' Comprehensive Statewide Training Program (CSTP).

TABLE 3A.1 CCI-ENFIELD, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	1	0
Fiscal	1	0
Personnel	3	0
Training	0	8
Research	2	0
Security	8	2
Food Services	2	0
Rights	2	0
Reception	1	0
Library	1	0
Release	1	0
Citizen Involvement	2	0
Totals	24	10

APPENDIX 3A.2

CCI-SOMERS

CCI-Somers is the state's maximum security facility for male felons, aged 18 years and over. The institution is located in the rural community of Somers which has a population of approximately 7,300, and is within the northeastern part of the state within a 45-minute drive from Hartford. During FY 78-79 Somers had an ADP of 1,034, with 1,218 admissions and 1,124 terminations or an approximate turnover rate of 22 per week.

The facility is surrounded by a double security fence, separated by an electronic field with seven security towers strategically placed at various points along the perimeter. Among the few activities that are not confined to the physical structure of the building complex are the power house, sewage plant, incinerator, auto school, autobody program, auto-fleet maintenance, and outside lawn crew facilities. The building complex itself follows the telephone-pole layout characteristic of the correctional architectural design of the post-WWII period. Immediately behind the gate house is the administration building through which one can access the central corridor. To the left one gains access to seven housing blocks (averaging 88 cells, with dormitories of about 30 inmates). To the right one gains access to the institution's educational, recreational, industries, laundry and hobby areas facilities. Directly behind the administration building is the 99-bed hospital and another housing block with approximately 250 cells. Interspersed within the arrangement of buildings are several enclosed courtyards of varying size, one of which is used for the recreation of the administrative segregation unit.

The variety of programs offered include: education programs; counseling programs; special offender program; correctional industries programs; recreational program, religious programs and various volunteer staffed programs.

Compliance Costs

CCI-Somers reported the second highest compliance rate based on the SMT Self Evaluation Report and the institution's Plans of Action. The SMT designated nine cost standards in the following CAC categories:

- Training and Staff Development
- Security and Control
- Sanitation
- Library Services

An additional eighteen noncompliant standards were designated as no cost standards.

TABLE 3A.2 CCI-SOMERS, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	1	0
Fiscal	1	0
Personnel	2	0
Training	0	6
Research	2	0
Security	3	1
Sanitation	1	1
Rights	2	0
Money & Property Control	1	0
Work Programs	1	0
Library	1	1
Citizen Involvement	3	0
Totals	18	9

APPENDIX 3A.3

CCI-CESHIRE

Formerly known as the Connecticut Reformatory, Connecticut Correctional Institution, Cheshire (CCI-Cheshire) is the state's medium security facility for youthful offenders between the ages of 16 and 21 years. CCI-Cheshire is located within the town of Cheshire, in the south central part of the state. Cheshire has a population of approximately 20,700. The institution is easily accessible by automobile from major population centers such as New Haven (approximately a 20-minute drive) and Hartford (approximately 30 minutes). The site of the institution encompasses 460 acres, of which 50 acres are contained within the perimeter walls. Within these high, masonry walls one finds the administrative wing; the North Block (350 rated capacity) and South Block (102 rated capacity); the industrial, vocational and maintenance program buildings. During FY 1978-79, the average daily population of CCI-Cheshire was approximately 450; with 880 admissions and 773 terminations, resulting in a average weekly turnover of 15 inmates.

Among its programs are the educational and vocational training programs, correctional industries, institution based work assignments, religious and counseling. Community contact mechanisms include volunteer staffed "Thresholds" program, Alcoholics Anonymous and the Connecticut Prison Association.

The thrust of the Cheshire programming appears to be the educational and vocational training program which reports approximately 66% participation of the youthful offenders. The vocational education program includes business education, carpentry, autobody repair and food services.

The industries program encompasses a marker shop, print shop, cabinet shop, mattress shop and tool and die making area. Other assignments for inmates are the kitchen, laundry, maintenance and general institutional housekeeping crew.

Compliance Costs

The SMT designated 18 cost standards and 81 no-cost standards in the Cheshire Plans of Action. CCI-Cheshire, therefore, ranked third in overall standards compliance rates among the organizational units involved in the CSAP study. The CAC functional categories which involved cost standards included:

- Training and Staff Development
- Physical Plant
- Security and Control
- Sanitation
- Reception and Orientation
- Library Services

TABLE 3A.3 CCI-CESHIRE, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	3	0
Personnel	3	0
Training	0	7
Planning	2	0
Research	2	0
Physical Plant	0	3
Security	21	5
Supervision	1	0
Special Management Inmates	9	0
Food Services	4	0
Sanitation	5	1
Medical	6	0
Rights	5	0
Rules	1	0
Mail & Visiting	6	0
Reception	4	2
Money & Property Control	4	0
Classification	2	0
Work Programs	1	0
Library	3	0
Recreation	7	0
Religious	2	0
Social Services	3	0
Release	1	0
Citizen Involvement	4	0
Totals	99	18

APPENDIX 3A.4

CCI-NIANTIC

CCI-Niantic (a minimum security facility) is the only adult correctional institution for women aged 16 years and over within the state. Founded in 1918 as the State Farm and Reformatory for Women, the approximately 900-acre site includes a lake and is bound on three sides by lightly wooded areas. It is located in the southeastern community of Niantic, which has a population of approximately 3,400. CCI-Niantic is within an hour's drive from Hartford, New Haven and Bridgeport (the state's major population centers).

The physical plant of this fenceless facility is composed of fourteen buildings. The residential cottages are centrally located on the grounds with the chapel, laundry, commissary, sewing, infirmary, and education buildings located within (a moderate) walking distance. The administration building is the first building to be encountered as one enters the grounds. The first residence, Davis Hall, is set back roughly a half mile beyond the administration building. Davis Hall contains a 30-bed unsentenced unit on the top floor, while its ground floor is divided into an eight-bed medical unit and an eight-bed adjustment disciplinary detention unit. The basement houses a four-cell bed security area.

The other housing units are Fenwick Hall, Faith Trumbull, Thompson Hall and the North Building. Fenwick has a 23-bed first offender unit, an Honor Status program and a 23-bed sentenced community program. Trumbull Building contains a central kitchen as well as two cottages, each a 30-bed unit; the north side used for a behavior modification group, the south side for a short-term offender unit. Thompson is opened only when the population warrants (such as March, 1979, when the average daily population was 171). The North Building is reportedly rarely used. The average daily population for FY 1978-79 at CCI-Niantic was 161, with 1,735 admissions and 1,711 terminations processed through the institution, or an approximate weekly turnover rate of 33 inmates.

The program emphasis at Niantic is educational. The vocational training includes nurse's aides, business skills, and key punch operator programs. Due to its relatively remote location and very poor public transportation service, the educational release and work release programs are provided primarily through transfers to halfway houses under contract with the DOC. The industries program is limited to data processing (i.e., key punching) contracted with the Department of Welfare.

Compliance Costs

CCI-Niantic ranked fourth among the institutions in its rate of standards compliance. The SMT designated 40 noncompliant cost standards and 68 noncompliant no cost standards. The cost standards fell under the following eleven CAC categories:

- Training and Staff Development
- Records
- Physical Plant
- Security and Control
- Special Management Inmates
- Sanitation
- Inmate Rights
- Rules and Discipline
- Library Services
- Recreation and Inmate Activities
- Release Preparation and Temporary Release.

TABLE 3A.4 CCI-NIANTIC, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Personnel	3	0
Training	0	8
Planning	1	0
Research	2	0
Records	0	1
Physical Plant	0	3
Security	9	10
Supervision	1	0
Special Management Inmates	10	3
Food Services	6	0
Sanitation	3	3
Medical	7	0
Rights	2	1
Mail & Visiting	1	0
Reception	7	0
Money & Property Control	4	0
Classification	1	0
Library	1	7
Recreation	2	3
Religious	1	0
Social Services	1	0
Release	1	0
Citizen Involvement	5	1
Totals	68	40

APPENDIX 3A.5

PAROLE FIELD SERVICES

The Division of Parole was established by legislation in 1968 with all adult correctional facilities and adult parole services under its jurisdiction. The Division was given responsibility for supporting and maintaining a parole services staff which would provide supervision and ancillary services for those paroled by the Board. The Parole Board is an administratively autonomous body outside the Department of Correction but is attached to it fiscally.

The Central Office is located in Hartford. The eight counties of the State are served by three district officers located in the State's three major metropolitan areas -- Hartford, New Haven, and Bridgeport. Also two sub-offices are operated at Waterbury and New London. All offices are located on major public transportation routes and all have space adequate for private meetings between client and staff.

The Parole Division has a staff of 36, with five located at the Central Office and an average of 10 in each district office. By comparison the national average is 12 employees per district office. The parole officers and supervisory staff have an average of 15 years professional experience. As reported earlier in the system overview the Parole Field Services Division's annual expenditure for salaries and related benefits amounts to approximately \$500,000, with other expenses amounting to \$250,000 per year.

There were approximately 1,400 parolees under active supervision during FY 1979. At this time the average parole officer case load is approximately 80 parolees.

In the face of legislative debate regarding determinate sentencing and fiscal restraint, we are told by the Self Report narratives that the Division attempts to hold firm to its stated mission:

The primary goal of parole services is the protection of the community. Parole staff intervention should be initiated prior to the client's release from the institution... based on the concepts of differential supervision and of the ultimate self-sufficiency of the parolee achieved through progressively reduced levels of supervision. Since the success of parole intervention can be affected by the receptivity or resistance of the public, the parole division should actively seek to educate and sensitize the community.

Compliance Costs

The Division of Parole had an overall CAC standards' compliance rating of approximately 50 percent. While most of the standards' compliance actions reported by the SMT involved strengthening and/or committing to writing existing practices, eleven were designated as cost standards. The SMT was unable to provide sufficient details for the majority of these compliance actions, stating that such information was impossible to supply until such time as a series of needs assessments were performed. Moreover, in all but a few cases the SMT was unable to supply adequate descriptions of the components of the needs assessment mechanism which would be used. Given the general indeterminate nature of Parole's Plans of Action, the IEPS/CAC effort to conduct the cost analysis was severely thwarted. In all but a few isolated cases it was impossible to estimate the cost of compliance vis-a-vis the noncompliant standards. The three noncompliant cost standards which were presented in enough detail to permit some preliminary cost estimations fell within the following categories:

- Administration
- Personnel
- Supervision

TABLE 3A.5 PAROLE SERVICES DIVISION, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	20	2
Personnel	2	3
Case Records	4	0
Management Information	5	0
Planning & Coordination	4	1
Research	2	2
Supervision: Probation & Parole	30	2
Supervision: Probation	14	0
Totals	81	10

APPENDIX 3A.6

COMPREHENSIVE STATEWIDE TRAINING PLAN

The CSTP was the joint product of the Department's Staff and Development Division (SDD) and the Connecticut Justice Academy (CJA). The CJA was established as a centralized training facility which would provide orientation and in-service training for more than 4,000 employees in the state's justice system. These two entities combined their talents to address the CAC standards training requirements. It should be emphasized that the training needs specified by the CAC were not confined to the seventeen standards listed under the Training and Staff Development section of the manuals. Rather, training requirements were specified by the CAC in many sections throughout the manual.

The CSTP, obviously, is not one of the State's correctional system organizational units per se. However, throughout the CSAP study whenever the organizational units addressed the Training and Staff Development Standards their POA made reference to the CSTP. Therefore, for the purposes of the CSAP compliance cost analysis, the CSTP was considered as a single analytical organizational unit of the Connecticut Correctional System.

TABLE 3A.6 COMPREHENSIVE STATEWIDE TRAINING PROGRAM (CSTP), SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Training	0	11
Totals	0	11

TABLE 3A.7
CONNECTICUT
NUMBER OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>Enfield</u>	<u>Somers</u>	<u>Cheshire</u>	<u>Niantic</u>	<u>Comprehensive Statewide Training Program</u>	<u>Total Cases</u> ^{a/}
Administration	1	1	3	0	0	5
Fiscal	1	1	0	0	0	2
Personnel	3	2	3	3	0	11
Training	8	6	7	8	11	40
Planning	0	0	2	1	0	3
Management Information	0	0	0	0	0	0
Research	2	2	2	2	0	8
Records	0	0	0	1	0	1
Physical Plant	0	0	3	3	0	6
Security	10	4	26	19	0	59
Supervision	0	0	1	1	0	2
Special Management Inmates	0	0	9	13	0	22
Food Services	2	0	4	6	0	12
Sanitation	0	2	6	6	0	14
Medical	0	0	6	7	0	13
Rights	2	2	5	3	0	12
Rules	0	0	1	0	0	1
Mail and Visiting	0	0	6	1	0	7
Reception	1	0	6	7	0	14
Money and Property Control	0	1	4	4	0	9
Classification	0	0	2	1	0	3
Work Programs	0	1	1	0	0	2
Ed. and Voc. Training	0	0	0	0	0	0
Library	1	2	3	8	0	14
Recreation	0	0	7	5	0	12
Religious	0	0	2	1	0	3
Social Services	0	0	3	1	0	4
Release	1	0	1	1	0	3
Citizen Involvement	2	3	4	6	0	15
Totals	34	27	117	108	11	297

^{a/} Total cases indicate the number of occurrences of non-compliance within each category.

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APPENDIX 3B:

Connecticut Summary of Compliance Costs
by Subunit

TABLE 3B.1

CCI-ENFIELD
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Training</u> ^{a/}						
4090-E New Employee Training	\$36,000	\$36,000 ^{b/}	\$ a/	\$ -0-	\$ -0-	\$ -0-
4091-E Annual Training						
4092-E Direct Contact Training						
4093-E Administrative Training						
4096-E Detention Personnel Training						
4098-E Physical Force Techniques						
4100-E Annual Evaluation						
<u>Security</u>						
4181-E Emergency Plan Execution	625	-0-	625	-0-	-0-	-0-
4182-I Specially Trained Unit	-0-	c/	-0-	-0-	-0-	-0-
Totals	\$36,625	\$36,000	\$625	\$ -0-	\$ -0-	\$ -0-

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Source: Connecticut Accreditation Management Team (SMT) Plans of Action as of June 1, 1979

a/ See Comprehensive Statewide Training Program (CSTP) Table 3B.6 for related costs.

b/ Overtime costs directly attributed to CCI-Enfield's 90 Correctional Officers, also reported under CSTP Table 3B.6.

c/ No estimates possible since CCI-Enfield has not yet reached a decision to select disturbance unit.

TABLE 3B.2
 CGI-SOMERS
 SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>New</u>	<u>Facilities Renovate</u>
<u>Training</u> ^{a/}						
4090-E New Employee Training	} \$115,600	\$115,600	\$ ^{a/}	\$ -0-	\$ -0-	\$ -0-
4091-E Annual Training						
4092-E Direct Contact Training						
4093-E Administrative Training						
4096-E Detention Personnel Training						
4103-E Reimbursement of Staff						
<u>Security</u>						
4181-E Emergency Plan Execution	-0-	^{b/}	-0-	-0-	-0-	-0-
<u>Sanitation</u>						
4250-D Personal Laundry Usage	7,565	-0-	5,165	1,600	-0-	800
<u>Library</u>						
4413-E Available Daily	15,780	15,780	-0-	-0-	-0-	-0-
Totals	\$138,945	\$131,380	\$5,165	\$1,600	\$ -0-	\$800

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Source: Connecticut Accreditation Management Team (SMT) Plans of Action as of June 1, 1979

^{a/} See Comprehensive Statewide Training Program (CSTP) Table 3B.6 for related costs.
^{b/} Overtime costs directly attributable to CCI-Somers' 289 Correctional Officers, also reported under CSTP Table 3B.6.

TABLE 3B.3

CCI-CHESHIRE
SUMMARY OF COMPLIANCE COSTS

Standard	Total	Operating		Capital		
		Personnel	Other	Equipment	Facilities New	Renovate
<u>Training ^{a/}</u>						
4090-E New Employee Training	} \$38,000	\$38,800 ^{b/}	\$ <u>a/</u>	\$ -0-	\$ -0-	\$ -0-
4091-E Annual Training						
4092-E Direct Contact Training						
4093-E Administrative Training						
4098-E Physical Force Techniques						
4100-E Annual Evaluation						
4103-E Reimbursement of Staff						
<u>Physical Plant</u>						
4142-I Cell Size	} -0-	-0-	-0-	-0-	<u>e/</u>	-0-
4143-E Cell Furnishings						
4145-E Staff Accessibility						
<u>Security and Control</u>						
4153-E Watch Towers	4,000	-0-	-0-	4,000	-0-	-0-
4173-E Unloading Firearms	500	-0-	-0-	300	-0-	200
4174-E Control of Keys	-0-	-0-	-0-	<u>c/</u>	-0-	-0-
4181-E Emergency Plan Execution	} -0-	<u>a/</u>	-0-	-0-	-0-	-0-
4182-I Specially Trained Unit						
<u>Sanitation</u>						
4250-D Personal Laundry Usage	-0-	-0-	-0-	<u>d/</u>	-0-	-0-

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TABLE 3B.3 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Reception and Orientation</u>						
4357-E Adequate Facilities	-0-	-0-	-0-	-0-	e/	-0-
4359-E Admission Reports	17,500	-0-	17,500	-0-	-0-	-0-
<u>Library</u>						
4413-E Available Daily	<u>37,745</u>	<u>32,745</u>	<u>5,000</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
Totals	\$98,545	\$71,545	\$22,500	\$4,300	\$ -0-	\$200

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Source: Connecticut Accreditation Management Team (SMT) Plans of Action as of June 1, 1979

- a/ See Comprehensive Statewide Training Program (CSTP) Table 3B.6 for related costs.
- b/ Overtime costs directly attributable to CCI-Cheshire's 97 Correctional Officers; also reported under CSTP Table 3B.6.
- c/ The SMT indicated \$80,000 for rekeying which was not considered for the purpose of this study.
- d/ The SMT indicated \$4,750 for laundry equipment which is subsumed under the furnishings of the overall construction figure cited in Standard 4142.
- e/ No specific cost breakdown beyond the SMT's overall construction cost of \$22,000,000.

TABLE 3B.4
CCI-NIANTIC
SUMMARY OF COMPLIANCE COSTS

Standard	Total	Operating		Capital		
		Personnel	Other	Equipment	Facilities New	Renovate
<u>Training</u> ^{a/}						
4090-E New Employee Training	\$ 26,800	\$ 26,800 ^{b/}	\$ <u>b/</u>	\$ -0-	\$ -0-	\$ -0-
4091-E Annual Training						
4092-E Direct Contact Training						
4093-E Administrative Training						
4096-E Detention Personnel Training						
4098-E Physical Force Techniques						
4100-E Annual Evaluation						
4103-E Reimbursement of Staff						
<u>Records</u>						
4137-E Safeguard Case Records	30,000	-0-	-0-	-0-	-0-	30,000
<u>Physical Plant</u>						
4141-E Design Capacity	-0-	-0-	-0-	-0-	c/	-0-
4142-I Cell Size	-0-	-0-	-0-	-0-	c/	-0-
4143-E Cell Furnishings	45,000	-0-	-0-	-0-	-0-	45,000
<u>Security</u>						
4151-E Secure Perimeter	-0-	-0-	-0-	-0-	c/	-0-
4152-E Surveillance Outside	-0-	-0-	-0-	-0-	c/	-0-
4158-E Control Center	-0-	-0-	-0-	-0-	c/	-0-
4174-E Control of Keys	150	-0-	-0-	150	-0-	-0-
4175-E Control of Tools	600	-0-	-0-	-0-	-0-	600
4176-E Toxic Materials	-0-	-0-	-0-	-0-	-0-	g/
4181-E Emergency Plan Execution	-0-	a/	-0-	-0-	-0-	-0-
4182-E Specially Trained Unit	-0-	a/	-0-	-0-	-0-	-0-
4185-E Emergency Power	100,000	-0-	-0-	100,000	c/	-0-
4187-E Inmate Control	44,830	44,830	-0-	-0-	-0-	-0-

TABLE 3B.4 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u> <u>New</u>	<u>Renovate</u>
<u>Special Management Inmates</u>						
4204-E Non-Isolated Segregation	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ c/	\$ -0-
4214-E Hygienic Living Conditions	-0-	f/	-0-	f/	-0-	-0-
4216-E Legal Materials	500	-0-	-0-	500	-0-	-0-
<u>Sanitation</u>						
4246-E Special Clothing	4,160	-0-	4,160	-0-	-0-	-0-
4250-D Personal Laundry Usage	5,700	-0-	-0-	5,700	-0-	-0-
4252-I Hair Care Services	16,350	14,350	-0-	2,000	-0-	-0-
<u>Rights</u>						
4287-E Healthful Environment	1,210,000	-0-	-0-	-0-	-0-	1,210,000
<u>Rules</u>						
4313-E Personnel Training	-0-	a/	-0-	-0-	-0-	-0-
<u>Library</u>						
4409-E Library Services Provided	} 24,825	24,825 ^{d/}	-0-	-0-	-0-	-0-
4412-E Supervising Staff Member						
4413-E Available Daily						
4414-E Library Personnel						
4415-E Determine Needs						
4417-E Minimum Provisions						
4418-E Interlibrary Loan						

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TABLE 3B.4 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Recreation</u>						
4419-E Comprehensive Program	} \$ 19,105	\$ 14,105	\$ 5,000 ^{e/}	\$ <u>e/</u>	\$ -0-	\$ <u>e/</u>
4425-E Recreation Personnel						
4428-E Resources of Activities						
<u>Rélease</u>						
4454-I Work Housing	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>c/</u>	<u>-0-</u>
Totals	\$1,528,020	\$124,910	\$9,160	\$108,350	\$ -0-	\$1,285,600

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Source: Connecticut Accreditation Management Team (SMT) Plans of Action as of June 1, 1979.

- a/ See Comprehensive Statewide Training Program (CSTP) Table 3B.6 for related costs
- b/ Overtime costs directly attributable to CCI-Niantic's 67 Correctional Officers; also reported under CSTP Table 3B.6.
- c/ The POA did not refer to the present facility and therefore was not considered in the analysis.
- d/ Library standards' personnel costs in the individual POA references were most appropriately assigned to Standard 4413. Referred to as a group standard.
- e/ Specific needs not available; see Standard 4419.
- f/ This is another grouped standard where the costs were assigned to Standard 4252.
- g/ The SMT indicated this was considered a grouped standard, the cost assigned to Standard 4175.

TABLE 3B.5

PAROLE SERVICES DIVISION
SUMMARY OF COMPLIANCE COSTS

Standard	Total	Operating		Capital		
		Personnel ^{d/}	Other	Equipment	New	Facilities Renovate
<u>Administration</u>						
3016-E Goals Training	\$ -0-	\$ a/	\$ -0-	\$ -0-	-0-	-0-
3022-E Administrative Manual	500	-0-	500	-0-	-0-	-0-
<u>Personnel</u>						
3060-E Clerical Support	18,950	18,090	100	760	-0-	-0-
3066-E Training and Education	-0-	a/	-0-	-0-	-0-	-0-
3067-I In-Service Education Programs	-0-	a/	-0-	-0-	-0-	-0-
<u>Planning</u>						
3102-I Assess Personnel Needs	-0-	c/	-0-	-0-	-0-	-0-
<u>Research</u>						
3104-E Relevant Research Activities	-0-	b/	-0-	-0-	-0-	-0-
3107-I Public Safety	-0-	b/	-0-	-0-	-0-	-0-
<u>Supervision: Probation and Parole Agencies</u>						
3126-E Special Case Services	21,370	16,370	5,000	-0-	-0-	-0-
3132-E Financial Assistance	-0-	e/	-0-	-0-	-0-	-0-
Totals	\$40,820	\$34,460	\$5,600	\$760	-0-	-0-

Source: Connecticut Accreditation Management Team (SMT) Plans of Action as of June 1, 1979

- a/ See Comprehensive Statewide Training Program (CSTP) Table 3B.6 for related costs.
- b/ No cost estimate possible until a program is designed.
- c/ No cost estimate possible until needs assessment is conducted.
- d/ No overtime figure calculated as personnel reallocation will be used in Parole Staff training.

TABLE 3B.6

COMPREHENSIVE STATEWIDE TRAINING PROGRAM
SUMMARY OF COMPLIANCE COSTS

Standard	Total	Operating		Capital			
		Personnel	Other	Equipment	Facilities New	Renovate	
<u>Training</u>							
3016-E	Goals Training	\$164,000	\$ 90,000 ^{a/}	\$64,000 ^{c/d/}	\$10,000	\$-0-	\$-0-
3067-I/4088-E	Training Supervision						
3065-E/4090-E	New Employee Training						
3066-E/4091-E	Annual Training	178,480	152,180 ^{b/}	26,400	-0-	-0-	-0-
4092-E	Direct Contract Training						
4093-E	Administrative Training						
3068-E/4103-E	Reimbursement of Staff	e/	--	--	--	--	--
		e/	--	--	--	--	--
	Totals	\$342,480	\$242,080	\$90,400	\$10,000	\$-0-	\$-0-

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Source: Connecticut Accreditation Management Team (SMT) Plans of Action as of June 1, 1979.

a/ The figure is based on calculations which take into account the percentage of work time allocated to the CSTP by Connecticut Justice Academy staff as obtained in interview with CJA Director and Institutional Advisory Training Committee participation.

b/ Overall overtime payment to Correctional Officers at the four institutions. See specific institution for more detailed breakdown of this cost item.

c/ Amount of additional funds requested in a grant submitted by CJA to the Connecticut Justice Commission. An indeterminate amount of Title XX funds might also be involved.

d/ The CJA's professional services budget category for FY 80 was used as the surrogate cost estimator.

e/ Cost figures not provided.

APPENDIX 4A:

Iowa Subunit Descriptions
and Noncompliant Standards

APPENDIX 4A.1

IOWA STATE PENITENTIARY, FORT MADISON

The Iowa State Penitentiary was established in 1839 as a territorial prison. It has been in continuous use since serving in the twentieth century as the maximum security institution for male felons. It is located on the edge of Fort Madison, a rivertown with 13,000 residents. The Fort is an aged, forbidding institution, with some of its stone walls dating to its territorial origin, and most of the buildings constructed during the 19th century. The rated capacity of the prison currently is 846 beds. The average daily population for fiscal year 78/79 was 748.

It was intended to house inmates over 31 years old; but that restriction has been relaxed with overcrowding at the Reformatory and now 31 has become the average age rather than the minimum. Approximately 54% of the inmates have been convicted of crimes against persons; 60% have served 2 or more prison sentences; the average sentence is 15.4 years, excluding those serving life; and 80 men are serving life sentences.

Inmates are assigned to vocational and academic schooling, the industrial operation, or support jobs in food service, housekeeping, clerical and maintenance. In addition, there are the usual complement of counseling services, recreation programs, and medical care within the institution. Psychiatric care and evaluation services are provided by the Iowa Security Medical Facility at Oakdale, Iowa.

All housing units are individual cells, distributed among five buildings. The oldest building, number 17, which was completed shortly after the prison opened, holds 310 men; the others -- numbers 18, 19N and 19S -- hold 195, 166, and 175 respectively. A fifth building -- number 20 -- is currently being remodeled and when complete, will have 44 cells. Finally, a small building constructed as the disciplinary detention and death row unit has 18 cells.

A major remodeling program is underway which will completely renovate one building (#20), and subdivide three others (18, 19N and 19S) into smaller residential units. The major purpose of this effort is to create smaller management units. The renovation of Building 20 is nearing completion; plans have been drawn for the other buildings and bids solicited for remodeling #19S.

Cost Implications of Standards Non-Compliance

It should come as no surprise that the Iowa State Penitentiary has the largest number of deficiencies with cost implications, and will require the expenditure of the greatest amount to reach compliance. It is the oldest facility, with the most complex population to be served. The physical plant is deteriorating and will require extensive renovation to meet

the standards. Due to the magnitude of the changes required by the standards, the cost estimates are less precise for Fort Madison than they are for the other facilities. In addition, it has been necessary to make some policy assumptions because the Plans of Action were inadequate foundations on which to base the estimates. The most glaring problem was that of cell size. None of the cells currently being used meets the minimum requirements of the standards. Although renovation is contemplated, no detailed plans exist which could serve as the basis for estimating the cost. Therefore, an alternative was developed by the Institute to use as the foundation for the estimate. Table 4B.1 presents the standards with cost implications for Fort Madison and the estimates prepared by IEPS staff.

TABLE 4A.1 FT. MADISON, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	8	2
Fiscal	11	0
Personnel	2	1
Training	7	4
Planning	2	1
Management Information	5	0
Research	2	1
Physical Plant	0	5
Security	12	7
Supervision	3	0
Special Management Inmates	13	1
Food Services	10	0
Sanitation	7	1
Medical	1	5
Rights	2	0
Rules	3	1
Mail & Visiting	6	1
Reception	1	1
Money & Property Control	1	0
Work Programs	1	0
Ed. & Voc. Training	0	1
Library	0	5
Recreation	2	2
Social Services	1	0
Release	0	1
Citizen Involvement	3	1
Totals	103	40

APPENDIX 4A.2

IOWA STATE REFORMATORY, ANAMOSA

The Iowa State Reformatory was begun in 1872 at Anamosa as a branch of the Iowa State Penitentiary. It was built with inmate labor, using stone from three nearby quarries, over the next sixty years. The last building was completed in 1936. The institution is an imposing structure with high stone walls enclosing approximately 12 acres. The facility is located within the corporate limits of Anamosa, a farming community of 4,300, but residential areas are confined to two sides of the complex. The other two walls look out over open farmland.

The current function of the facility is the care and treatment of nonviolent offenders under age 31. A major orientation of the Reformatory is a behavior modification program, with a reward system of increased privileges for good performance in the institution. The residential areas are divided into levels based on the degree of restrictions placed on the activities of the residents. This behavior modification program was made an integral part of all of the activities of the institution in 1970.

There is also a sizeable industrial work program within the walls. It includes metal stamping, metal furniture, sign, tire recapping, mattress fabrication, graphic arts, soap and dry cleaning. Approximately 160 residents are employed in these programs.

There are four buildings which house inmates. Two are traditional, tiered cell blocks. One building -- North Cell House -- was condemned in 1968. It is undergoing renovation and will include, when complete, administrative offices on one floor and residential areas on the other two. The old hospital building is also undergoing renovation into a program and residential facility.

The current rated capacity of the institution is 692, including 82 segregation cells. When renovation is complete on Cell Houses N and H 142 additional beds will be available.

Cost Implications of Standards Non-Compliance

There are only nine non-compliant standards with significant cost implications at Anamosa. These are summarized in Table 4B.2. The largest category is physical plant because of the extensive renovation which will be required to meet the cell size requirement. Training and Staff Development will also require a significant increase in personnel expenditures. No cost estimate was possible for Work Programs, but it is likely that major costs will be incurred to provide adequate employment opportunities.

TABLE 4A.2 ANAMOSA, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	1	0
Fiscal	2	0
Personnel	1	0
Training	0	3
Research	1	0
Physical Plant	0	1
Security	1	1
Special Management Inmates	4	2
Food Services	2	0
Sanitation	1	1
Rights	2	1
Rules	1	0
Classification	2	0
Work Programs	0	1
Library	0	1
Recreation	1	0
Release	1	0
Citizen Involvement	3	0
Totals	23	10

APPENDIX 4A.3

MEDIUM SECURITY UNIT, MT. PLEASANT

The Medium Security Unit occupies a converted building of the Mental Health Institute in Mt. Pleasant, Iowa. The facility is a recent addition to the system, receiving its first transfers in 1977. The Unit has 144 beds. In fiscal year 79 it had an average daily population of 133. The primary program objectives are treatment and social education. Residents must be within 6 - 12 months of release before they can be transferred to Mt. Pleasant.

Although part of the Mental Health Institute's building complex, the Medium Security Unit is a free standing structure. The residential areas are dormitory style. Perimeter security consists of a double chain link fence embedded in concrete and guard towers. Within the fence is a large open space for a ball field, a pleasant grassy area with numerous trees.

Programs at the Unit include two therapeutic communities - one for substance abuse and one for moral development; group and individual counseling; several social skills classes; and G.E.D. and some vocational classes. In addition, each resident is given a work assignment on the grounds to which he is required to devote four hours a day. Daily compensation for residents is up to \$1.65.

The town of Mt. Pleasant is primarily a farming community of 6,000 people located in the southeastern part of the state. The closest urban center is Iowa City, some 50 miles away. The proposal to convert part of the Mental Health Institute to a prison produced a strong negative reaction in the town and the prison administration has taken care to work closely with local leaders. Mt. Pleasant is only twenty miles from the Iowa State Prison in Fort Madison.

Cost Implications of Standards Non-Compliance

There are several areas in which the Medium Security Unit does not meet standards with cost implications: Training and Staff Development; Special Management Inmates; Medical and Health Care Services; and Recreation and Inmate Activities. Unlike the older facilities, most of the cost standards involve program requirements rather than security or housing. The estimated costs are presented in Table 4B.3.

TABLE 4A.3 MT. PLEASANT, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	13	0
Fiscal	2	1
Personnel	3	0
Training	6	1
Records	4	0
Physical Plant	1	0
Security	10	2
Supervision	2	0
Special Management Inmates	3	1
Sanitation	4	1
Medical	1	1
Rights	4	0
Rules	9	0
Mail & Visiting	5	0
Reception	5	0
Money & Property Control	5	0
Classification	3	0
Work Programs	2	3
Ed. & Voc. Training	1	3
Library	1	3
Recreation	0	1
Religious	1	1
Release	0	1
Citizen Involvement	5	1
Totals	90	20

APPENDIX 4A.4

JOHN BENNETT CORRECTIONAL CENTER, FORT MADISON

The John Bennett Correctional Center has three sites: the main unit located at Fort Madison which is a medium security facility; and two minimum security facilities located at Montrose and Augusta. All are within a 35 mile radius. The main unit houses 100 adult offenders, while the two minimum security units house 65 each.

All residents are transferred to the main unit first and then, after appropriate evaluation, moved to the minimum security units if qualified. Transfer to the main unit is based on an individual's suitability for academic and vocational training or Iowa State Industry assignment and on potential ability to adjust to medium security in a dormitory housing situation. Individuals with long periods of time to serve are eligible for the medium security setting but movement from the main to the outlying units is limited to those within 12-18 months of some form of release, that is, parole, discharge, or work release.

Programs at three facilities include vocational and educational instruction; work in an upholstery shop run by the Iowa State Industries program; other work assignments such as building maintenance, conservation crew, and recreational aids; and group counseling and social skills programming on a limited basis. Each of the units has its own programs. From the standpoint of inmate classification and program participation the units operate as independent entities.

Cost Implications of Standards Non-Compliance

The cost implications of the self-evaluation follow a pattern similar to the other medium security and minimum security institutions. The cost deficiencies fall into seven categories of standards: Training and Staff Development; Security and Control; Inmate Rights; Classification; Inmate Work Programs; Library Services; and Recreation and Inmate Activities. The cost estimates are presented in Table 4B.4.

TABLE 4A.4 JOHN BENNETT, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	9	0
Fiscal	5	0
Personnel	3	0
Training	11	3
Planning	8	0
Management Information	1	0
Records	1	0
Physical Plant	2	0
Security	18	1
Supervision	2	0
Special Management Inmates	3	0
Food Services	6	0
Sanitation	6	0
Medical	3	3
Rights	13	3
Rules	12	1
Mail & Visiting	4	2
Reception	4	1
Money & Property Control	6	0
Classification	6	1
Work Programs	1	2
Ed. & Voc. Training	3	0
Library	4	2
Recreation	4	2
Social Services	3	0
Release	5	0
Citizen Involvement	4	0
Totals	147	21

APPENDIX 4A.5

IOWA REFORMATORY FOR WOMEN, ROCKWELL CITY

The Women's Reformatory is a minimum security facility located in the western part of the state, roughly equidistant between Des Moines and the Council Bluffs/Omaha metropolitan area. There are no walls or fences and very few trees to obstruct the view of the farmland which surrounds the buildings. Rockwell City, one mile away, has a population of 2,400.

The facility was opened in 1917 and most of the buildings date from that time. Five buildings are distributed along a gently curving arc. At one end of the curve is a residential cottage, followed by an administration building, and a second residential building with dining room, and a third cottage. Some distance away is an education building and powerplant. The architectural style is Spanish with red tile roofs, stucco walls, and arches over the windows and doors.

Programs at the facility include alcohol, drug, and psychological counseling. Vocational and educational programs are also available. Recreation facilities are limited, especially indoor, but activities are available. All residents are expected to have a work assignment unless specifically excused for medical, security or programatic reasons. A furlough program operates out of the facility. Work release is only available upon transfer to a half-way house in the community.

The current rated capacity of the facility is 98. However, the average daily population was 81 in FY 78 and 71 in FY 79. The 98 beds include 2 dorms of 4 beds; 2 dorms with 3 beds; 19 double rooms; and 46 single rooms. In addition there are three disciplinary detention rooms in one cottage and three lock-ups in the education building.

Cost Implications of Standards Non-Compliance

The cost implications of achieving compliance are generated by six categories of standards. Three of those groupings account for most of the estimated costs: Training and Staff Development, Special Management Inmates, and Recreation and Inmate Activities. The cost estimates are presented in Table 4B.5.

TABLE 4A.5 ROCKWELL CITY, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	12	0
Fiscal	3	0
Personnel	3	0
Training	5	6
Management Information	1	0
Physical Plant	0	2
Security	17	0
Supervision	1	0
Special Management Inmates	13	6
Food Services	3	0
Sanitation	1	0
Medical	10	1
Rights	18	1
Rules	19	1
Mail & Visiting	5	1
Reception	4	1
Money & Property Control	1	0
Classification	13	0
Work Programs	2	0
Ed. & Voc. Training	3	0
Library	1	0
Recreation	4	6
Religious	3	0
Social Services	4	0
Release	5	0
Citizen Involvement	4	0
Totals	155	25

APPENDIX 4A.6

RIVERVIEW RELEASE CENTER, NEWTON

The Riverview Release Center is a minimum security facility, whose primary objective is to prepare inmates for release on parole, discharge, or work release. It offers a variety of programs to that end including family and community reintegration through furloughs; job training on site and in the community; counseling; vocational rehabilitation services; adult educational training and GED; alcohol and drug counseling; religious counseling services; and recreation. The six halfway houses operated by the Division were begun under the auspices of Riverview and continue to be part of its budget. The rated capacity of Riverview is 103 beds; but the average daily population for fiscal year 78-79 was 87 adult males. Inmates must be within 12 - 14 months of release on parole, work release, or discharge before transfer to this facility.

Newton, with a population of 15,500, is five miles from the Center. Des Moines is only thirty miles distant. Both are close enough to permit the facility using the services each has to offer. Riverview began as a prison honor farm. The farm program has been discontinued and the 1,500 acres leased to private operators. Since 1971 the agricultural program has been replaced with other work experiences such as printing, construction and automotive.

Although the farm program has been discontinued the setting continues to be pastoral with the cluster of buildings surrounded by farm land. There are two main buildings -- an administrative programs building; and a residential building. In keeping with its minimum security designation, the residences are dormitory style, there are no armed correctional personnel and no security fences.

Cost Implications of Standards Non-Compliance

Because of its programmatic emphasis, Riverview met the CAC's criteria for both community residential services and adult correctional institutions. The Division opted to be evaluated according to the Standards for Adult Correctional Institutions rather than the Standards for Community Residential Services. This decision has necessitated the addition of some security procedures. This is not, however, the only source of additional costs to achieve compliance. Cost related deficiencies are scattered across eight categories of standards: Training and Staff Development; Physical Plant; Security and Control; Special Management Inmates; Sanitation, Safety and Hygiene; Medical and Health Care Services; Library Services; and Recreation and Inmate Activities. The costs are summarized by standard in Table 4B.6.

TABLE 4A.6 RIVERVIEW RELEASE CENTER, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	6	0
Fiscal	1	0
Personnel	1	0
Training	4	4
Planning	1	0
Research	2	0
Records	1	0
Physical Plant	1	1
Supervision	1	0
Special Management Inmates	7	1
Food Services	4	0
Sanitation	3	1
Medical	4	5
Rights	4	1
Rules	2	0
Mail & Visiting	2	0
Reception	1	1
Money & Property Control	3	0
Classification	11	2
Work Programs	1	0
Ed. & Voc. Training	1	2
Library	4	3
Recreation	9	1
Social Services	2	0
Release	1	0
Citizen Involvement	7	2
Totals	102	27

TABLE 4A.7 OAKDALE, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No. Cost</u>	<u>State Designated Cost Factors</u>
Training	4	0
Research	0	2
Special Management	2	0
Rights	1	0
Rules	4	0
Mail & Visiting	1	0
Ed. & Voc. Training	1	0
Citizen Involvement	1	0
	<hr/>	<hr/>
Totals	14	2

TABLE 4A.8

IOWA
NUMBER OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

Standards Category	<u>Ft. Madison</u>	<u>Anamosa</u>	<u>Mt. Pleasant</u>	<u>John Bennett</u>	<u>Rockwell City</u>	<u>Oakdale</u>	<u>Riverview</u>	<u>Total Cases</u>
Administration	10	1	13	9	12	0	6	51
Fiscal	11	2	3	5	3	0	1	25
Personnel	3	1	3	3	3	0	1	14
Training	11	3	7	14	11	4	8	58
Planning	3	0	0	8	0	0	1	12
Management Information	5	0	0	1	1	0	0	7
Research	3	1	0	0	0	2	2	8
Records	0	0	4	1	0	0	1	6
Physical Plant	5	1	1	2	2	0	2	13
Security	19	2	12	19	17	0	21	90
Supervision	3	0	2	2	1	0	1	9
Special Management Inmates	14	6	4	3	19	0	8	54
Food Services	10	2	0	6	3	2	4	27
Sanitation	8	2	5	6	1	0	4	26
Medical	6	0	2	6	11	0	9	34
Rights	2	2	4	16	19	1	5	49
Rules	4	1	9	13	20	4	2	53
Mail & Visiting	6	0	5	6	6	1	2	26
Reception	2	0	5	5	5	0	2	19
Money & Property Control	1	0	5	6	1	0	3	16
Classification	0	2	3	7	13	0	13	38
Work Program	1	1	5	3	2	0	1	13
Ed. & Voc. Training	1	0	4	3	3	1	3	15
Library	5	1	4	6	1	0	7	24
Recreation	4	1	1	6	10	0	10	32
Religious	0	0	2	0	3	0	0	5
Social Studies	1	0	0	3	4	0	2	10
Release	1	1	1	5	5	0	1	14
Citizen Involvement	4	3	6	4	4	1	9	31
Totals	143	33	110	168	180	16	129	779

a/ Total cases are the number of occurrences of non-compliance within each category.

APPENDIX 4B:

Iowa Summary of Compliance Costs
by Subunit

TABLE 4B.1
 FT. MADISON
 SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Training</u>						
4090-E New Employee Training	} \$ 230,400	\$ 230,400 ^{a/}	\$ -0-	\$ -0-	\$ -0-	\$ -0-
4091-E Annual Training						
4092-E Direct Contact Training						
<u>Physical Plant</u>						
4140-E Decentralized Units	723,158	723,158	-0-	-0-	-0-	b/
4142-I Cell Size	} 12,024,728	-0-	-0-	-0-	9,375,128	2,649,000
4143-E Cell Furnishings						
<u>Security</u>						
4153-E Watch Towers	13,391	-0-	-0-	13,391	-0-	-0-
<u>Special Management Inmates</u>						
4213-E Shave and Shower Frequency	} 101,562	101,562	-0-	-0-	-0-	-0-
4218-E Programs and Services						
<u>Sanitation</u>						
4250-D Personal Laundry Usage						SEE STANDARD 4140

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TABLE 4B.1 (CONT'D)

Standard	Total	Operating		Capital		
		Personnel	Other	Equipment	Facilities New	Facilities Renovate
<u>Medical</u>						
4261-E Comprehensive Health Evaluation	\$ 53,303	\$ 53,303	-0-	-0-	-0-	-0-
4263-E Periodic Examination						
4274-E Disabled and Infirm						
4275-E Treating Emotional Disturbances						
4276-E Team for Emotionally Disturbed						
4278-E Services for Retarded						
4279-E Psychiatric Consultation	--	c/	--	--	--	--
<u>Work Programs</u>						
4386-E Employment Opportunities	\$ 4,687,000	\$ 248,000	\$104,000	\$1,635,000	\$ 2,700,000	\$ -0-
4388-I Work Day Structure						
<u>Library</u>						
4410-E Policy for Selection	20,680	20,680	-0-	-0-	-0-	-0-
4417-I Minimum Provisions						
<u>Citizen Involvement</u>						
4459-E Volunteer Orientation	15,141	15,141	-0-	-0-	-0-	-0-
4460-E Inmate Orientation						
Totals	\$17,869,363	\$1,392,244	\$104,000	\$1,648,391	\$12,075,128	\$2,649,600

Source: Iowa Accreditation Management Team (SMT) Plans of Action as of June 1, 1979; and from the staff of the Bureau of Property Management.

a/ Based on the addition of two training officers and overtime pay for covering training absences for direct service personnel.

b/ Funds appropriated for FY 80 = \$2,134,000.

c/ Additional expenditures will be required but no cost estimate was possible.

TABLE 4B.2
ANAMOSA
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Administration</u>						
4019-E Courts and Parole	\$ 500	\$ -0-	\$ -0-	\$ 500	\$ -0-	\$ -0-
<u>Training</u>						
4090-E New Employee Training	} 130,019 ^{a/}	130,019	-0-	-0-	-0-	-0-
4091-E Annual Training						
4092-E Direct Contact Training						
<u>Physical Plant</u>						
4142-I Cell Size	9,188,371	b/	-0-	-0-	1,755,000	7,433,371
<u>Security</u>						
4173-E Unloading Firearms	1,000	-0-	-0-	1,000	-0-	-0-
<u>Special Management Inmates</u>						
4215-E Exercise	38,086	38,086	-0-	-0-	-0-	-0-
<u>Work Programs</u>						
4386-E Employment Opportunities	c/	--	--	--	--	--
<u>Library</u>						
4416-E Design and Appearance	5,810	-0-	-0-	1,420	-0-	4,390
Totals	\$9,363,786	\$168,105	\$ -0-	\$2,920	\$1,755,000	\$7,437,761

Source: Iowa Accreditation Management Team (SMT) Plans of Action as of June 1, 1979; and from the staff of the Bureau of Property Management.

a/ Based on the addition of one training officer, one clerk/typist, and overtime pay for covering training absence for direct service personnel.

b/ No estimate of additional personnel to staff renovated facilities was available although reasonable to expect some addition in requirements.

c/ Interviews with facility staff suggest an additional 124 employment positions but no cost estimate possible.

TABLE 4B.3
MT. PLEASANT
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Training</u>						
4090-E New Employee Training	\$ 79,272	\$ 79,272 ^{a/}	\$ -0-	\$ -0-	\$ -0-	\$ -0-
4091-E Annual Training						
4092-E Direct Contact Training						
<u>Special Management Inmate</u>						
4203-I Segregation Unit Conditions	280	-0-	-0-	280	-0-	-0-
<u>Medical</u>						
4278-E Services for Retarded	9,672	8,736	936 ^{b/}	-0-	-0-	-0-
<u>Work Programs</u>						
4386-E Employment Opportunities	23,412	13,162	-0-	250	-0-	10,000
4387-I Job Market Relevance						
4388-I Work Day Structure						
<u>Ed. & Voc. Training</u>						
4406-E Relevant Vocational Programs	158,042	-0-	158,042 ^{c/}	-0-	-0-	-0-
<u>Library</u>						
4409-E Library Services Provided	7,000	-0-	-0-	7,000	-0-	-0-
<u>Recreation</u>						
4424-E Facilities and Equipment	46,550	-0-	-0-	15,000	31,550 ^{d/}	-0-
Totals	\$324,228	\$101,170	\$158,978	\$22,530	\$31,550	\$10,000

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Source: Iowa Accreditation Management Team (SMT) Plans of Action as of June 1, 1979; and from the staff of the Bureau of Property Management.

- a/ Based on the addition of part-time training officer and overtime pay for covering training absences for direct service personnel.
- b/ Mileage for psychologist between Iowa City and Mt. Pleasant.
- c/ Estimate of vocational and educational training provided by Southeastern Iowa Community College using John E. Bennett contract as a prototype.
- d/ The total estimated cost of the building to meet this standard is \$206,550; however, \$175,000 has already been appropriated for this purpose. The figure presented here is the estimated additional expenditures required.

TABLE 4B.4
JOHN E. BENNETT
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Equipment</u>	<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>		<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Training</u>						
4090-E New Employee Training	\$ 91,512	\$ 91,512 ^{a/}	\$ -0-	\$ -0-	\$ -0-	\$ -0-
4091-E Annual Training						
4092-E Direct Contact Training						
<u>Security</u>						
4185-E Emergency Power	6,820	-0-	-0-	6,820	-0-	-0-
<u>Rights</u>						
4283-E Inmate Legal Assistance	9,400	-0-	-0-	9,400	-0-	-0-
4284-E Supplies for Legal Matters						
<u>Classification</u>						
4375-E Special Needs Inmates	16,671	16,671	-0-	-0-	-0-	-0-
<u>Work Programs</u>						
4386-E Employment Opportunities	206,416	-0-	-0-	44,416	162,000	-0-
4388-I Work Day Structure						
<u>Library</u>						
4409-E Library Services Provided	7,000	-0-	-0-	7,000	-0-	-0-
<u>Recreation</u>						
4420-E Athletic and Cultural	223,566	2,016	-0-	15,000	206,550	-0-
4424-E Facilities and Equipment						
Totals	\$561,385	\$110,199	\$-0-	\$82,636	\$368,550	\$-0-

Source: Iowa Accreditation Management Team (SMT) Plans of Action as of June 1, 1979; and from the staff of the Bureau of Property Management.

a/ Assumes overtime pay to cover training absences.

TABLE 4B.5
ROCKWELL CITY
SUMMARY OF COMPLIANCE COSTS

Standard	Total	Operating		Capital		
		Personnel	Other	Equipment	Facilities New	Renovate
<u>Training</u>						
4090-E New Employee Training	\$ 28,764	\$28,764 ^{a/}	\$-0-	\$ -0-	\$ -0-	\$ -0-
4091-E Annual Training						
4092-E Direct Contact Training						
<u>Physical Plant</u>						
4142-I Cell Size	32,652	-0-	-0-	-0-	-0-	32,652 ^{b/}
4143-E Cell Furnishings						
<u>Special Management Inmates</u>						
4200-E Disciplinary Detention	19,042	19,042 ^{c/}	-0-	-0-	-0-	-0-
4201-E Administrative Segregation						
4203-I Segregation Unit Conditions						
4204-E Non-Isolated Segregation						
4213-E Shave and Shower Frequency						
4215-E Exercise						
<u>Mail</u>						
4355-D Visitor Transportation	d/	--	--	--	--	--
<u>Recreation</u>						
4419-E Comprehensive Program	50,287	13,162	-0-	15,000	22,125 ^{e/}	-0-
4420-E Athletic and Cultural						
4421-E Full-Time Director						
4424-E Facilities and Equipment						
Totals	\$130,745	\$60,968	\$-0-	\$15,000	\$22,125	\$32,652

Source: Iowa Accreditation Management Team (SMT) Plans of Action as of June 1, 1979; and from the staff of the Bureau of Property Management.

- a/ Based on the addition of a part-time instructor and overtime pay to cover training absences for in-service personnel. See Footnote b.
- b/ The renovation will also serve to meet the requirements for Special Management Inmate standards as well. It is impossible to assign the relative cost to each category.
- c/ One and one-half full-time equivalent corrections officers are required to meet these standards.
- d/ No Plan of Action was prepared for meeting this standard.
- e/ The total cost of construction is estimated to be \$172,175. However, \$150,000 was included for this purpose in capital appropriations for FY 80. \$22,125 represents the additional cost to finish the building as a recreational facility.

TABLE 4B.6

RIVERVIEW RELEASE CENTER
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Training</u>						
4090-E New Employee Training	\$ 27,396	\$ 27,396 ^{a/}	\$ -0-	\$ -0-	\$ -0-	\$ -0-
4091-E Annual Training						
4092-E Direct Contact Training						
<u>Physical Plant</u>						
4144-I Dormitory Requirements	20,000	-0-	-0-	-0-	-0-	20,000
<u>Security</u>						
4151-E Secure Perimeter	71,444	63,477	-0-	7,967	-0-	-0-
4152-E Surveillance						
<u>Special Management Inmates</u>						
4203-I Segregation Unit Conditions	9,000	-0-	-0-	-0-	-0-	9,000 ^{b/}
<u>Sanitation</u>						
4250-D Personal Laundry Usage	890	-0-	-0-	890	-0-	-0-
<u>Medical</u>						
4265-E Record Confidentiality	8,093	6,893	-0-	1,200	-0-	-0-
4267-I Dispensing of Drugs						
4274-E Disabled and Infirm						
4275-E Treating Emotional Disturbances						
	8,000	-0-	-0-	-0-	-0-	8,000
	9,600	-0-	9,600	-0-	-0-	-0-

CONTINUED

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TABLE 4B.6 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
				<u>New</u>	<u>Renovate</u>	
<u>Library</u>						
4409-E Library Services Provided	} \$ 15,693	\$ 6,893 ^{c/}	-0-	\$ 8,800	-0-	d/
4412-E Supervising Staff Member						
4416-E Design and Appearance						
<u>Recreation</u>						
4420-E Athletic and Cultural	228,131	6,581 ^{c/}	-0-	15,000	206,550	-0-
Totals	\$398,247	\$111,240	\$9,600	\$33,857	\$206,550	\$37,000

Source: Iowa Accreditation Management Team (SMT) Plans of Action as of June 1, 1979; and from the staff of the Bureau of Property Management.

a/ Based on the addition of a part-time instructor and overtime pay to cover training absences for in-service personnel.

b/ CEC estimate for adding three security cells is as follows: 60 sq. ft. = \$14,000; 80 sq. ft. = \$19,200.

c/ One-half full-time equivalent.

d/ The Plan of Action calls for minor renovation of the library but no cost estimates were provided.

APPENDIX 5A:
Maine Subunit Descriptions
and Noncompliant Standards

APPENDIX 5A.1

BUREAU OF CORRECTIONS

For both MSP and MCC, there are certain standards that have been treated at the Bureau level in terms of the costs necessary to comply. These include the following standard numbers: 4011 (Program Analysis), 4088 (Training Supervision), and 4117 (Identify Needs). They call for three additional staff members in the Central Office, an Assistant Bureau Director, Program Development and Training Coordinator, and a Planning Analyst. These three staff positions are also assumed under a number of other standards as shown in Appendix 5D. The total cost for these staff is around \$55,000.

APPENDIX 5A.2

MAINE STATE PRISON

Maine State Prison (MSP) is the maximum security facility for adult males (18 years of age and older) incarcerated within the state. It is located in Thomaston, ME, which is approximately 40 miles southeast of Augusta. Situated near the coast, MSP has limited access to community resources.

The primary characteristics which distinguish the prison as a maximum security facility are: a) perimeter security represented by a wall and towers manned by armed guards, b) tight internal security, and c) self-contained programs, whereby most programs at MSP operate inside the prison walls. Fifty-five percent of the Bureau's total bed capacity is of the maximum security type available at MSP.

Several living areas at MSP, especially the East wing and security units, are in need of improvement to upgrade safety and living conditions. In addition, the gymnasium currently being used is inadequate to meet the needs of a maximum security prison. Alternative strategies will be discussed for addressing such inadequacies to improve the physical facility at MSP through renovation and/or construction, i.e., of housing, gym, and other key program areas.

Programs at MSP include various prison industries, education, an inmate novelty program, psychiatric and psychological treatment. In the program area, their strategies include plans for upgrading the Industries program and providing mental health services.

An examination of inmate population characteristics shows MSP with the highest percentage of inmates convicted of property offenses (41.2%). Crimes against persons accounted for 39.6% of their admissions. In terms of sentence length, statistics illustrate: a) 7.7% of the inmates with sentences of six months or less, b) 9.7% had sentences ranging from 7 months to one year, c) roughly 60% of those admitted had sentences from one to five years, and d) the remaining 20% had sentences ranging from 5 years to life.

The majority of offenders over 27 years of age are sent to MSP. Potential management problems exist at MSP due to the presence of an increasing number of inmates with lengthy sentences. Since the abolition of parole, these inmates have no hope for early release.

Cost of Non-Compliance Standards at MSP

There are 94 non-compliance, cost standards at Maine State Prison. With the exception of some specific estimates that were provided by MSP staff, the capital cost estimates have been treated separately since

they are so interrelated (see section on Compliance Alternatives for Capital Standards in Appendix 5C). The following areas are deficient at MSP, in terms of CAC standards, and will result in the compliance costs which are described in the adjoining tables: Fiscal, Training, Physical Plant, Security, Supervision, Special Management Inmates, Food Service, Sanitation, Medical, Rules Reception, Classification, Work Programs, Library, Recreation, and Social Services. Although there were noncompliant standards in several other CAC categories, the ones discussed here are most problematical in terms of additional resources necessary to comply (refer to Table 5B.2).

The total cost of complying with standards at MSP is \$16,687,825, with the costs ranging from a high of \$20,456,000 to a low of \$12,364,000. The largest single cost area is for that of capital (both housing and programs) at \$14 million, and equipment necessitated by new construction. Aside from these gross capital estimates, the remaining cost figures come to \$676,000. Of these funds, the largest factors are for personnel (at \$272,000), overtime coverage (nearly \$100,000), and additional funds for inmate wages (over \$100,000).

An examination of individual CAC categories shows that Physical Plant (for housing) and Administration (for programs) are the most significant cost areas. Some other categories to be noted include Security (at \$125,000) and Training (over \$100,000). Medical and Classification are also significant at \$62,000 and \$53,000, respectively. Overall compliance costs at Maine State Prison represent approximately 90 percent of the total compliance cost for the State of Maine.

TABLE 5A.1 MAINE STATE PRISON, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	13	2
Fiscal	7	2
Personnel	8	0
Training	4	8
Planning	4	0
Management Information	4	1
Research	2	0
Records	4	0
Physical Plant	0	4
Security	21	8
Supervision	3	3
Special Management Inmates	12	6
Food Services	4	3
Sanitation	8	1
Medical	6	9
Rights	13	3
Rules	4	3
Mail & Visiting	5	0
Reception	6	3
Money & Property Control	2	1
Classification	3	7
Work Programs	1	4
Ed. and Voc. Training	4	2
Library	2	4
Recreation	3	4
Religious	2	0
Social Services	1	2
Release	1	0
Citizen Involvement	7	0
Totals	154	79

Source: Maine Standards Management Team (SMT) Plans of Action as of June 1, 1979.

APPENDIX 5A.3

MAINE CORRECTIONAL CENTER

Maine Correctional Center (MCC) is designated as a medium security facility, yet in practice it operates as both a medium and minimum security facility. It accounts for 20% of the State's capacity for males and serves as the State's only facility for adult females. Male offenders, though, can be sentenced to MCC for a maximum of five years.

Although MCC is located in a rural area, it is about ten miles from Portland and thus has access to employment, educational and vocational programs. However, due to its rural location, the facility must furnish transportation to reach Portland and other program sites.

A poor physical layout reduces MCC's effectiveness as a medium security facility. The inefficient design features throughout the interior and along the perimeter of the facility require a large complement of staff to maintain adequate security. The facility as originally built was not intended to accommodate the present capacity of inmates, which exceeds 200.

Due to recent expansion in population that has occurred, additional cottage units have been built outside the main quadrant of perimeter security. The situation now exists where the administration building is located at one end of the premises, with housing units extending to the far end of the complex. Plans to build a new rear sally port may alleviate this problem to some extent.

MCC provides educational and vocational programs within the facility and operates supervised work-release programs for qualified inmates. Yet, there are waiting lists for several inmate programs. MCC does not have adequate programs for inmates with sentences greater than three years. In addition, the use of MCC is restricted by its physical plant which only allows for the handling of offenders who do not present security risk. Specific strategies identified by Maine for improving capabilities to handle the inmate population include plans for establishing industries for both male and female offenders as well as upgrading their mental health services.

An examination of offender characteristics shows that 32% of those admitted to MCC committed crimes against persons, while 56% were convicted for property offenses. In terms of sentence length, statistics illustrate: a) 29% had sentences of six months or less, b) 21% had sentences ranging from seven to twelve months, c) 45% were sentenced from one to three years, and d) 5% had sentences of three years or more. In sum, over one-half of inmates admitted to MCC had sentences of one year or less, whereas close to 95% were given sentences of three years or less.

Facilities and Programs for Female Offenders. The facilities for women at MCC consist of a cottage within the perimeter fence, that is designated as medium security. Access to and from the cottage is closely supervised by staff. Women who are serious security risks are housed with women who are less serious offenders, since there is no maximum length of stay for women. This creates program and management problems at MCC.

Women have limited access to the same programs as men. There is a serious lack of meaningful program activity for long-term female offenders, due to the small number of women offenders in Maine. There are no regionally based correctional programs and facilities for women that are close to their homes and families.

Cost Implications for Noncompliance Standards at MCC

At MCC, there are 207 noncompliant standards of which 53 will have a cost attached. These are about half as many as there are at the State Prison. Twenty-six of these are part of the 'reference list', which leaves 27 individual cost standards that need to be assessed. However, there are only four capital related standards at MCC, which are usually the greatest cost factors. Those standards which have been treated at the Central Office level may be referred to that section for staff additions (see 4011, 4088, 4117).

The following areas are deficient at MCC and will require additional funds to comply with CAC standards (see Table 5A.2): Training, Records, Plant, Security, Supervision, Sanitation, Medical, Visiting, Classification, Work Programs, Library, Recreation and Social Services. There are also other categories that do not comply with standards, yet these are the most significant in terms of cost implications.

The total cost of resources for complying with Training, Administration, Plant standards, etc., is \$1,346,112.00 (see Table 5B.3). The major portion of these dollars will arise from the construction of an additional cottage to house thirty more inmates. This alone will cost over \$600,000, which is 45 percent of the total cost of compliance. Excluding the cost of capital-related standards (both facility and equipment items), compliance costs for operations at MCC will result in an increase of around 20 percent over and above the current expenditure level of \$2.5 million during FY 1979. After physical plant, the largest cost items result from personnel, which accounts for more than \$25,000, equipment, and additional funds (for inmate wages).

The single highest cost standard after housing (4141 - Design Capacity) is for inmate work programs (Standard 4386). It will cost \$156,000 for renovation, equipment and personnel. This brings the total for the category of work programs to nearly \$250,000. The next highest cost category is in the area of security, which will cost over \$100,000. The cost of training at Maine Correctional Center will be around \$71,000.

TABLE 5A.2 MAINE CORRECTIONAL CENTER, SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	13	0
Fiscal	1	0
Personnel	7	0
Training	3	8
Planning	5	0
Management Information	6	1
Research	2	0
Records	4	1
Physical Plant	0	2
Security	22	5
Supervision	4	2
Special Management Inmates	16	1
Food Services	3	0
Sanitation	7	1
Medical	9	5
Rights	16	3
Rules	5	1
Mail & Visiting	3	1
Reception	6	0
Money & Property Control	4	7
Classification	4	8
Work Programs	0	2
Library	2	1
Recreation	5	1
Religious	3	0
Social Services	1	2
Release	1	1
Citizen Involvement	9	0
Totals	161	46

Source: Maine Standards Management Team (SMT) Plans of Action as of June 1, 1979.

TABLE 5A.3

MAINE
NUMBER OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>Maine State Prison</u>	<u>Maine Correctional Center</u>	<u>Total Cases</u>
Administration	15	13	28
Fiscal	9	1	10
Personnel	8	7	15
Training	12	11	23
Planning	4	5	9
Management Information	5	7	12
Research	2	2	4
Records	4	5	9
Physical Plant	4	2	6
Security	29	27	56
Supervision	6	6	12
Special Management Inmates	18	17	35
Food Services	7	3	10
Sanitation	9	8	17
Medical	15	14	29
Rights	16	19	35
Rules	7	6	13
Mail & Visiting	5	4	9
Reception	9	6	15
Money & Property Control	2	4	6
Classification	10	12	22
Work Programs	5	2	7
Ed. & Voc. Training	6	0	6
Library	6	3	9
Recreation	7	6	13
Religious	2	3	5
Social Services	3	3	6
Release	1	2	3
Citizen Involvement	7	9	16
Totals	233	207	440

a/ Total cases is the number of occurrences of non-compliance within each category.

APPENDIX 5B:

Maine Summary of Compliance Costs
by Subunit

TABLE 5B.1

MAINE BUREAU OF CORRECTIONS
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Administration</u>						
4011-E Program Analysis	\$19,372	\$18,949	\$ 50	\$ 373	\$-0-	\$-0-
<u>Training</u>						
4088-E Training Supervision	18,704	18,281	50	373	-0-	-0-
<u>Management Information Systems</u>						
4117-E Identify Needs	<u>17,088</u>	<u>16,665</u>	<u>50</u>	<u>373</u>	<u>-0-</u>	<u>-0-</u>
Totals	\$55,164	\$53,095	\$150	\$1,119	\$-0-	\$-0-

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TABLE 5B.2
MAINE STATE PRISON
SUMMARY OF COMPLIANCE COSTS

Standard	Total	Operating		Capital		
		Personnel	Other	Equipment	Facilities New	Renovate
<u>Administration</u>						
*4017-E Constructive Programs	\$ 6,926,500 ^{c/}	\$ -0-	\$ -0-	\$ 832,500 ^{a/}	\$6,094,000 ^{b/}	
4021-I Internship Program	^{d/}	--	--	--	--	
<u>Fiscal</u>						
*4051-E Audits	12,343	11,920	50	373		-0-
4054-E Commissary Controls	9,894	9,894	-0-	-0-		-0-
<u>Training</u>						
*4090-E New Employee Training	17,532	14,710	50	373		\$2,400 ^{e/}
4091-E Annual Training	22,090	22,090	-0-	-0-		-0-
4092-E Direct Contract Training	58,339	58,339	-0-	-0-		-0-
4093-E Administrative Training	^{d/}	--	--	--		--
4094-E Advisory Training Committee	^{d/}	--	--	--		--
4097-E Weaponry Training	6,566	4,418	949	1,200		-0-
<u>Physical Plant</u>						
*4141-E Design Capacity	7,995,000 ^{c/}	-0-	-0-	-0-		\$7,995,000
*4142-I Cell Size	^{c/}	-0-	-0-	^{a/}		-0-
*4143-E Cell Furnishings	1,090,000	-0- ^{f/}	-0-	\$1,090,000		-0-
*4146-E Preventative Maint.	23,149	23,149	-0-	-0-		-0-
<u>Security</u>						
*4153-E Watch Towers	28,828	-0-	-0-	6,828	\$22,000	
4165-E Control of Firearms	32,980	-0-	-0-	32,980		-0-
4182-I Specially Trained Unit	9,746	8,496	1,250	-0-		-0-
4186-E Emergency Equipment Testing	52,640	-0-	-0-	13,315		\$39,325
<u>Supervision</u>						
4196-E Counseling by Staff	\$ 15,728	\$15,306	\$ 50	\$ 373		\$-0-
<u>Special Mgmt. Inmates</u>						
4203-I Segregation Unit Conditions	96	-0-	-0-	96		-0-
4204-E Non-Isolated Segregation	601	-0-	-0-	601		-0-
4212-E Seg. Telephone Privileges	90	-0-	-0-	90		-0-
4213-E Shave & Shower Frequency	11,670	11,670	-0-	-0-		-0-
4215-E Exercise	11,670	11,670	-0-	-0-		-0-
<u>Food Services</u>						
4232-E Appeal of Food	35,254	23,340	-0-	11,914		-0-

TABLE 5B.2 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Sanitation</u>						
4246-E Special Clothing	2,277	-0-	2,277	-0-	-0-	-0-
*4251-E Shower Frequency	20,000	-0-	-0-	10,000		\$10,000
<u>Medical</u>						
4261-E Comprehensive Health Eval.	36,351	34,255	850	1,246	-0-	-0-
4266-E Pharmacist	4,000	-0-	4,000	-0-	-0-	-0-
4271-E First Aid Training	750	-0-	750	-0-	-0-	-0-
4275-E Treating Emotional Disturb.	20,800	-0-	20,800	-0-	-0-	-0-
<u>Rights</u>						
4284-E Supplies for Legal Matters	250	-0-	50	200	-0-	-0-
<u>Rules</u>						
4318-E Programs and Services	13,237	12,814	50	373	-0-	-0-
<u>Mail and Visiting</u>						
4344-E Inspection of Mail	100	-0-	100	-0-	-0-	-0-
<u>Reception</u>						
*4357-E Adequate Facilities	*	--	--	--	--	--
4359-E Admission Reports	13,577	13,154	50	373	-0-	-0-
4362-E Reception Unit Program	150	-0-	-0-	150	-0-	-0-
<u>Classification</u>						
*4372-E Classification Plan	53,553	52,284	150	1,119	-0-	-0-
<u>Work Programs</u>						
*4386-E Employment Opportunities	*	--	--	--	--	--
4390-E Inmates Paid	114,400	-0-	114,400	--	-0-	-0-
<u>Ed. & Voc. Training</u>						
*4395-E Educational & Voc. Training	*	--	--	--	--	--
<u>Library</u>						
4409-E Library Services Provided	5,000	-0-	5,000	-0-	-0-	-0-
4413-E Available Daily	11,908	11,908	-0-	-0-	-0-	-0-
<u>Recreation</u>						
*4419-E Comprehensive Program	16,170	11,670	-0-	4,500	\$720,000 ^{E/}	

TABLE 5B.2(CONT'D)

Standard	Total	Operating		Capital		
		Personnel	Other	Equipment	Facilities New	Renovate
<u>Social Services & Counseling</u>						
4441-I Involves All Personnel	14,585	14,162	50	373	-0-	
Totals	\$ 676,325	\$ 365,249	\$152,876	\$ 86,476	\$ 22,000	\$51,725
Capital Estimates	\$16,012,000			\$1,922,500	\$14,089,000	
Grand Total	\$16,688,325			\$2,008,976		

*NOTE: All of those standards marked with an asterisk have capital requirements (and, therefore, costs as well) that could not be broken out individually, but have been incorporated in the overall plans (i.e., alternatives re: new construction and/or renovation) for compliance with housing, program, and administrative aspects of the facility.

- a/ These equipment costs, i.e., those related to new capital construction have been derived by taking 15% of the total figure for new facilities. This estimate was provided to us as the figure to be used most appropriately when planning for construction of a new facility.
- b/ These capital cost estimates represent the mean of the various compliance actions available to the state. Since the alternatives include both renovation and new construction, the estimates are maintained with a general category under facility and differentiated below. (In this manner, one could distinguish between the more immediate operational costs and capital costs of less magnitude and, at the same time, obtain a more specific level of detail.) These gross capital estimates for both housing and program space range from a high of \$17,857,000 to a low of \$9,765,000, depending upon which capital option is selected.
- c/ These three cost figures have been included under Capital Estimates below.
- d/ There is a cost involved, although it is not easily distinguishable. Thus, existing resources will most likely be allocated to meet the standard. For example, one week of a staff person's time may be devoted to a particular function mandated by the standard.
- e/ This figure is a mean cost estimate which was calculated as minor renovation of the training office to accommodate a second staff trainer. It is based on a high of \$3,000 for 200 gross square foot and a low of \$1,800.00 for 120 net square foot.
- f/ The original Plan of Action states that an Electrician was also needed to comply with this standard, but based on the interpretation made by the Commission, this position request was eliminated from our cost estimate.
- g/ This \$720,000 figure for the cost of a new gymnasium is included within the overall capital cost options for constructive programs (see standard #4017 under Administration above).

TABLE 5B.3

MAINE CORRECTIONAL CENTER
SUMMARY OF COMPLIANCE COSTS

Standard	Total	Operating		Capital		
		Personnel	Other	Equipment	Facilities New	Renovate
<u>Training</u>						
4090-E New Employee Training	\$ 15,133	\$ 14,710	\$ 50	\$ 373	\$ -0-	\$ -0-
4091-E Annual Training	23,789	23,789	-0-	-0-	-0-	-0-
4092-E Direct Contact Training	32,285	32,285	-0-	-0-	-0-	-0-
4093-E Administrative Training	a/	—	—	—	—	—
<u>Records</u>						
4135-I Identify Contents	1,160	-0-	720	440	-0-	-0-
<u>Physical Plant</u>						
4141-E Design Capacity	735,190	52,515	-0-	73,144 ^{b/}	609,531	-0-
4146-E Preventative Maintenance	22,458	22,458	-0-	-0-	-0-	-0-
<u>Security</u>						
4151-E Secure Perimeter	61,671	-0-	-0-	-0-	-0-	61,671 ^{c/}
4152-E Surveillance Outside	35,725	35,725	-0-	-0-	-0-	-0-
4182-I Specially Trained Unit	5,728	5,098	630	-0-	-0-	-0-
<u>Supervision</u>						
4196-E Counseling by Staff	21,455	21,032	50	373	-0-	-0-
<u>Special Mgmt. Inmates</u>						
4210-E Visits and Mail	25,491	-0-	-0-	-0-	25,491 ^{d/}	-0-
<u>Sanitation</u>						
4237-E Fire and Safety Officer	295	295	-0-	-0-	-0-	-0-
4238-E Annual Inspection	100	-0-	100	-0-	-0-	-0-

TABLE 5B.3 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>		
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>	
					<u>New</u>	<u>Renovate</u>
<u>Medical</u>						
4271-E First Aid Training	\$ 300	\$ -0-	\$ 300	\$ -0-	\$ -0-	\$ -0-
4274-E Disabled and Infirm	18,220	-0-	-0-	1,952	-0-	16,268
<u>Rights</u>						
4284-E Supplies for Legal Matters	250	-0-	50	200	-0-	-0-
<u>Mail & Visiting</u>						
4355-D Visitor Transportation	7,775	-0-	-0-	7,775	-0-	-0-
<u>Classification</u>						
4372-E Classification Plan	17,851	17,428	50	373	-0-	-0-
<u>Work Programs</u>						
4386-E Employment Opportunities	156,253	11,920	-0-	58,013	-0-	86,320
4390-E Inmates Paid	87,360	-0-	87,360	-0-	-0-	-0-
<u>Library</u>						
4413-E Available Daily	12,302	12,302	-0-	-0-	-0-	-0-
<u>Recreation</u>						
4419-E Comprehensive Program	35,010	35,010	-0-	-0-	-0-	-0-
<u>Social Services</u>						
4422-I Caseload Determination	30,313	29,467	100	746	-0-	-0-
Totals	\$1,346,112	\$314,032	\$89,410	\$143,389	\$609,531	\$189,750

TABLE 5B.3 (CONT'D)

- a/ There is a cost involved, although it is not easily distinguishable. Thus, existing resources will most likely be allocated to meet the standard. For example, one week of a staff person's time may be devoted to a particular function mandated by the standard.
- b/ This capital equipment cost has been derived by taking 15% of the total figure for new facilities. This estimate was provided to us as the figure to be used most appropriately when planning for construction of a new facility.
- c/ This estimate is the one originally provided by the Business Manager at MCC. The funds for these two capital projects have already been appropriated to cover the cost of renovation. Recently, it was determined that the amount of funds which have been allocated will not be adequate to complete the work involved. Another figure of approximately \$100,000 was provided to the CEC, but there was insufficient detail to confirm this latest estimate.
- d/ This estimate is based on the national average of 15.6 GSF per inmate multiplied by a population of 35 inmates (those in units with special security status who presently are not being accommodated) X \$45.00/sq. ft. for major renovation.

APPENDIX 5C:

Compliance Alternatives for
Capital Standards, Maine State Prison

Maria Teresa Cruz, Consultant
Architect, assisted in preparing
the materials in this section.

APPENDIX 5C

COMPLIANCE ALTERNATIVES FOR CAPITAL STANDARDS
MAINE STATE PRISON

A. Housing:

1. Capacity: According to present operational policy, all inmate cells should be 80 sq. ft.; should this vary in any way in the future, all or a portion of those cells could be considered to be at 60 sq. ft. each. Dormitory spaces were determined to be in compliance by Maine State Prison, however, we have found them below the 60 sq. ft. per person. Maine State Prison presently has capacity for 462 beds, of which 454 presently are occupied.

2. Population Mix: While Maine State Prison is considered as a maximum security facility, only about 100 are estimated to require this classification (by Maine State Prison staff) -- and the manner in which several of the housing units are operated attest for it. Maine State Prison has a capability for separate housing for protective custody inmates of about 25 cells (11 in third level of "Most Western" cell block or dormitory building and 14 in the third and fourth tier of Center Block). These cells are always to full capacity and prison staff said they could use at least 5 more. Quarantine or reception cells for seven inmates are available (second level Center Block). The number of cells is considered sufficient (Standard 4357). Segregation cells are available for 20 inmates subdivided as follows: 11 for Administrative Segregation, 6 for Disciplinary Detention and 3 for temporary restraint (in the third level of the Most Western Wing). This number is also considered sufficient. About 55 inmates are housed in dormitories and they could be considered as minimum to medium security units. There is no capability for psychotic inmates within any of the state's correctional institutions but they have arranged with Mental Health to handle them. The Maine Bureau of Corrections would like to have a unit within the State Prison for these cases but as far as standards are concerned they are in compliance. In summarizing population needs, there appears to be a need for about 100 beds in maximum security, 30 in protective custody, 20 in segregation, 7 in reception and the rest could be considered as medium security inmates (about 300).

3. Environmental Considerations: The most crucial issues found related to access to natural light and showers, amount of artificial lighting, acoustical considerations and issues around clean and orderly surroundings (Standards 4143, 4144, 4287).

4. Legal Requirements: Maine State Prison is far from compliance with any state and/or federal codes on safety and fire, or with building codes in general. Special areas of concern are its antiquated wiring and the lack of proper fire safety equipment and procedures (Standard 4287).

B. Programs

1. Space Availability:

1.1 Industries: Some space is available for wood shop, printing and upholstery, but industries should be expanded. In addition the management and operations of current programs needs to be vastly improved. Neither Maine State Prison nor Bureau of Corrections administrators could determine what types of industries would be appropriate. They have requested a Management Analyst in a Technical Assistance request to assess their needs and upgrade the Prison Industry program.

1.2 Vocational Training: Only inmates in their last year of their sentence have access to a program outside the confines of the institution. None are available at Maine State Prison, but are located at Bolduc (Minimum Security Unit).

1.3 Avocations: This is a very extensive program at Maine State Prison but facilities are inadequate. In many cases inmates work in their own cells, in hallways next to their cells and in areas within dormitory space. Since they are run as businesses, inmate entrepreneurs also have other inmates as their staff (see 4187 -- Maine State Prison assessed itself in compliance) further aggravating the space problems at times -- not to mention the operational problems for Maine State Prison staff.

1.4 Education: Maine State Prison assessed itself in compliance.

1.5 Religious: Maine State Prison assessed itself in compliance.

1.6 Recreation: There is a great need for both indoor athletic and cultural programs. Maine State Prison has an auditorium (basement of the Administration Building) and has determined it would require a new gymnasium and its ancillary facilities, as well as a weight lifting area in an enclosed space. Maine State Prison's outdoor athletic facilities is good although access to it is inadequate for a correctional facility of this kind.

1.7 Counseling: Maine State Prison has some limited space for this function but it should be expanded. Space for staff has been requested as follows: 2 offices for Human Services Workers and 1 for a Psychology Assistant (Standards 4196 and 4359).

2. Environmental Considerations are vague in standards, calling only for adequacy. Each function has its own specific set which would have to be incorporated accordingly as part of any renovations to meet space availability.

3. Legal Requirements are governed by state building codes and by standard 4287(e).

C. Administration

1. Space Availability:

1.1 Administration: Deficiencies were determined to exist in the Business Office where they need office space for one Accountant. The Business Office is presently located on the second level of the Administration Building, its quarters are crowded and there is no space into which to expand adjacent to it. Either the entire unit would have to be relocated or perhaps expand into the visiting area by relocating it (Standard 4051; related Standards 4352, 4354). Our site visit revealed that space for visiting was too small to accommodate the numbers and screening capabilities were inadequate as well. Prison staff agreed with both of these assessments.

1.2 Staff Training: Need for office space for another staff Training Officer has been identified. They are presently located in a building outside the institution but nearby (second floor of all-purpose building) and an office can be easily added in it.

1.3 Classification: It has been determined that space for 3 Classification Program Officers will be necessary. The Classification Office is presently located in the third level of the Administration Building. Its quarters are extremely overcrowded and there is no room for expansion left within. An area to house all of the classification functions (including office space, files and hearing rooms) should be found either through redistribution of space, renovation or addition. (Standard 4193).

2. Environmental considerations appropriate to these functions shall be met in any plan for compliance (Standard 4102).

3. Legal requirements are governed by state's building codes.

Alternatives

All of the following alternatives are based, therefore, on a reduction of the existing bed capacity, an increase in program and administrative space and the need to comply with environmental and legal requirements.

1. Renovate within existing structures and layout (see Tables 5C.1 and 5C.2)

A. Housing

1. Capacity: From 462 to 219 as follows: (269 at 60 sq. ft. each).
East Wing: Single cells at 80 sq. ft. from 210 to 80 (44 lost to compliance with natural light, 83 lost to cell size and 3 lost to shower requirements. Addition of a second means of egress will not demand loss of cell space here). If single cells were to be considered at 60 sq. ft., then the cell reduction would be to 108.
Center Block: Single cells at 80 sq. ft., from 77 to 36 (21 lost to compliance with natural light, 20 lost to compliance with cell size). If single cells were to be considered at 60 sq. ft. then the cell reduction would be to 43.
West Block: Single cells at 80 sq. ft., from 69 to 32 cells (45 lost to compliance with cell size). If single cells were to be considered at 60 sq. ft. then the cell reduction would be to 48 cells.
Most Western Section: Single cells at 80 sq. ft., from 31 to 18 (3 lost to natural light and 10 to cell size). Dormitory space at 60 sq. ft. from 75 to 61.
2. Population Mix: 100 in maximum security, 30 in protective custody, 20 in segregation, 7 in reception and 62 in medium security.
3. Environmental requirements - see below.
4. Legal requirements - see below.

Housing renovations in single cells would take the form of either conversion of 3 cells into 2 or 2 into 1 by opening an archway between the walls. All fixtures and utility services would have to be replaced. Cells without access to outside light would have to be demolished. Additional stairs and other fire safety devices will be accommodated within each cell block. Housing renovations in dormitory areas will consist of a reduction in the number of cells and addition of fire safety devices.

B. Programs:

Involves complete renovation of existing buildings to accommodate program functions, and building code update. This implies that some industries may not be found suitable for the space available. Assumes construction of a new gymnasium, a weightlifting room and ancillary facilities, in an area presently occupied by the novelties shop and the maintenance shops, which in turn will be relocated within the area.

TABLE 5C.1

ALTERNATIVE #1: RENOVATION WITHIN EXISTING STRUCTURES AND LAYOUT
USING SUBSTITUTE HOUSING OPTION #1

	<u>Number of Beds</u>	<u>Housing Costs ^{a/}</u>	<u>Program Costs</u>	<u>Subtotals</u>	<u>Totals ^{b/}</u>
A. Renovation based on 80 sq. ft.	227	1,783,000	1,679,000	3,462,000	4,328,000
Use Substitute Housing Option #1 ^{c/}	<u>235</u>	<u>5,750,000</u>	<u>453,000</u>	<u>6,203,000</u>	<u>7,754,000</u>
Totals	462	7,533,000	2,132,000	9,665,000	\$12,082,000
<hr/>					
B. Renovation based on 60 sq. ft.	278	2,004,000	1,679,000	3,683,000	4,604,000
Use Substitute Housing Option #1 ^{c/}	<u>184</u>	<u>3,676,000</u>	<u>453,000</u>	<u>4,129,000</u>	<u>5,161,000</u>
Totals	462	5,680,000	2,132,000	7,812,000	\$ 9,765,000

^{a/} All cost figures originally based on work in the N.Y. area have been readjusted for construction costs in the Augusta area.

^{b/} 25 percent has been added to the subtotals for work within an occupied correctional facility.

^{c/} Substitute Housing Option #1 is for new construction within the existing site. Thus, an additional 25 percent must be included here as well.

TABLE 5C.2

ALTERNATIVE #1: RENOVATION WITHIN EXISTING STRUCTURES AND LAYOUT
USING SUBSTITUTE HOUSING OPTION #2

	<u>Number of Beds</u>	<u>Housing Costs^{a/}</u>	<u>Program Costs</u>	<u>Subtotals</u>	<u>Totals</u>
A. Renovation based on 80 sq. ft.	227	1,783,000	1,679,000	3,462,000	4,328,000 ^{b/}
Use Substitute Housing Option #2 ^{c/}	<u>235</u>	<u>4,547,000</u>	<u>3,932,000</u>	<u>8,479,000</u>	<u>8,479,000^{d/}</u>
Totals	462	6,330,000	5,611,000	11,941,000	\$12,807,000
<hr/>					
B. Renovation based on 60 sq. ft.	278	2,004,000	1,679,000	3,683,000	4,604,000 ^{b/}
Use Substitute Housing Option #2 ^{c/}	<u>184</u>	<u>3,086,000</u>	<u>3,079,000</u>	<u>6,165,000</u>	<u>6,165,000^{d/}</u>
Totals	462	5,090,000	4,758,000	9,848,000	\$10,768,000

^{a/} All costs originally based on work in the N.Y. area have been readjusted for construction costs in the Augusta area.

^{b/} 25 percent has been added to these subtotals for work within an occupied correctional facility.

^{c/} Substitute Housing Option #2 is for all new construction of housing and programs in a different site.

^{d/} An additional 25 percent has not been added here, since the work will be done at another site.

C. Administration:

Space would have to be found within existing buildings.

Maine Department of Corrections would have to permanently re-locate through new construction about 243 beds in the medium security range. This alternative implies temporary relocation of inmates during renovation work-period, which could be estimated at 9 to 12 months for each major area. Execution of work will entail extensive phasing which at times may conflict with operational demands in the areas of security and continuance of services. This alternative can only generate a low return for the investment because it will require an old structure and layout to accommodate modern correctional standards. They are each based on very different operational premises.

2. Reconstruct the interior of the East Wing, the Center Block and the West Wing for housing, demolish all buildings in the southeast quad of the site (leaving the dining and kitchen facilities intact) and the most western wing (adjacent to the West Wing), and build a new program center connected to the cell blocks and a new Administration extension (see Table 5C.3).

A. Housing:

1. Capacity: From 462 to 240 as follows:

East Wing: single cells at 80 sq. ft. placed along periphery of building to maximize access to natural light (from 210 to 160 cells). The East Wing could be further subdivided into modules of 10, 20, 30, etc.

Center Block: Single cells at 80 sq. ft. same as above (from 77 to 48).

West Block: Single cells at 80 sq. ft. same as above (from 60 to 32)

2. Population mix (see Alternative 1).

B. Programs: see above.

C. Administration: see above.

Maine Department of Corrections would have to permanently relocate 222 inmates. For phasing and relocation of inmates during construction, see Alternative 1. Maine State Prison would become a modern correctional institution but at a high cost.

3. All New Construction (see Table 5C.4)

Build a totally new facility at another site for 450 to 500 inmates. Only a portion of these beds, however, should be built as maximum security (about 100 by a recent Bureau estimate) and the rest in medium security. To achieve the economies of scale certain support and program spaces could be shared but they would essentially be operable as two institutions.

TABLE 5C.3

ALTERNATIVE 2: RECONSTRUCT THE INTERIOR

	<u>Number of Beds</u>	<u>Housing Costs^{b/}</u>	<u>Program Costs</u>	<u>Subtotals</u>	<u>Totals</u>
A. Major Renovation ^{a/}	240	4,421,000	3,436,000	7,857,000	9,846,000 ^{c/}
Using Substitute Option based on 80 sq. ft. ^{d/}	222	4,296,000	3,715,000	8,011,000	8,011,000 ^{e/}
Totals	462	8,717,000	7,151,000	15,868,000	\$17,857,000
<hr/>					
B. Major Renovation ^{a/}	240	4,421,000	3,436,000	7,857,000	9,846,000 ^{c/}
Using Substitute Option based on 60 sq. ft. ^{d/}	222	3,723,000	3,715,000	7,438,000	7,423,000 ^{e/}
Totals	462	8,144,000	7,151,000	15,295,000	\$17,284,000

^{a/} The same number of bed space will result whether they are 60 or 80 sq. ft., since each cell will have a window for natural light.

^{b/} All cost figures originally based on work in the N.Y. area have been readjusted for construction costs in the Augusta area.

^{c/} 25 percent has been added to these subtotals for work within an occupied correctional facility. This figure also includes \$25,000 which is the cost of a 155 linear ft. perimeter security fence. This will be needed after demolition of the most western cell block.

^{d/} Substitute housing in this case must be built on a different site, since program capacity is no longer available for 462 inmates. After reconstructing the interior, only 240 inmates can be accommodated.

^{e/} An additional 25 percent has not been added here, since the work will be done at a different site.

TABLE 5C.4

ALTERNATIVE #3: ALL NEW CONSTRUCTION

	<u>Number of Beds</u>	<u>Housing Costs^{a/}</u>	<u>Program Costs</u>	<u>Totals</u>	<u>Cost per Bed</u>
A. New Construction based on 80 sq. ft.	462	8,940,000	7,731,000	\$16,671,000	\$36,084
B. New Construction based on 60 sq. ft.	462	7,748,000	7,731,000	\$15,479,000	\$33,504

226

^{a/} All costs originally based on work in the N.Y. area have been readjusted for construction costs in the Augusta area.

Maine Bureau of Corrections should also evaluate the feasibility of future utilization of this site and its buildings as well as that of the site alone (demolishing buildings) whether for a correctional use or some other one.

Pros: No relocation of inmates during construction.

Quicker availability of beds and thus less susceptibility to inflation ratios. Highest return for dollar investment.

Opportunity for developing a modern correctional facility for the state.

Cons: ?

NOTE: The average duration of a project of this magnitude is about 5 years for new construction from the time an architectural firm is hired to the completion of the construction. In renovations of the type suggested, the cost figures could be increased by 30% to 50% (for contingencies, designer's fees, or agency building fees).

APPENDIX 5D:

Group Cost Sets --
Reference List of Standards

APPENDIX 5D

GROUP COST SETS - REFERENCE LIST OF STANDARDS

Maine State Prison

<u>Standard Number</u>	<u>Description</u>	<u>Reference</u>
4017	Constructive Programs	4357, 4362; 4372; 4394, 4395; 4419; 4445
4010	Monitor Operations	4064, 4108
4011	Program Analysis	4018, 4100
4088	Training Supervision	4092
4090	New Employee Training	4181
4091	Annual Training	4097, 4271
4092	Direct Contact Training	4096, 4098, 4271, 4313
4094	Advisory Training Committee	4095
4117	Identify Needs	4120; 4121, 4394, 4398, 4399
4141	Design Capacity	4142
4142	Cell Size	4143, 4203, 4215, 4287
4143	Cell Furnishings	4203, 4204, 4274, 4287
4146	Preventive Maintenance	4162
4153	Watch Towers	4230
4165	Control of Firearms	4166, 4318
4186	Emergency Equipment Testing	4240
4193	Classification System	4195, 4302, 4372, 4441
4196	Counseling by Staff	4275, 4278, 4375, 4441, 4445
4212	Seg. Telephone Privileges	4349
4213	Shave and Shower Frequency	4215, 4251
4232	Appeal of Food	4235

APPENDIX 5D (CONT'D)

<u>Standard Number</u>	<u>Description</u>	<u>Reference</u>
4261	Comprehensive Health Evaluation	4263
4289	Recreational Opportunities	4362, 4419, 4423, 4424, 4427
4318	Investigating Rule Violations	4328, 4337
4372	Classification Plan	4373, 4374, 4375, 4376, 4377, 4378, 4379, 4382
4386	Employment Opportunities	4387, 4395
4409	Library Services Provided	4417
4419	Comprehensive Program	4289
4441	Involves All Personnel	4196

Maine Correctional Center

4011	Program Analysis	4018, 4100
4088	Training Supervision	4092
4090	New Employee Training	4181
4091	Annual Training	4271
4092	Direct Contact Training	4096, 4098, 4271, 4313
4117	Identify Needs	4120, 4121
4141	Design Capacity	4308
4146	Preventive Maintenance	4162
4195	Staff Member Assignment	4196, 4302, 4372, 4375
4196	Counseling by Staff	4222, 4275, 4278
4375	Special Needs Inmates	4443, 4444
4419	Comprehensive Program	4429
4442	Caseload Determination	4195, 4375

APPENDIX 6A:
New Jersey Subunit Descriptions
and Noncompliant Standards

APPENDIX 6A.1

ANNANDALE

The Youth Correctional Institution in Annandale, New Jersey, is a minimum security institution with an average daily population of 574 male inmates between the ages of 17 and 35 years. Minimum security inmates serving state prison sentences account for about 20 percent of the population with the remainder serving indefinite sentences. Average age upon admission is 18.5 years and 9.8 months is the average length of stay. The complex, opened in 1924, consists of eight cottages and two satellite units, Stokes Forest and High Point.

The educational program provides instruction at all levels from remedial reading and writing through second year of college. Vocational programs operate for 17 weeks and include service station, welding, plumbing, carpentry and building maintenance under the CETA program. Three off-grounds programs offered to eligible inmates are work release, college and nurse's aide training. Somerset County College sponsors the college study release program. The nurse's aide program includes two weeks of on-the-job training at Hunterdon Medical Center in Flemington, New Jersey.

TABLE 6A.1 ANNANDALE - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	8	0
Fiscal	4	0
Personnel	3	0
Training	6	5
Management Information	2	0
Research	3	0
Records	3	0
Physical Plant	1	2
Security	3	1
Supervision	1	0
Special Management Inmates	2	1
Food Services	1	0
Sanitation	1	0
Medical	1	0
Rights	7	0
Rules	4	0
Money & Property Control	1	0
Classification	5	0
Ed. & Voc. Training	1	0
Library	0	1
Release	2	0
Citizen Involvement	2	0
Totals	61	10

APPENDIX 6A.2

BORDENTOWN

The Youth Correction Institution, Bordentown, New Jersey, is a medium security facility with 737 beds for male offenders between 18 and 30 years of age who are committed for indeterminate and state prison sentences. It also operates full minimum honor camps at Skillman and New Lisbon, New Jersey. The facility, built in 1936, has one three-story dormitory wing and three wings with private cells. Five hundred seventy-eight inmates are presently housed at the main institution and about 100 at the honor camps.

Program offerings include Adult Basic Education, GED preparation, Associate of Arts, welding, carpentry, plumbing, electrical and painting. Sixty-five are enrolled in vocational and 280 in academic programs. Approximately 25 participate in work/study release and 150 in a self-help drug program.

The institution only provided information for estimating compliance costs for Physical Plant standards.

TABLE 6A.2 BORDENTOWN - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	2	0
Fiscal	1	0
Personnel	2	0
Training	2	4
Physical Plant	0	2
Security	5	0
Special Management Inmates	1	2
Sanitation	1	0
Rights	3	0
Rules	4	0
Money & Property Control	1	0
Classification	3	0
Release	0	2
Totals	25	10

APPENDIX 6A.3

YARDVILLE

Youth Reception and Correction Center (YRCC) in Yardville, New Jersey is a complex composed of the Youth Correction Center, the Youth Reception Center, and Prison Reception. Inmates assigned to the 518 bed youth center are between 15 and 30 years of age and may be first commitments, recommitments, parole violaters, adjustments cases, transfers within the complex and transfers from the State Prison and State Home for Boys.

Academic programs include a learning center for students through grade 7.5 level, high school or GED level, college level courses offered by Mercer County Community College and various courses and group interest programs. Auto mechanics, auto body repair, welding, construction trades, dry cleaning, graphic arts, culinary arts, dental technician, barbering, landscaping and computer technology are among the programs offered by the Vocational Department. Apprenticeships in each of these areas are available through the Staff and Federal Bureau of Apprenticeship Training Office. The culinary arts program, construction trades and landscape program all take place within the community. Inmates meeting special criteria are eligible for a drug treatment program operated by the main institution. Other programs include work release, intensive education, supportive education teams operating in each housing unit and a teacher aide and paraprofessional program.

TABLE 6A.3 YARDVILLE - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	5	0
Personnel	3	0
Training	1	0
Physical Plant	0	1
Security	3	3
Supervision	1	0
Special Management Inmates	1	3
Sanitation	1	0
Medical	0	1
Rights	3	0
Rules	4	0
Reception	1	0
Money & Property Control	1	0
Classification	1	0
Ed. and Voc. Training	1	0
Library	0	3
Social Services	1	0
Release	1	0
Citizen Involvement	1	0
Totals	29	20

APPENDIX 6A.4

RAHWAY

Rahway State Prison opened in 1901 is a maximum security institution for male offenders whose average age is 25 years. In addition to the main facility, it operates 3 minimum security camps: Rahway Camp and Rahway Trailer Park, located on the perimeter of the main institution and one on the grounds of Marlboro State Hospital, 25 miles away. The population is about 1,300 and 1,060 being housed at the main institution.

Educational classes are offered through the college level. The vocational training program offers auto mechanics, electrical classes, welding, carpentry, masonry and auto body. A regional laundry, manufacturing, plant repairs and food service are among the main employment areas.

Rahway reported in its Plans of Action noncompliance with 55 standards and designed 19 (35 percent) of these as requiring additional resources.

TABLE 6A.4 RAHWAY - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	0	4
Fiscal	0	1
Personnel	0	2
Training	0	6
Physical Plant	5	0
Security	1	3
Special Management Inmates	1	2
Sanitation	0	1
Medical	0	1
Rights	2	4
Rules	0	5
Reception	0	2
Money and Property Control	0	1
Classification	1	4
Library	1	0
Recreation	1	0
Totals	19	36

APPENDIX 6A.5

TRENTON

The State Prison in Trenton houses maximum security, adult male offenders who are serving sentences over 20 years or have presented management problems at other institutions. It provides the Department's central medical and dental services, administers a 13-bed hospital ward at the St. Francis Medical Center and operates the 85-bed Vroom Readjustment Unit located on the grounds of the Trenton Psychiatric Hospital.

TABLE 6A.5 TRENTON - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	6	0
Personnel	1	0
Training	4	6
Research	1	1
Physical Plant	1	5
Security	8	4
Special Management Inmates	1	6
Food Services	0	0
Sanitation	1	1
Medical	0	1
Rights	4	0
Rules	5	0
Reception	3	0
Money & Property Control	1	0
Classification	1	3
Work Programs	1	2
Ed. & Voc. Training	1	0
Recreation	1	0
Release	1	0
Totals	40	29

APPENDIX 6A.6

LEESBURG

Leesburg State Prison, located in Leesburg, New Jersey, consists of a medium unit, farm unit and the Ancora satellite unit. The total rated capacity for the institution is 1,025 and in 1978 the total population for all units was 965.

The medium unit houses inmates with sentences of 15 years or less. Adult basic education, English as a second language, high school equivalency, and a two-year Cumberland County College program are included in the education program. Other programs include vocational training, tag shop and a regional bakery.

The farm unit has 363 full minimum residents. Vocational and academic programs, horticulture training and group activities are offered on the grounds.

The satellite unit at Ancora State Psychiatric Hospital houses 96 residents in private rooms.

TABLE 6A.6 LEESBURG - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	5	1
Fiscal	1	0
Personnel	2	0
Training	10	0
Management Information	2	0
Research	3	0
Records	0	7
Physical Plant	0	7
Security	7	1
Supervision	2	0
Special Management Inmates	5	1
Food Services	2	0
Sanitation	2	0
Medical	2	0
Rights	3	0
Rules	4	0
Mail and Visiting	1	0
Reception	4	0
Money and Property Control	1	0
Classification	5	0
Work Programs	1	0
Ed. & Voc. Training	2	0
Release	1	0
Citizen Involvement	10	0
Totals	76	9

APPENDIX 6A.7

CLINTON

The Correctional Institution for Women at Clinton, New Jersey, houses adult females and males over age 50 with indeterminate and state prison sentences. The facility which opened in 1913 presently has eight housing units and a rated capacity of 284, excluding detention and reception areas.

Academic programs offered on the grounds include basic reading, presecondary, GED and college courses. Clerical skills, appliance repairs, food careers, upholstery and beauty culture are offered in the vocational education program. Furlough, work release, recreational and cultural programs involving mother/child interaction are also offered.

TABLE 6A.7 CLINTON - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Personnel	2	0
Physical	0	2
Security	1	0
Special Management Inmates	2	1
Rights	4	0
Rules	5	0
Mail and Visiting	1	0
Reception	1	0
Money & Property Control	1	0
Classification	4	0
Ed. & Voc. Training	3	3
Library	0	1
Release	0	1
Totals	24	8

APPENDIX 6A.8

AVENEL

The Adult Diagnostic and Treatment Center (ADTC) in Avenel, New Jersey, was opened in 1976 for 190 minimum, medium and maximum security male, sex offenders. Programs include counseling for individuals inflicted with early childhood trauma, para-professional groups, therapy for the resident and his spouse/partner, sex education and therapy classes and drama. Vocational training is offered in video studio and electronics. Adult basic education and GED are offered on a 12-month basis. Mercer County Community College provides four courses and the supplemental education program provides evening instruction.

TABLE 6A.8 AVENEL - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	1	0
Personnel	2	0
Physical Plant	1	0
Security	1	0
Special Management Inmates	1	0
Rules	4	0
Mail and Visiting	1	0
Reception	1	0
Money & Property Control	1	0
Classification	0	1
Work Programs	1	0
Ed. & Voc. Training	0	2
Library	0	1
Recreation	1	0
Release	4	1
Citizen Involvement	1	0
Totals	20	5

APPENDIX 6A.9

NEWARK HOUSE

Newark House is a minimum security, pre-release center for adult offenders with a rated capacity of 40 and an average daily population of 30.

Nine of the 18 noncompliant items were designated as cost standards. Located in a converted nursing home, the house does not conform to building codes (2065-E), health codes (2066-E), local fire regulations (2067-E) and is not in good repair (2068-I). Noncompliance with Food Service standards covering health codes (2108-E) and conditions in the dining room (2111-E) are, also, a consequence of the physical plant.

TABLE 6A.9 NEWARK HOUSE - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	1	0
Fiscal Management	2	0
Facility	0	4
Food Service	1	2
Special Procedures	1	0
Records	2	3
Evaluation	1	0
Additional Standards	1	0
Totals	9	9

APPENDIX 6A.10

BUREAU OF PAROLE

The Bureau of Parole is comprised of a headquarters, nine district offices, a community residential facility in Jersey City and a parole office within each institution. Its 317 staff members are responsible for conducting parole and clemency investigations, release planning, parole supervision and conducting the "probable cause" section of the revocation process.

Services include: a National Alliance of Business/Department of Corrections program to link business leaders to ex-offenders; a community-based facility which assists residents with reentry; a Volunteers in Parole program utilizing citizens in supervisory, service and support capacities; and a project to provide 2,000 clients with emergency support, employment and educational assistance, and vocational counseling and placement.

TABLE 6A.10 BUREAU OF PAROLE - SUMMARY OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>No Cost</u>	<u>State Designated Cost Factors</u>
Administration	0	1
Personnel	0	2
Supervision	0	2
Totals	0	5

TABLE 6A.11

NEW JERSEY
NUMBER OF NONCOMPLIANT STANDARDS BY PROGRAM CATEGORY

<u>Standards Category</u>	<u>Annandale</u>	<u>Bordentown</u>	<u>Yardville</u>	<u>Avenel</u>	<u>Rahway</u>	<u>Trenton</u>	<u>Leesburg</u>	<u>Clinton</u>	<u>Total ^{a/} Cases</u>
Administration	8	2	5	1	4	6	6	0	32
Fiscal	4	1	0	0	1	0	1	2	7
Personnel	3	2	3	2	2	1	2	2	17
Training	11	6	10	0	6	10	12	6	61
Management Information	2	0	0	0	0	0	2	0	4
Research	3	0	0	0	0	2	3	0	8
Records	3	0	0	0	0	0	2	0	5
Physical Plant	3	2	1	1	5	6	1	2	21
Security	4	5	6	1	4	12	8	1	41
Supervision	1	0	1	0	0	0	2	0	4
Special Management Inmates	3	3	4	1	3	7	6	3	30
Food Services	1	0	0	0	0	0	2	0	3
Sanitation	1	1	1	0	1	2	2	0	8
Medical	1	0	1	0	1	1	4	0	8
Rights	7	3	3	0	6	4	3	4	30
Rules	4	4	4	4	5	5	4	5	35
Mail & Visiting	0	0	0	1	0	0	1	1	3
Reception	0	0	1	1	2	2	4	1	11
Money & Property Control	1	1	1	1	1	1	1	1	8
Classification	5	3	1	1	5	4	5	4	28
Work Programs	0	0	0	1	0	3	1	0	5
Ed. & Voc. Training	1	0	1	2	0	1	2	0	7
Library	1	0	3	1	8	0	0	1	14
Recreation	0	0	0	1	1	1	0	0	3
Social Services	0	0	1	0	0	0	0	0	1
Release	2	2	1	5	0	1	1	1	13
Citizen Involvement	2	0	1	1	0	0	10	0	14
Totals	71	35	49	25	55	69	85	32	421

^{a/} Total cases are the number of occurrences of non-compliance within each category.

APPENDIX 6B:

New Jersey Summary of Compliance Costs
by Subunit

TABLE 6B.1
ANNANDALE
SUMMARY OF COMPLIANCE COSTS

Standard	Total ^{a/}	Operating		Capital	
		Personnel	Other	Equipment	Facilities
<u>Training</u>					
4088-E Training Supervision	\$ 73,830	\$ 15,030	\$55,700	\$3,100	\$ N/A ^{b/}
4089-E Training of Trainers	1,150		1,150		
	(440/4510)	(440/4510)			
4090-E New Employee Training	4,000	4,000			N/A
4092-E Direct Contact (First Year)	8,800	8,800	-0-	N/A	N/A
4091-E Annual Training	} 83,500	83,500	-0-	N/A	N/A
4092-E Direct Contact (Annual)					
4093-E Administrative Training					
4099-E Continuing Education	32,000	-0-	32,000	N/A	N/A
4101-E Staff Library	2,380	-0-	1,880	500	N/A
<u>Physical Plant</u>					
4141-E Design Capacity	} 154,600/	-0-	N/A	N/A	154,600/
4142-I Cell Size					
4143-I Cell Furnishings					
4144-I Dormitories					
	803,740	90,940			712,800
	835,280/	181,880	N/A	N/A	653,400/
	1,107,580				925,700
<u>Special Management Inmates</u>					
4210-E Visits and Mail	7,600	7,600	-0-	-0-	-0-
4215-E Exercise	33,680	33,680	-0-	-0-	-0-
<u>Food Services</u>					
4234-E Weekly Inspection	(4,485)	(4,485)	-0-	N/A	N/A
<u>Library</u>					
4413-E Available Daily	10,160	10,160	-0-	-0-	-0-
Totals	\$1,234,180	\$331,850	\$90,730	\$3,600	\$ 808,000
TOTAL	to	to			to
	\$2,155,620	\$422,790			\$1,638,500
	(\$ 57,225)	(\$ 57,225)			

250

a/ Numbers in parenthesis are opportunity costs.

b/ "N/A" refers to not applicable.

TABLE 6B.2
YARVILLE
SUMMARY OF COMPLIANCE COSTS

Standard	Total ^{a/}	Operating		Capital	
		Personnel	Other	Equipment	Facilities
Administration					
4005-E Administrative Manual	\$ 1,260	(\$ 6,000)	\$ 1,260	-0-	N/A ^{b/}
Training					
4088-E Training Supervision	63,000	63,000 ^{c/}	-0-	-0-	-0-
4089-E Training of Trainers		NO INFORMATION PROVIDED			
4090-E New Employee Training	6,910	3,210	3,400	300	N/A
	(16,930)	(16,930)			
4090-E New Employee (First Year)	4,020	4,020	-0-	-0-	
4092-E Direct Contact (First Year)	(56,310)	(56,310)			N/A
4091-E Annual Training					
4092-E Direct Contact (Annual)	103,820	92,870	9,950	1,000	N/A
4093-E Administrative Training	(100,790)	(100,790)			
4094-E Training Committee	(1,260)	(1,260)	-0-	-0-	N/A
4101-E Staff Library	3,440	-0-	2,950	500	N/A
4100-E Training Evaluation	+	+	+	N/A	N/A
Physical Plant					
4142-I Cell Size	211,100	-0-	-0-		211,100
4148-I Cell Furnishings	9,600	-0-	-0-	9,600	N/A
Special Management Inmates					
4210-E Visits and Mail	5,520	2,520	-0-	-0-	N/A
4215-E Exercise	14,300 ^{d/}	14,300	-0-	-0-	N/A
Library					
4413-E Available Daily	15,050	15,050	-0-	-0-	N/A
4414-E Library Personnel					
Totals	\$435,020	\$194,970	\$17,560	\$11,400	\$211,100
	(\$181,290)	(\$181,290)			

a/ Numbers in parenthesis are opportunity costs.

b/ "N/A" refers to not applicable.

c/ Distributed to pre-service (\$15,000) and annual (\$48,000); other program costs assigned to type of training.

d/ Standard may be met with existing staff.

TABLE 6B.3

RAHWAY
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training</u>					
4088-E Training Supervision ^{c/}	\$ 34,320	\$ -0-	\$34,320	\$ -0-	\$ N/A
4089-E Trained Trainers	2,450	(1,037)	2,450	-0-	N/A
	(1,037)				
4090-E New Employee Training	11,750	11,750	-0-	-0-	N/A
	(5,410)	(5,410)			
252 4090-E New Employee (First Year)	23,490	23,490	-0-	-0-	N/A
4092-E Direct Contact (First Year)	(15,470)	(15,470)			
4091-E Annual Training					
4092-E Direct Contact (Annual)	187,960	187,960	-0-	-0-	N/A
4093-E Administrative Training	(73,760)	(73,730)			
4182-I Specially Trained Unit	3,500	2,390	1,060	50	N/A
<u>Physical Plant</u>					
4140-E Decentralized Units	162,800	151,250	1,550	-0-	10,000
4142-I Cell Size	8,753,960	363,760	-0-		8,390,200
4143-I Cell Furnishings	458,500	N/A	-0-	458,500	N/A
4144-I Dormitory Requirements	3,757,590	212,190	-0-	79,400	3,466,000
	to	to			
	3,818,220	272,820			
<u>Special Management Inmates</u>					
4215-E Exercise	17,490	3,390	-0-	N/A	14,100

TABLE 6B.3 (CONT'D)

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Classification</u>					
4382-E Administrative Segregation Review	\$ (960)	\$ (960)	\$ -0-	N/A	N/A
<u>Library</u>					
4409-E Library Services Provided	}	37,560	17,330	5,750	4,480
4412-E Supervising Staff					
4413-E Available Daily					
4414-E Library Personnel					
4415-E Determine Needs					
4417-I Minimum Provisions					
4418-E Interlibrary Loan					
<u>Recreation</u>					
4425-E Recreation Personnel	18,410	18,410	-0-	-0-	N/A
Totals	\$13,469,780	\$ 991,920	\$45,130	\$542,430	\$11,890,300
	to	to			
	\$13,530,410	1,052,550			
	(\$96,637)	(\$96,637)			

253

a/ Numbers in parenthesis are opportunity costs.

b/ "N/A" refers to not applicable.

c/ Includes the non-personnel costs for pre-service and first year training only. No estimates provided for annual, in-service training.

TABLE 6B.4

TRENTON
SUMMARY OF COMPLIANCE COSTS

Standard	Total ^{a/}	Operating		Capital	
		Personnel	Other	Equipment	Facilities
<u>Training</u>					
4088-E Training Supervision	\$ 43,030	\$ 32,030	\$ 3,050	\$ 6,950	N/A ^{b/}
4090-E New Employee Training	6,160	640	5,520	-0- ^{c/}	N/A
4090-E New Employee (First Year)	(7,110)	(7,110)			N/A
4092-E Direct Contact (First Year)	25,040	15,240	9,800	-0-	N/A
4091-E Annual Training	(18,470)	(18,470)			
4092-E Direct Contact (Annual)	269,080	189,450	79,630	-0-	N/A
4093-E Administrative Training	(78,490)	(78,490)			
4182-I Specially Trained Unit	24,160	14,940	4,000	5,220	N/A
<u>Physical Plant</u>					
4144-I Dormitories	0/330,540	0/90,940	-0-	-0-	0/239,600
<u>Special Management Inmates</u>					
4213-E Showers	35,200	35,200	-0-	N/A	N/A
4222-E Psychological Assessment		NO INFORMATION PROVIDED			
4382-E Administrative Segregation Review		NO INFORMATION PROVIDED			
<u>Sanitation</u>					
4244-E Waste Disposal	570	-0-	-0-	570	-0-
<u>Medical</u>					
4279-E Psychiatric Consultation		NO INFORMATION PROVIDED			
<u>Work Programs</u>					
4386-I Employment Opportunities		NO INFORMATION PROVIDED			
4387-I Job Market Relevance		NO INFORMATION PROVIDED			
Totals	\$403,240	\$288,500	\$102,000	\$12,740	-0-
	to	to			to
	\$733,780	\$379,440			\$239,600

a/ Numbers in parenthesis are opportunity costs.

b/ "N/A" refers to not applicable.

c/ A total of \$18,980 in Training equipment was excluded because it appeared it was based on cost per trainee rather than on an itemized list.

TABLE 6B.5

CLINTON
SUMMARY OF COMPLIANCE COSTS

<u>Standard</u>	<u>Total</u>	<u>Operating</u>		<u>Capital</u>	
		<u>Personnel</u>	<u>Other</u>	<u>Equipment</u>	<u>Facilities</u>
<u>Training</u>					
4088-E Training Supervision	\$ 17,890/	\$ 17,890/	-0-	\$ +	\$ -0-
4091-E Annual Training	22,570 ^{a/}				
4092-E Direct Contact (Annual)	67,220	67,220	-0-	-0-	-0-
<u>Physical Plant</u>					
4142-I Cell Size	53,900/	-0-	-0-	-0-	53,900/
4143-E Cell Furnishings	67,400				67,400
	4,800	-0-	-0-	4,800	-0-
<u>Special Management Inmates</u>					
4210-E Visits and Mail	2,100	-0-	-0-	-0-	2,100
4215-E Exercise	62,620/	8,620	-0-	-0-	54,000/
	89,620				81,000
<u>Library</u>					
4413-E Available Daily	24,880	24,880	-0-	-0-	-0-
Totals	\$233,410	\$118,610	\$-0-	\$4,800	\$110,000
	to	to			to
	\$278,590	\$123,290			\$150,500

255

a/ Related operating expenses (travel, fees, office supplies, etc.) are not included in this estimate.

TABLE 6B.6
NEW JERSEY -- SUMMARY OF COMPLIANCE COSTS BY ORGANIZATIONAL SUBUNIT

Subunit	Total	Operating		Capital	
		Personnel	Other	Equipment	Facilities
Annandale	\$ 1,234,180 to 2,155,620	\$ 331,850 to 422,790	\$ 90,730	\$ 3,600	\$ 808,000 to 1,638,500
Bordentown	1,237,110 ^{a/}	181,880	- 0 -	9,600	1,045,630
Yardville	435,030	194,970	17,560	11,400	211,100
Rahway	13,469,780 to 13,530,410	991,920 to 1,052,550	45,130	542,430	11,890,300
Trenton	403,240 to 733,780	288,500 to 379,440	102,000		- 0 - to 239,600
Leesburg	NO INFORMATION SUBMITTED				
Clinton	233,410 to 278,590	118,610 to 123,290	- 0 -	4,800+	110,000 to 150,500
Avenel	45,130	27,380	610	17,140	- 0 -
Newark House	171,755 to 426,755		465	1,290	170,000 to 425,000
Parole	297,800	297,800	- 0 -	- 0 -	- 0 -
Totals	\$17,527,435 to \$19,140,225	\$ 2,432,910 to \$ 2,680,100	\$256,495	\$603,000	\$14,235,030 to \$15,600,630
Training Program ^{b/}	\$ 1,016,953 to \$ 1,165,450	N/A	N/A	N/A	

a/ Bordentown did not submit information to estimate costs for other than capital items. Total includes \$44,690 for work initiated before accreditation.

b/ This estimate supplements those prepared by five units and should not be added to the total. See Chapter 2, Training Program, for an explanation of how it was derived.

TABLE 6B.7

NEW JERSEY -- SUMMARY OF COMPLIANCE COSTS

Standards Category	Total	Operating		Capital	
		Personnel	Other	Equipment	Facilities
Adult Institutions					
Administration	\$ 1,260	\$ -0-	\$ 1,260	\$ -0-	\$ -0-
Training	1,090,110 to 1,094,790	825,630 to 830,310	246,860	17,620	-0-
Physical Plant	15,503,610 to 16,829,720	1,000,020 to 1,242,530	1,550	561,900	13,940,140 to 15,023,740
Special Management Inmates	175,510 to 202,510	105,310	-0-	-0-	70,200 to 97,200
Sanitation	570	-0-	-0-	570	-0-
Ed. & Voc. Training	20,250	2,500	610	17,410	-0-
Library	112,530	92,300	5,750	4,480	10,000
Recreation	18,410	18,410	-0-	-0-	-0-
Release	135,630	90,940	-0-	-0-	44,690
Halfway Houses					
Facility	170,930 to 425,930	-0-	-0-	930	170,000 to 425,000
Food Services	425,930				
Records	825	-0-	465	360	-0-
Parole					
Administration	176,700	176,700	-0-	-0-	-0-
Personnel	121,100	121,100	-0-	-0-	-0-
Totals	\$17,527,435 to <u>\$19,140,225</u>	\$2,432,910 to <u>\$2,680,100</u>	\$256,495	\$603,000	\$14,235,030 to <u>\$15,600,630</u>
Training Program	\$ 1,016,953 to \$ 1,165,450				

APPENDIX 7A:
Glossary of Terms

APPENDIX 7A

GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

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

CEC Cost Factors, including:

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

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

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

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

CEC Cost Factors, including: (cont'd)

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

Purchase of Services - Contracting for services rendered.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Field Services - See Parole Agency.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

END