



Department of Corrections

FY2015 Annual Performance Evaluation (October 2015)

Strategic Policy Initiatives

The Department of Corrections has identified several strategic policy initiatives for FY 2014-15 and beyond. For this performance evaluation, the Department has updated progress on the selected initiatives used in the November 3, 2014 Annual Performance Report that best captures some of the Department's strategic and operational priorities, and reflects the overall direction as identified by Department leadership. The updates reflect data as of June 30, 2015. Additional detail for these, and other, strategic policy initiatives is available in the Department's Performance Plan, which may be accessed [here](#).

Restrictive Housing Maximum Security Status Reform (Previously known as "Administrative Segregation Reform")

The DOC achieved its goal of ensuring offenders in restrictive housing maximum security status was less than 2% with the DOC reporting 0.8%. On July 1, 2014, "administrative segregation" was replaced with "restrictive housing maximum security status," which has two primary differences; specific criteria for placement and definitive time frames (up to 12 months), depending upon behavior. The DOC's policy also provides procedures for placement and progression of offenders on this status, to include: a process to ensure seriously mentally ill offenders who commit acts defined by this policy are assessed/reviewed by mental health to determine if the acts were caused by the mental illness; a referral to a residential treatment program as an alternative placement; and incorporating a progressive management component utilizing an incentive-based model that allows offenders to receive additional privileges. Every attempt is made to ensure offenders will not release directly to the community from restrictive housing maximum security status.

Intensive Supervision Program (ISP) Contact Standards for Parolees

The DOC fell short of its goal of new crime revocations at 8.3% with the DOC registering 10%. With limited resources, funding, available treatment, and manpower, it is critical to focus supervision and management on parolees with the highest needs, and this can be most effectively accomplished through the Risk-Need-Responsivity (RNR) supervision model. The RNR is an evidence-based model through which parolees' criminogenic needs have been identified such that the level of service and treatment matches the risk of re-offense. DOC has set contact standards based on a validated risk assessment. Supervision and accountability are based upon evidence-based practices devoting more resources to highest risk offenders. **Justification:** It is the goal of supervision to ensure there are no new victims. The division has partnered with local law enforcement and federal agencies to immediately respond to gang and gun violence. Using technology, these crimes are solved more quickly and with a higher rate of case closure. Also, the ISP failure percentage may be impacted by the success of the fugitive unit in capturing high risk parolees. The division continues to work to reduce ISP failures.

Program Consistency and Case Planning

The DOC achieved its goal of successful Prison Rape Elimination Act (PREA) audits at 66% with the DOC attaining 100%. DOC has implemented an evidence-based approach to case management. Colorado Transitional Accountability Plan (CTAP) utilizes a risk/needs assessment to identify criminogenic needs and develop individual case plans for offenders. The assessment assists the case manager and offender in having meaningful, collaborative dialog regarding programming needs and re-entry planning. CTAP has aided the DOC in identifying training needs for staff, identifying areas for expansion of evidence-based programs, and assisting with the design of a centralized offender management system.



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Use of Electronic Monitoring for Parolees

The DOC fell short of its goal of ISP program parolee failures at 19.5% with the DOC recording 22%. DOC established initiatives supporting National Institute of Corrections recommendations for parolee monitoring. In FY14, a process to review ISP/electronic monitoring decision-making and imposition was created, and the policy for intensive supervision was updated in June 2014. DOC set criteria based on a validated risk assessment, institutional behavior, and criminal conviction to establish a matrix of offenders placed on ISP and electronic monitoring, and the length of time on ISP. **Justification:** Adult Parole works with local law enforcement and federal agencies to immediately respond to gang and gun violence. Also, the 2-hour response to strap tampers may impact the technical parole violation figures along with the success of the fugitive unit in capturing high risk parolees.

National Institute of Corrections (NIC) System Mapping Analysis

The DOC did not achieve its goal of eligible offenders releasing with a state ID at 60% with the DOC reporting 51%. Offender success can be positively impacted by focusing on individual programming needs and re-entry efforts. DOC has reduced offender movement to aid offenders in completing programs; improved re-entry services by ensuring offenders are released from prison with a state ID; made programs available in facilities; and utilized an inter-departmental steering team to guide re-entry initiatives. **Justification:** Before December 2014, state IDs were mainly ordered via Department of Revenue’s (DOR) online renewal process (allowing one renewal), resulting in 45% of offenders releasing with state IDs. In December 2014, DOR driver’s license offices were implemented at Denver Reception and Diagnostic Center and Colorado Territorial Correctional Facility. The DOC did not meet the 60% goal for the entire fiscal year, but there has been a steady increase of offenders releasing with state IDs (May = 62%; June = 63%) since the implementation of the DOR facility-based driver’s license offices.

Operational Measures

Major Program Area – Behavioral Health

Process - Provide sex offender treatment and assessment services to offenders

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Number of successful treatment completions per sex offender treatment criteria	N/A	103	148	68	104	117	150	200

Several challenges kept the SOTMP from meeting its goal. The SOTMP did not facilitate enough treatment groups needed to meet this projection, in part due to difficulty in filling treatment provider vacancies. There were between 19-22 vacancies in FY15. The SOTMP completed the implementation of programmatic revisions in June 2015 and continues to revise the treatment curriculum as additional barriers to offender treatment progress have been identified. The SOTMP continues to review the program to ensure efficient and effective treatment services.

Major Program Area – Colorado Correctional Industries

Process - Employ offenders and teach marketable skills through CCI businesses

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Offenders employed at CCI	1,516	1,515	1,567	1,588	1,670	1,670	1,700	1,700

The DOC achieved 98% of its goal. A delay in a coffee roasting program (15 offenders), a game bird program temporarily put on hold (five offenders), and the fiberglass program in danger of being closed down due to lack of workload (ten offenders) factored into not meeting DOC’s goal.



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Major Program Area – Community Corrections and Community Corrections ISP

Process - Refer offenders to community corrections boards and community corrections facilities

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Total number of community corrections referrals processed	27,622	23,547	26,367	17,825	24,862	24,862	26,991	28,880

The DOC achieved 92% of its goal for this measure. The DOC is finalizing its evaluation of the referral process for offenders to successfully transition from prison to community corrections and then parole. The DOC is committed to ensuring the local community corrections boards are reviewing the appropriate offender population pool for transition to community corrections and then ultimately parole supervision. The goal is offender success for re-entry and public safety.

Process - Supervise community corrections offenders

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Percent of offenders on electronic monitoring in a six month period; July 1 to December 31, and January 1 to June 30	87.0%	88.0%	95.0%	92.0%	93.0%	93.0% *	90.0%	92.0%

* Percentage for entire fiscal year.

Major Program Area – Parole and Parole ISP

Process - Assess parolees' risks and needs

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Percent of parolee Level of Service Inventory-Revised (LSI-R) re-assessments completed every six months	90.0%	89.0%	96.0%	94.0%	94.0%	94.0%	92.0%	95.0%

Process - Supervise and respond to parolee violations

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Rate of intermediate sanctions as compared to revocations back to prison	22,055:4,532	25,483:5,409	24,229:5,136	18,711:3,497	25,906:4,718	25,906:4,718	25,500:4000	26,500:3800

Adult Parole re-examined the 1- and 3-year goals previously provided and revised them to reflect a more accurate rate. The number of intermediate sanctions is on target to goal and should have been even higher based upon the higher number of revocations. However, overall, the division reached an 18% rate of revocation to violation whereas in the previous two fiscal years the rate was 21%. Moving forward, Adult Parole wants to focus on the rate of intermediate sanctions and percentage to revocation as it applies to the overall parole population versus comparing aggregate numbers.



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Process - Match parolees with available services

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Percentage of offenders receiving ISP support services	34.0%	31.0%	33.0%	32.0%	35.0%	35.0%	35.0%	38.0%
Percentage of offenders receiving ATP support services	22.0%	24.0%	26.0%	27.0%	29.0%	29.0%	26.0%	30.0%
Percentage of offenders receiving TASC support services	53.0%	56.0%	58.0%	52.0%	62.0%	62.0%	56.0%	60.0%
Percentage of offenders receiving psychotropic medication support services	9.0%	7.0%	4.0%	Tracked annually	*	3.0%	6.0%	6.0%
Percentage of offenders receiving housing support services	12.0%	11.0%	11.0%	11.0%	13.0%	13.0%	10.0%	12.0%

Major Program Area – Pre-Release and Community Re-Entry

Process - Pre-release delivery of the 10 program modules one-on-one services, career and community resource center

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Number of inmates who have completed the pre-release class	N/A	969	957	715	960	1,057	1,090	1,211

Adult Parole has achieved 97% of the 1-year goal. Factors impacting the results may include delays in the expected expansion of the pre-release program, including but not limited to, opening pre-release classrooms in private prisons and opening an additional pre-release classroom at Limon Correctional Facility. The challenges encountered in the program expansion have been resolved and the division is confident in meeting the 3-year goal.

FY2016 Performance Plan

FY 2016 Strategic Policy Initiatives

It was with full consideration that four new SPIs were chosen for the FY 2016 performance plan that define the path to successful offender reintegration into society. With that said, as with the FY15 plan, parole continues to be a top priority for the Department. Three SPIs are dedicated to parole in FY16. The Department is implementing innovative solutions to enhance offender success on parole. The other SPI for FY16 entails re-entry services for offenders prior to their release from facilities. It is believed that starting the re-entry process while an offender is still incarcerated in a facility will further enhance that offender’s success once released into society.

FY 2016 Strategies and Operational Measures

When reviewing the FY2015 performance plan, several observations were made that influenced the Department’s focus for FY16. The Department has met its many goals and has become a national leader in regard to restrictive housing maximum security status. The Department also saw success in regard to program consistency and case planning. However, the Department was cognizant of the need for advancement in parole objectives; therefore, those areas in the FY15 plan were carried forward to the FY16 plan and were rewritten to include new ideas to improve parolee success in society.