

STATE OF COLORADO

COLORADO DEPARTMENT OF CORRECTIONS

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Bill Ritter, Jr.
Governor

Aristedes W. Zavaras
Executive Director

November 1, 2010

Dear Citizens of Colorado:

The Colorado Department of Corrections respectfully submits its five-year Strategic Plan for your consideration.

The primary mission of the Department is to preserve and protect public safety for the citizens of Colorado; our five-year strategic plan reflects this mission. Our primary goal is to place the right offender in the right environment with the right resources. Managing the right offender in the right bed ensures the safety of the public, staff and offender population. It also provides the environment to allow offenders to take advantage of programs, treatment, and work-setting opportunities.

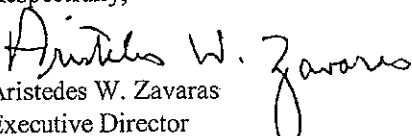
On September 1, 2010, Tower I at Centennial Correctional Facility (formerly known as Colorado State Penitentiary II) began housing administrative segregation offenders. This state-of-the-art prison expansion provides 316 additional high-custody beds for the offenders who are difficult to manage in other less restrictive prison settings. While this will alleviate the Department's immediate need for additional high security beds, additional funding may be requested in the future for the 632 beds that are vacant and ready for occupancy.

The number of Offenders with Serious Mental Illness (OSMI) continues to rise. The Department strives to maintain appropriate treatment to meet and address the specific needs of these offenders. The Department will dedicate 238 beds specifically for OSMI at Colorado State Penitentiary (190 beds) and Centennial Correctional Facility (48 additional beds). The specialized program being implemented at Colorado State Penitentiary allows for initial treatment and program compliance, with a step down program at Sterling Correctional Facility to allow for increased therapy, life skills training, and increased freedom of interaction between offenders. The goal of the program is to progress mentally ill offenders in Administrative Segregation to a general population setting. When an offender is close to community release, the program will also enhance a successful reintegration into the community.

The demand for community re-entry services continues to grow statewide. The Department implemented the Pre-Release program in FY 2008-09 and expanded to 19 DOC facilities in FY 2009-10. The 10-module prison pre-release programs continue into parole to provide support services for those parolees most in need of transition assistance and most at risk of returning to prison. Approximately 6,243 parolees and 4,081 offenders in facilities received community re-entry services during FY 2009-10.

We are proud of the dedication and professionalism of our staff. They are a highly trained and professional corps committed to protecting the citizens of Colorado. Our staff are instrumental in achieving the Department of Corrections' public safety mission.

Respectfully,


Aristedes W. Zavaras
Executive Director

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Strategic Plan

Colorado Department of Corrections

2010 - 2014

August 31, 2010



State of Colorado

Governor Bill Ritter, Jr.

Executive Director Aristedes W. Zavaras

Introduction

The Colorado Department of Corrections is responsible for the incarceration and supervision of offenders in secure settings as well as the management and supervision of offenders in community settings. While under Department jurisdiction, the Department provides to offenders opportunities for rehabilitation and change through programs, treatment, and work experiences.

It is the responsibility of the Department of Corrections (DOC) to:

- Manage, supervise, and control 21 correctional facilities, including the Youthful Offender System, operated and supported by the state.
- Monitor three privately operated prison facilities for contract compliance.
- Develop educational, vocational, and proven cognitive behavioral programs within state prisons that provide treatment and services and the necessary tools to improve successful reintegration of offenders into society.
- Develop programs and services for offenders under parole supervision to support reintegration and successful return to the community.
- Develop a systematic building infra-structure program to provide for projected, long-range needs of the facilities under the Department's control.
- Develop correctional industries programs within the institutions which have a rehabilitative or therapeutic value for offenders and which also supplies necessary products for state institutions and other public purposes, as provided by law.

The Department is organized into four major internal divisions which manage 39 Subprograms contained within eight Long Bill Groups.

The internal divisions are: 1) Director of Prisons; 2) Director of Administration and Finance; 3) Director of Adult Parole/Community Corrections & YOS; and the 4) Inspector General within the office of Executive Director.

Historically, the growth in the offender population with necessary caseload impacts is the primary factor driving the DOC budget. This population includes offenders who are housed in state-operated prisons, private prisons, and transition community corrections placements

An expanding population results in an increase in the number of offenders placed in community corrections and on parole. With the slowing growth of the prison system, the Department has experienced significant growth in the parole population. Community corrections allow offenders to transition to the community while still retaining offender status. Offenders assigned to community corrections are either placed in a halfway house or in an Intensive Supervision Program (ISP).

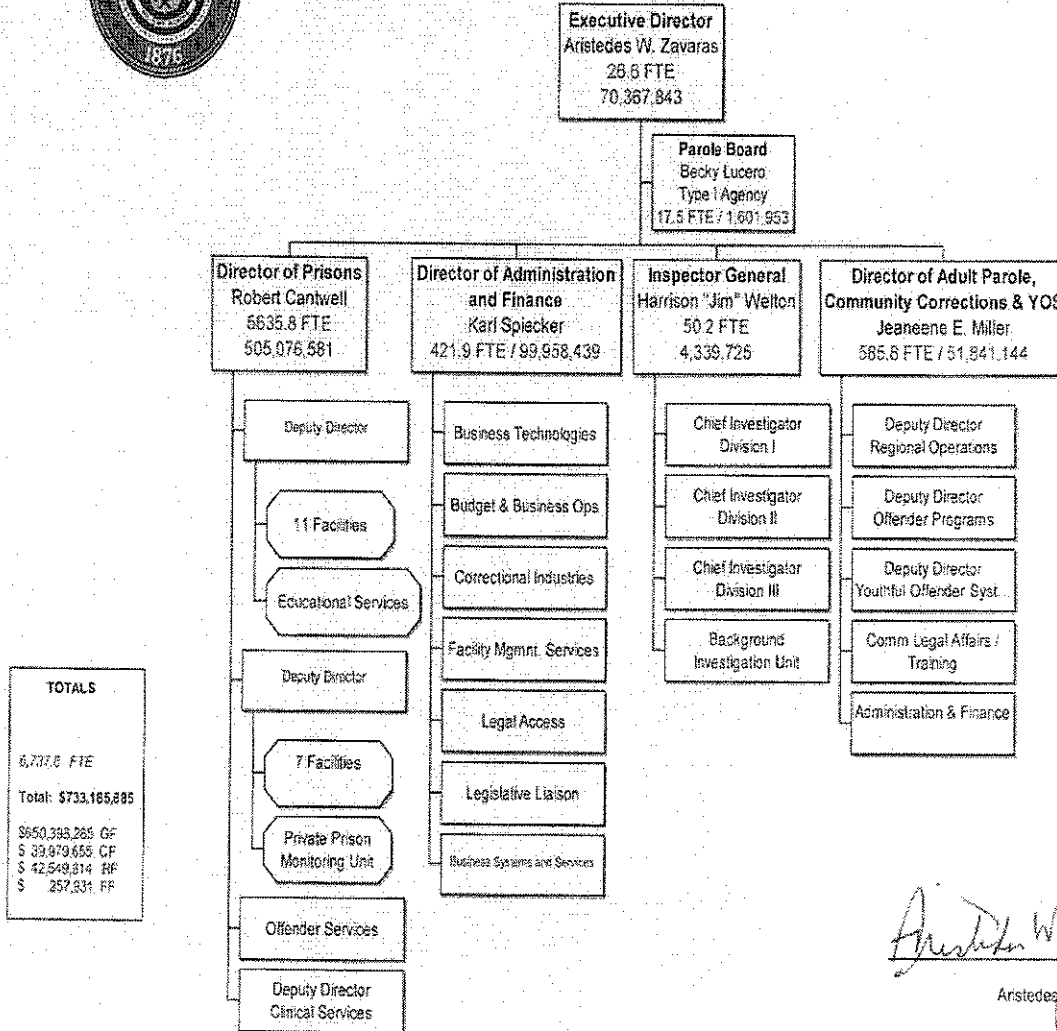
Statutory Authority

The Statutory Authority for the Colorado Department of Corrections is found in Title 17, Colorado Revised Statutes (2010).

Organizational Chart



COLORADO DEPARTMENT OF CORRECTIONS
Organizational Chart
August 2010



Mission Statement

The mission of the Colorado Department of Corrections is to protect the public through effective management of criminal offenders in controlled environments which are efficient, safe, humane, and appropriately secure, while also providing meaningful work and self-improvement opportunities to assist offenders with community re-entry through pro-social stabilization.

Value Statement:

Leadership and staff will partner with stakeholders, providers, and clients to reduce recidivism and restore a sense of safety to victims and the community.

- **Staff Development** – Provide professional training and development for all DOC staff, contract workers, and volunteers in order to achieve excellence.
- **Offender Management** – Provide programs, pre-release services, and education to develop skills, attitudes, and behaviors that will enhance offender management and re-entry to the community.
- **Community Relations** – Develop working partnerships with governmental agencies (federal, state, county, local) and faith and community based agencies.

To be a progressive and professional correctional system that achieves excellence by focusing on:

Public Service - Responding to stakeholders through partnerships with Colorado policy makers and local communities.

DOC Staff, Contract Workers, and Volunteers - Empowering DOC staff, contract workers, and volunteers at all levels and across all functions, working together as a team with trust, integrity, and supportive relationships that include a common vision, mission, and goals.

Development - Providing professional development for DOC staff, contract workers, and volunteers in order to achieve excellence.

Offender Management - Providing programs and real life work experiences to develop skills, attitudes, and behavior that enhance offender management and improve the opportunity for successful community reintegration.

Continuous Improvement - Continuously improving departmental operating and administrative systems to achieve consistency, efficiency, and excellence.

Inter-Governmental Relations - Developing working partnerships with state, local, and regional governmental agencies.

Vision Statement

The Colorado Department of Corrections' core mission remains public safety. Preparing offenders for re-entry to society and impacting recidivism contributes to the overall safety of the State's communities and the economic well-being. The Department continues to implement strategies and programs to impact the revolving door to prison.

The Department's objective is to ensure the *right* offender is in the *right* environment with the needed resources.

Prison Staffing: A safe secure prison setting fosters an environment in which offenders can progress through custody levels, programs, and treatment opportunities in preparation for returning to Colorado

communities. The Department has high turn-over ratios in the Officer classifications and is challenged to maintain staffing levels.

Offenders with Mental Illnesses (OMI): Thirty percent of prison admission in FY 2008-09 presented with serious mental health needs; mental health needs of female offenders are double (52%) those of males (25%). Of the offender population, 27% have been identified as an OMI with a serious mental health needs. Qualifying OMI diagnoses are those that are most likely to cause significant impairment, primarily major depressive disorders, bipolar disorders, schizophrenia, and organic mental disorders. The Department is challenged to meet the treatment needs of these offenders whether they are in prisons or supervised in community settings. Without adequate special needs bed capacity, OMI's are placed in the general prison setting where they are often disruptive and assaultive or may be prone to victimization. Under community supervision, these offenders struggle to secure employment, housing, and treatment.

Offenders with High Substance Abuse: Approximately 78% of the prison populations have been identified with moderate to severe substance abuse problems. Offenders with high substance abuse needs and high criminal risk represent the type of offender that benefits most from rehabilitative programs. The Department received funding in FY 2008-09 and FY 2009-10 for additional therapeutic communities which have a proven record in the reduction of recidivism. As a result, the Department is expanding therapeutic community treatment resources by establishing additional programs at Arrowhead Correctional Center, LaVista Correctional Facility, Buena Vista Correctional Facility, Trinidad Correctional Facility, and Arkansas Valley Correctional Facility. Intensive outpatient treatment continues to be offered at nearly all facilities.

Prison Bed Capacity: For 16 years, the Department has maintained a positive and productive partnership with private prison providers in Colorado. A public-private partnership benefits the citizens of Colorado by providing safe secure prison beds without the capital construction costs to build state prisons. An economic balance between state and private beds must be maintained in contract negotiations, enforcement, and compliance.

Community Re-Entry Programs and Pre-Release Services: In FY 2008-09 the Department received new spending authority to implement a Pre-Release Program which better prepares offenders for transition back to Colorado communities statewide. Pre-Release and Community Re-Entry provides a continuity of services that promotes personal accountability and responsibility for success in the community by offering evidence based practices, resources, and community collaborations to promote successful pre-release planning and community transition. The Pre-Release located in DOC facilities provides an evidence based curriculum focused on the ten known risk factors to recidivism. This program assists offenders in identifying critical barriers to successful re-entry, and identifies internal strengths and external resources to assist in the transition process. This is accomplished through the development of a transitional action plan in the areas of identification, housing, employment, transportation, money management, education, healthy lifestyles, family relationships and support systems, victim awareness and restorative justice, and living under supervision. Community Re-Entry works with case management, correctional education, and community parole officers to support the development and implementation of offender transition plans. These plans include support services which will provide the resources necessary to successfully transition the offender back to the community, function successfully on their own, modify resources and plans to adjust to changing environmental conditions, and enhance public safety. The average daily parole population increased 7% in 2009 over the prior year. To impact recidivism, programs and services must continue to expand to prepare the offender population for reintegration.

Community-based Supervision: The Department continues to develop community based residential and non-residential offender re-entry programs to maintain public safety relative to budget and staffing levels. Both residential and non-residential program alternatives are more cost-effective than prison and provide an opportunity for the offender to progressively re-enter the community. The Department's target is to maintain 11.5% of the offender population in Community Corrections programs in FY 2010-11: 7.0% to Community Supervision and 4.5% to Community Intensive Supervision Program (ISP).

Core Goals, Objectives, Performance Measures with Strategies

1. Protection

To protect the general public, DOC staff, contract workers, volunteers, and offenders by consistent supervision within appropriate environments with adequate security, safety, treatment, and programs corresponding to offender needs, classification, assignment, and special requirements.

Objective: Reduce the recidivism rate one percent per year for offenders returned to Colorado prisons within three years of release.

Performance Measure	Outcome	CY 2008 Actual	CY 2009 Actual	CY 2010 Actual	CY 2011 Appropriated	CY 2012 Request
		% Returned	% Returned	% Returned	% Returned	% Returned
Recidivism Rate - Offenders returned to a Colorado prison within 3 years of release	Benchmark*	51.4%	50.4%	49.4%	48.4%	47.4%
	Actual	53.2%	53.2	unknown	- unknown	unknown

*Benchmark established at 1% reduction annually using calendar year 2008 actual three-year rates (DOC Statistical report 2009 - dated June, 2010)

Strategy: In FY 2006-07, the Department created parole wrap-around services to support offender success in community supervision settings. In FY 2008-09 and FY 2009-10 parole wrap-around services, academic & vocational programs, and therapeutic community (TC) programs were increased in the effort to reduce recidivism. The parole wrap-around services and academic & vocational programs were reverted due to the decreased projected revenue forecasts. Drug and Alcohol funding was increased to fund additional TC beds.

Evaluation of Prior Year Performance: Because recidivism is tracked over a three year period, it is difficult to look at one year of results. The latest recidivism rate is a reflection of practices that occurred at least three years prior. The three-year Department recidivism rate has been on an increase since FY 2001-02 releases. However, one-year recidivism rates available in the FY 2008-09 Statistical Report indicate a trend towards decreasing recidivism rates for releases in 2008. This would coincide with the availability of recidivism reduction programs aimed at reducing recidivism rates.

Objective: Reduce the number of reportable incidents by 2% per year.

Performance Measure	Outcome	FY 2007- 08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
		Actual	Actual	Actual	Appropriated	Request
		Incidents	Incidents	Incidents	Incidents	Incidents
Reportable Incidents* per Fiscal Year	Benchmark**	2,140	2,097	2,055	2,014	2,014
	Actual	2,482	3,006	2,687	unknown	unknown

* Incidents include assault, sexual assault, fighting, use of force, murders, suicides, and deaths

** Benchmark established a targeted reduction of 2% of Reportable Incidents per calendar year beginning 2006 actual (DOC Statistical Report 2006 dated June, 2007).

Strategy: Managing the right offender in the right bed with the right resources is the foundation to the Department's public safety mission. Through adequate staffing levels in prisons, special needs/high custody beds, increasing programs, and expanding treatment services, the Department strives to provide safe prison settings and safe work environments for DOC staff.

Evaluation of Prior Year Performance: In January 2008, the Department upgraded its reportable incident system. The new system provides greater detail into the type of incident, number of offenders involved, and identification of trends or issues. The Department has not met its Benchmark. In part, the new reporting system has likely increased frequency and accuracy of incidents, which makes it appear as though incidents are increasing when it may in fact be due to better tracking.

Objective: Have 100% of beds needed for the number of High Custody and Special Needs Male Offenders.

Performance Measure	Outcome	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
		Actual	Actual	Actual	Appropriated	Request
		% of Beds	% of Beds	% of Beds	% of Beds	% of Beds
Percent of Bed Need* for High Custody & Special Needs** Male Offenders	Benchmark	100%	100%	100%	100%	100%
	Actual	44.4%	48.2%	61.0%	unknown	unknown

* "Bed Need" equates to the offender population served relative to the bed capacity (based on security and treatment needs).

** "High Custody" (Admin. Segregation & Close Custody): "Special Needs" (high-need Medical and Mental Health)

Strategy: Continue implementation of Bed Plan proposal for expansion and operation of State/Private Prison system, consistent with the projected offender population trends over a five-year planning period (by July 2011). Expand the High Risk Offender Management Program for male administrative segregation and close custody offenders to better manage the high risk offender return to a general population setting and community re-entry.

Evaluation of Prior Year Performance: In FY 2009-10, the inmate population decreased by only an average of 27 offenders per month. This decline in the prison population, coupled with the availability of private prison beds, has slightly improved placement options for offenders. However, there still remain bed needs for high custody and special needs offenders. During the FY 2009-10 legislative session, an expansion of high custody beds was approved and funded for the opening of one tower of Centennial Correctional Facility expansion. Furthermore, a unit for offenders with mental illness was approved for the existing CSP facility. These additional beds will help the Department to better meet the needs of high custody and special needs offenders.

2. Professionalism and Professional Development

To increase departmental efficiency and cost-effectiveness by recruiting, selecting, and training employees for positions that are commensurate with individual skills and abilities while ensuring that promotional opportunities are available for all staff through responsive and approved personnel procedures.

Objective: To have all the DOC facilities or units accredited by American Correctional Association (ACA) standards. Twenty-six ACA standards support required training for staff, recruitment, promotional, continuing education, training resources, and evaluation standards.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Appropriated	FY 2011-12 Request
		<u># of Facilities/ Units</u>	<u># of Facilities/ Units</u>	<u># of Facilities/ Units</u>	<u># of Facilities/ Units</u>	<u># of Facilities/ Units</u>
Number of DOC facilities or units accredited by the American Correctional Association	Benchmark*	28	28	28	28	28
	Actual	25	28	28	unknown	unknown
* Benchmark established at 100% of facilities/units						

Strategy: Maintain “Eagle” status with ACA which signifies Department-wide accreditation for all facilities and operational units.

Evaluation of Prior Year Performance: All facilities and units scheduled for re-accreditation during the previous year received accreditation by ACA. DOC earned the “Eagle” status during the January, 2009 ACA Conference. The “Eagle” status is awarded for agency-wide accreditation, a feat that has been accomplished by only fourteen states and the Federal Bureau of Prisons. In addition, a Joint Senate Resolution (SJR09-030) sponsored by Senator John Morse and Representative Bob Gardner was passed with unanimous vote from both the House and the Senate recognizing the Departments’ efforts.

3. Operational Cost Effectiveness

To maintain and improve management, operations, support services, and long-term private service partnerships, and demonstrate fiscal responsibility through budgeting and performance measures to ensure cost effective and efficient use of appropriated funds.

Objective: Ensure professional standards and ethics within all aspects of the Department, with the benchmark of no audit comments from the State Auditor.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-110 Appropriated	FY 2011-12 Request
		# of audit recom	# of audit recom	# of audit recom	# of audit recom	# of audit recom
Number of recommendations (recom) made by the state Auditor*	Benchmark	0	0	0	0	0
1. Control Deficiency	Actual	1	1	unknown	unknown	unknown
2. Significant Deficiency		0	0	unknown	unknown	unknown
3. Material Weakness		0	0	unknown	unknown	unknown

* The financial auditing standard defines three levels of internal control weakness that must be reported: 1. Control Deficiency is the least serious level of internal control weakness; 2. Significant Deficiency is a higher level of internal control weakness; and 3. Material Weakness is the most serious level of control weakness.

Strategy: Internal Control is a process affected by the Department's management team, designed to provide reasonable assurance of compliance with fiscal rules and state statutes and the reliability of financial reporting. Internal controls are designed, implemented, and monitored by the DOC Controller's Office for Department management to maintain proper control over the Department's assets. The Department enforces a code of ethics which helps deter unethical actions by all employees. The Department has an Internal Audit Department that tests internal controls and makes recommendations to improve any noted weaknesses. The Director of Administration and Finance, Controller, and Internal Audit Manager meet with the State Auditor's Office to review any recommendations. A plan of action is formulated for the respective department to improve internal controls in order to correct any noted weaknesses.

Evaluation of Prior Year Performance: In FY 2008-09, the Department had one control deficiency audit recommendation (the least serious level of internal control weakness). The recommendation resulted from the lack of a documented security access process to a software program utilized by Colorado Correctional Industries (CCi) to ensure that access rights are appropriate for each employee's job duties. CCi agreed with and implemented the recommendation, as they had already developed and implemented a specific policy authorizing and documenting the physical security access process.

4. Offender Program Accountability

To operate effective, efficient, and evidence based offender programs for treatment, education, employment, and re-entry with full accountability based on measured improvement in offender behavior and community re-entry.

Objective: Increase the number of offenders participating in statewide DOC Pre-Release Program by 1 percent each year.

Performance Measure	Outcome	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
		Actual	Actual	Actual	Appropriated	Request
		# of Offenders	# of Offenders	# of Offenders	# of Offenders	# of Offenders
Increase the projected number of offenders participating in the statewide DOC Pre-Release Program by 1.0 % each year	Benchmark	2,000	2,020	2,040	2,060	2,080
	Actual	unknown	1,716	3,193	unknown	unknown

Strategy: Preparing offenders for re-entry to society and impacting recidivism contributes to the overall safety of the State's communities and the economic well-being. To impact recidivism, an offender must have opportunities to receive programs and treatment. Pre-Release was designed on evidence-based practices that have determined increasing supports, networks, and resources around known risk factors to continued criminal behavior can reduce recidivism. Pre-Release is designed to prepare offenders transitioning into the community by targeting those known predictors of recidivism.

Evaluation of Prior Year Performance: Although there was a significant increase in the number of offenders participating in the statewide DOC Pre-Release Program only 888 offenders completed all ten modules of the program. A total of 13,755 offenders accessed services through the Pre-Release Resource Rooms. Challenges included vacant positions, program participation due to work schedules, and offender movement between facilities.

5. Educational Effectiveness

To contribute to the success of the Governor's priority initiatives of educational reform, reduced recidivism, and public safety by improving educational opportunities for a diverse offender population through academic, career, and technical education programs that are innovative, responsive, relevant, and can be measured for success.

Objective: To increase the percent of offenders released with a General Educational Development (GED) certificate.

Performance Measure	Outcome	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
		Actual	Actual	Actual	Appropriated	Request
		% of Offenders	% of Offenders	% of Offenders	% of Offenders	% of Offenders
Percent of offenders without high school diploma or GED who have completed GED programs in DOC	Benchmark	20.0%	20.0%	28.0%	25.0%	25.0%
	Actual	26.0%	24.8%	23.5%	unknown	unknown

Strategy: Education provides the foundation for offender re-entry. Increase the number of offenders in the Correctional Education program who are released with improved literacy, high school education, and marketable skills, in accordance with CRS 17-32-101 to 107. A GED

allows an offender to progress to vocational training, apprenticeships, and work opportunities with Colorado Correctional Industries. In FY 2010-11, the Division of Education will manage a GED master plan that calls on facilities to submit specific plans to increase the number of completed GED.

Evaluation of Prior Year Performance: The Department continues to be one of the leaders in the state in producing GED completers. In FY 2009-10, 1,231 offenders received GED certificates and over 6,000 offenders passed a required component of the GED test. While the percentage of completers dropped slightly, this can be attributed to two factors: 1) the recent emphasis the Department has placed on identifying individuals who are close to receiving completed certificates. As these individuals have obtained their certificates, the offenders replacing them in class have less educational background resulting in longer classroom stays and fewer completions. And 2) an increase in offenders entering the system that do not have high school diplomas or GED's. The new completion rate is still higher than the original benchmark figure but does fall short of the anticipated performance measure. Due to the nature of the students now entering GED programs, the Division of Education is revising the percentage measure to 25%.

6. Physical Plant Efficiencies

To build, manage, and operate facilities, services, and programs in an environmentally efficient and cost-effective manner consistent with gubernatorial policy, applicable statutes, regulatory agency requirements, building codes, and ACA accreditation standards.

Objective: To reduce energy consumption in gas, water, electric and sewer by 20% by FY 2011-12, in conjunction with other state agencies, as outlined by the Governor's Energy Office.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Appropriated	FY 2011-12 Request
		per K unit	per K unit	per K unit	per K unit	per K unit
Utility - Gas MMBTU of Total DOC Building Area	Benchmark	unknown	unknown	899,605	911,000	925,000
	Actual	937,089	932,240	853,237	unknown	unknown
Utility - Water Kgal of Total DOC Building Area	Benchmark	unknown	unknown	729,217	742,000	760,000
	Actual	759,601	772,362	733,929	unknown	unknown
Utility - Electric kWh of Total DOC Building Area	Benchmark	unknown	unknown	375,086	415,000	430,000
	Actual	390,715	381,124	390,000	unknown	unknown
Utility - Sewer Kgal of Total DOC Building Area	Benchmark	unknown	unknown	593,668	635,000	650,000
	Actual	618,404	582,194	627,399	unknown	unknown

Assumption: When Building Area Increases, Benchmark will be adjusted.

Strategy: Manage resources for maintenance of the Physical Plant to sustain facility maintenance operations impacted by cost escalation due to inflationary increases in maintenance contracts and maintenance supplies. Improve the condition of the DOC's buildings, as measured by the Facility Condition Index (FCI), through available Maintenance Subprogram funding for normal maintenance, as well as available Controlled Maintenance and Capital Renewal appropriations,

as well as utilization of Performance Contracting (which will assist in the reduction of consumptions within the DOC).

The Governor's Energy Office has adopted an alternative method of converting consumption on a per 1,000 basis as reflected in the chart above. This new method will allow the Department to provide comparisons of utility usage based on an existing tracking system to the new tracking system being implemented by the Governor's Energy Office. The Performance Contracting process is an ongoing process in three of the DOC facilities, which should greatly enhance reduction as required by Governor Ritters' Greening Initiatives. It's expected that these enhanced reductions will be reflected in FY 2011-12.

Evaluation of Prior Year Performance: FY 2009-10 resulted in reduced utility consumptions overall (with only a minor increase in sewer). There is an increase in FY 2010-11 benchmark, due to the projected completion of Centennial Correctional Facility expansion (formerly CSP II).

7. Information System Efficiencies

To maintain superior customer service and improve internal DOC communication and information systems by upgrading and maintaining reliable data infrastructure, hardware, software, and network systems with implementation based on standardized Department-wide accessibility and operational efficiencies.

Objective: To provide technology system services to DOC efficiently and effectively.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Appropriated	FY 2011-12 Request
		% of "uptime"	% of "uptime"	% of "uptime"	% of "uptime"	% of "uptime"
Major computer system "uptime" and usable	Benchmark	98.0%	98.0%	98.0%	98.0%	98.0%
	Actual	98.9%	99.5%	99.0%	unknown	unknown

Strategy:

Effectively plan and manage DOC main computer systems to ensure that the systems are available to DOC users 24 hours per day, seven days per week, except when normal scheduled down times are utilized.

Evaluation of Prior Year Performance:

The performance for the prior year has exceeded expectations. The DCIS/PCDCIS systems have been highly operational and available to DOC staff throughout the year.

8. Effective Community Supervision and Programs

To enhance public safety by managing offenders through an array of supervision strategies, interventions, and community program services that assist each offender transitioning to the community. This balanced approach to offender management provides a continuum of intervention strategies, while maintaining professionalism, and fiscal responsibility.

Objective: To increase the number of parolees receiving direct Community Re-Entry services by 2% starting in FY 2008-09.

Performance Measure	Outcome	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
		Actual	Actual	Actual	Appropriated	Request
		# of Parolees	# of Parolees	# of Parolees	# of Parolees	# of Parolees
Increase the number of parolees receiving critical and direct Community Re-entry services by 2.0 %	Benchmark	1,423	1,451	2,960	3,019	3,079
	Actual	3,439	5,025	6,243	unknown	unknown

Strategy: Community Re-Entry assists offenders preparing for a successful transition from prison back to the community. Community Re-Entry works with case management, correctional education, faith/community groups, and community parole officers to support the development and implementation of offender transition plans. These plans include support services which will provide the resources necessary to successfully transition the offender back to the community, function successfully on their own, modify resources and plans to adjust to changing environmental conditions, and enhance public safety. The focus of Community Re-Entry is on providing services to those offenders most in need of transition assistance and most at risk of returning to prison.

Evaluation of Prior Year Performance: In FY 2009-10, 6,243 parolees received direct Community Re-Entry Services; 2,408 offenders received help with their pre-parole plans; there were 3,297 new intakes; and 538 CMRC offenders received reintegration services. The Community Re-Entry Center located in Denver, had 11,666 sign in for services and case management. Expanded Community Re-Entry services at the Community Re-Entry Center include Orientation Classes, Computer Classes, and Employment I & II classes.

Evaluation of Success in Meeting Benchmarks

The Department continues to progress in meeting the goal to reduce recidivism while ensuring the safety of the public, staff, and offenders. Planning for re-entry back into the community begins the first day an offender is received in the Department. The Department has re-organized operations so that pre-release and re-entry programs are supervised by the Division of Adult Parole, Community Corrections, and YOS. Focus has been shifted without jeopardizing the core mission of public safety.

Recidivism is tracked over a three year period. New benchmarks were established based on the latest recidivism figures published in the FY 2009 Statistical Report. The reason for establishing the new benchmarks is a marked change in the statistical methodology used in calculating recidivism rates. Current data shows that 3-year recidivism rates have been on the rise for releases from 2003 to 2005. However, if 1- and 2-year recidivism rates are an indication of future trends, it appears the recidivism rates may be declining for offenders released in 2007 and 2008. This would coincide with the availability of programs for offenders that target recidivism reduction. Increased funding for programs such as therapeutic communities is expected to have a positive effect on recidivism lowering rates.

The Department established a Benchmark to reduce the number of reportable incidents by 2% starting in CY 2006. Previously, a reportable incident included assault, sexual assault, self-inflicted injury, use-of-force, murder, suicide, and death. However, self-inflicted injuries are no longer tracked with the new reportable incident system. Actual incidents increased from CY 2006 to FY 2008-09, although FY 2009-

10 showed a decrease. It should be considered that increase may have been due to the accuracy and frequency of incident reports may have improved with the new tracking system. Although data is insufficient yet to specifically determine the cause for the FY 2009-10 decrease, it is partly due to the declining inmate population. It is also hypothesized that programs such as the Department's incentive pods pilot project which is focused on reducing incidents may also be partly responsible. The Department is designing a study to better understand the relationship between the incentive pods and decreased incident reports.

The Department continues to experience a need in beds for High Custody and Special Needs offenders. High Custody refers to offenders who require administrative segregation or close custody. Special Needs refers to offenders who have high mental health needs. Currently, the Department is meeting slightly less than half of the needs for high custody and special needs beds.

The Department's Benchmark for Professionalism and Professional Development was to receive the American Correctional Association (ACA) Golden Eagle Award, which signifies that all aspects of the agency are fully accredited. At the end of FY 2008-09, DOC earned the Eagle award from ACA by accrediting the entire Department. This was achieved by earning accreditation for all of the Department's correctional facilities, headquarters, training academy, correctional industries, adult boot camp, parole, community correction, therapeutic community programs, and youthful offender system. In addition a Joint Senate Resolution (SJR09-030) sponsored by Senator John Morse and Representative Bob Gardner was passed with unanimous vote from both the House and the Senate recognizing the Departments' efforts. The resolution encourages the continued best practices of DOC in the maintenance of accreditation for every component within its area. Maintaining ACA accreditation is a key component for ensuring professionalism and professional development within the Department as it requires training of at least 120 hours during the first year of employment and an additional 16 or 40 hours, dependent on job assignment, each subsequent year of employment.

The Department's Benchmark for Operational Cost Effectiveness is measured by the number of recommendations received within the State of Colorado Statewide Single Audit. The financial auditing standard defines three levels of internal control weaknesses that must be reported: control deficiency, significant deficiency, and material weakness. A control deficiency is the least serious level of internal control weakness. A significant deficiency is a higher level of internal control weakness that adversely affects the entity's ability to initiate, authorize, record, process or report financial data reliably. A material weakness is the most serious level of internal control weakness, and is a significant deficiency that results in more than a likelihood that a material misstatement of the financial statements will not be prevented or detected. The DOC received only one control deficiency and has implemented controls to eliminate the deficiency. The DOC Budget Office, Controller, auditors, and business office staff work closely together to ensure the operational cost effectiveness of the Department.

The Department's Benchmark for Offender Program Accountability is to increase the number of offenders participating in statewide DOC Pre-Release Programs by one percent each year. The Pre-Release Program consists of three components: 1) Pre-Release class and curriculum, 2) Resource Room, and 3) Pre-Release and Outreach counseling. Three Pre-Release Specialists are assigned to multiple facilities. Class enrollment is based on availability; education classes and facility employment take precedence over Pre-Release classes.

Based on previous years' successes the Department's Benchmark goal for Educational Effectiveness had been raised to 28% for offenders who have completed DOC GED programs. Due to an increase in the number of offenders who entered the system without high school diplomas or GED's and also due to the lower educational level of new offender students entering GED programs, the Department did not meet its expected performance measure but did exceed its previous benchmark of 20%. Because of the factors listed above the DOC Division of Education is revising its expected measure to 25%. The commitment of the DOC to release offenders with improved literacy, education, and marketable skills provides the

foundation for a successful re-entry program. In FY 2009-10, 1,231 offenders received GED certificates and over 6,000 offenders passed at least one component of the GED test.

The Department's Benchmark for Physical Plant Efficiencies embraces Governor Ritter's Greening Initiatives and has adopted an alternative method of converting consumption on a per 1,000 basis. This allows the Department to provide comparisons of utility usage based on an existing tracking system to the new tracking system being implemented by the Governor's Energy Office. Due to the conversion of consumption on a per 1,000 basis, the DOC will be able to accurately monitor utility usage to compare to Benchmarks at the end of FY 2008-09.

The Department Benchmark for Information System Efficiencies is 98% "uptime" for major computer systems. The actual "uptime" for FY 2009-10 was 99.0%, an increase of 1.0% over the Benchmark. Because the Department facilities operate 24/7/365, it is critical that the DOC computer systems are available for use with minimal downtime. The DOC computer systems not only provide the necessary technology in order to complete daily tasks, but are also critical to the safety and security of the DOC. In addition Information Systems has upgraded hardware allowing the DOC to conduct business in an energy efficient status using less power and cooling. Information Systems has also upgraded various applications used department wide, such as In-Cell services and an updated World Wide Web site.

The Department's Benchmark for Effective Community Supervision and Programs reflects a benchmark to increase the number of parolees receiving critical and direct Community Re-Entry services by 2% each year. Community Re-Entry and Case Management staff have increased their collaborative efforts on pre-parole housing plans which have increased the Community Re-Entry caseloads. Additionally, Community Re-Entry has initiated Orientation Classes, Employment Classes, and Computer Classes for all new parolees released to the community at the Community Re-Entry Center. It is anticipated that the number of offenders receiving critical and direct services will remain stagnant since no new Community Re-Entry Specialists are expected to be hired in the near future.

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