

**Strategic Policy Initiatives**

The Department of Corrections has identified four strategic policy initiatives for FY 2015-16 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY2016 Performance Plan that capture the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of June 30, 2016. Additional detail for these and other strategic policy initiatives is available in the Department's Performance Plan, which may be accessed [here](#).

**Re-Entry Units/Pods in Correctional Facilities**

The DOC **achieved its goal** of implementing re-entry units/pods in 12 level II, III, and IV state correctional facilities, along with private facilities, by September 1, 2015, to bridge the gap between transition from facilities to the community. The Department has implemented 18 re-entry units/pods within 12 state and 3 private facilities. Re-entry units/pods provide releasing offenders with tools and resources necessary to facilitate a fluid transition to the community and to promote successful reintegration. The Department is accomplishing this by continuing to: develop collaborative partnerships with governmental and private entities to identify resources that will enable offenders to successfully release back into the community; implement programs in the re-entry living units/pods to enhance offender motivation, problem solving, and thinking processes; and use employability screening to ensure offenders are engaged in meaningful employment after release.

**Technical Parole Violators**

Recidivism is reported on a calendar year basis; therefore, the rate for the end of calendar year 2016 will not be available until early 2017. The DOC's goal was to reduce the percentage of technical parole violators (TPVs) from 32% to 25% by June 30, 2016. The DOC utilizes a proactive approach using case management and intervention skills, which focus on successful outcomes for parolees. The Department has increased the use of intermediate sanctions for parolees; implemented a parolee positive reinforcement program in conjunction with the Colorado Violation Decision Making Process; and implemented an in-jail Vivitrol program for TPVs, along with providing cognitive behavioral therapy and medicated assisted therapy. **Explanation:** Recidivism includes those who return to an inmate status or to prison within three years of release for new crimes or a technical violation of parole, probation, or non-departmental community placement. The TPV rate for calendar year (CY) 2015 was 34.5%. Although this rate increased from CY14, it should not be assumed that this initiative is failing. The cohort for the CY15 rate is based on CY12 releases. This initiative was put into action in mid-to-late 2015; therefore, the strategies used in this initiative would have little or no impact on this cohort.

**Intensive Residential Treatment Beds for Parolees**

The DOC did not meet its goal to expand the number of intensive residential treatment (IRT) beds for parolees by opening a minimum of 50 beds by June 30, 2016. The DOC had an additional goal of a maximum of 75 beds by June 30, 2017. Intensive residential substance abuse treatment and aftercare in a community setting assists parolees in avoiding revocation and supports successful reintegration. The DOC hoped to accomplish this by implementing Senate Bill 15-124 fiscal note, which appropriated 48 IRT beds for parolees, along with collaborating with the Division of Criminal Justice on a request for proposal for an additional 48 IRT beds for FY17; and seeking to gain an additional 36 IRT-type beds by exploring alternatives to IRT with different organizations. **Explanation:** The DOC chose this initiative to ensure that a sufficient number of IRT beds would be available to parolees who are in need of intensive residential substance abuse treatment by requesting expansion of IRT beds. However, because this initiative was outside the DOC's scope of authority, the Department could not ensure the success of the initiative.

**Parolee Intensive Supervision Program Failures**

The DOC **achieved its goal** of reducing the percentage of parolee intensive supervision program (ISP) failures from 22% to 19.5% by June 30, 2016, with the DOC posting 15.6%. The intent of reducing ISP failures is to improve public safety and re-entry outcomes through a proactive approach using case management and linking incentives with intermediate sanctions. The Department has implemented a parolee positive reinforcement program in conjunction with the Colorado Violation Decision Making Process; linked risk to the appropriate supervision and contact level, also referred to as "dosage"; and implemented a program that provides a pathway for parolees to earn early transition to general parole supervision through ISP program compliance.



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FY2015-16 Annual Performance Evaluation (October 2016)**

**Operational Measures**

**Implement Re-Entry Living Units/Pods  
Major Program Area – Housing and Security  
Prison Operations – provides direct staff and offender interaction**

Measure	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	FY16 Actual	1-Year Goal	3-Year Goal
Implement re-entry units/pods in 12 level II, III, and IV state correctional facilities, along with private facilities, by September 1, 2015	N/A	N/A	N/A	12 <sup>1</sup>	Same (initiative complete)	Same (initiative complete)	Same (initiative complete)	12	12	12
Number of collaborative relationships developed with governmental and community participants that facilitate resources for offenders through a process of in-reach	N/A	N/A	N/A	99	88	76	125	388	300	500
Number of in-reach functions	N/A	N/A	N/A	101	189	135	201	626	450	1,000
Number of offender contacts through in-reach services	N/A	N/A	N/A	976	1,032	1,676	1,758	5,442	3,000	9,000
Number of offenders released from prison and use (on some level) community partners	N/A	N/A	N/A	102	55	77	228	462	250	750
Number of program completions	N/A	N/A	N/A	380	395	441	359	1,575	1,500	3,000
Number of facilitated family contact events	N/A	N/A	N/A	57	51	88	37	233	200	600
Number of complete portfolios	N/A	N/A	N/A	159	137	133	237	666	500	1,500

N/A = Not applicable – new program

<sup>1</sup>The Department has implemented 18 re-entry units/pods within 12 state and 3 private facilities.

**Reduce Technical Parole Violators  
Major Program Area – Adult Parole  
Community Parole Officers – provide supervision to parolees as regular or ISP parole clients**

Measure	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	FY16 Actual	1-Year Goal	3-Year Goal
Reduce the percentage of technical parole violators (TPVs) from 32% to 25% by June 30, 2016 <sup>1</sup>	33.5%	32.2%	34.5%	Not available	Not available	Not available	Not available	Not available	25%	22%
Number of jails participating	N/A	N/A	N/A	3	11	16	20	20	18	30
Number of jail bed days	N/A	N/A	N/A	127	1,040	1,113	1,449	3,731	11,660	31,680
Number of weekly arrests for revocations	N/A	N/A	N/A	103	49	53	55	60	<90	<45
Number of staff trained	N/A	N/A	N/A	242	242	659	281	1,424	275	30
Number of prompts generated by electronic case management program (CWISE) that the CPO receives to give positive reinforcement at appropriate milestones <sup>2</sup>	N/A	N/A	N/A	Not available	Not available	~34,000	27,056	~61,056	112,500	500,000
Number of CPO completions of incentives/positive reinforcements	N/A	N/A	N/A	Not available	Not available	1,001	11,743	12,744	67,480	375,000



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Number of population that meets MAT criteria	N/A	N/A	N/A	45	Not available <sup>3</sup>	Not available <sup>3</sup>	Not available <sup>3</sup>	Not available <sup>3</sup>	365	595
Number of eligible population receiving MAT/CBT	N/A	N/A	N/A	16	Not available <sup>3</sup>	Not available <sup>3</sup>	Not available <sup>3</sup>	Not available <sup>3</sup>	91	200

N/A = Not applicable – new program

<sup>1</sup> Recidivism is reported on a calendar year (CY) basis to be consistent with Association of State Correctional Administrators standards and national prison surveys. Percentages above are CY12, CY13, CY14, and CY15.

<sup>2</sup> Positive reinforcements were implemented during the month of March (3/8/2016) and the process had to be refined after implementation; thus, the number may not provide an accurate comparison for future months. Positive reinforcements include the total for all parolees.

<sup>3</sup> Numbers could not be verified; therefore, they were not reported.

#### Expand Number of Intensive Residential Treatment Beds for Parolees Major Program Area – Adult Parole

##### Community Parole Officers – provide supervision to parolees as regular or ISP parole clients

Measure	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	FY16 Actual	1-Year Goal	3-Year Goal
Expand the number of intensive residential treatment (IRT) beds for parolees from 125 beds to a total of 250 beds over the next two fiscal years by opening a minimum of 50 beds by June 30, 2016, and an additional maximum of 75 beds by June 30, 2017	125	125	125	125	125	125	125	125	175 <sup>1</sup>	250 <sup>1</sup>
Number of new beds through DCJ	N/A	N/A	N/A	0	0	0	0	0	48	48
Waitlist for IRT beds once DCJ has award contracts	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	120 days	30 days
Length of time until relapse for parolee after program completion	N/A	N/A	N/A	Not available	Not available	Not available	Not available	Not available	90 days	180 days
Percent of offenders who successfully complete IRT program	N/A	N/A	N/A	Not available	Not available	Not available	Not available	Not available	75%	95%
Number of new beds through alternative sources	N/A	N/A	N/A	0	0	0	0	0	5	36
Number of eligible population receiving MAT/CBT	N/A	N/A	N/A	153	Not available <sup>2</sup>	Not available <sup>2</sup>	Not available <sup>2</sup>	Not available <sup>2</sup>	90	180

N/A = Not applicable – new program

<sup>1</sup> Total beds

<sup>2</sup> Number could not be verified; therefore, it was not reported.

#### Reduce the Percentage of Parolee Intensive Supervision Program Failures Major Program Area – Adult Parole

##### Community Parole Officers – provide supervision to parolees as regular or ISP parole clients

Measure	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	FY16 Actual	1-Year Goal	3-Year Goal
Reduce the percentage of parolee intensive supervision program failures from 22% to 19.5% by June 30, 2016	19.4%	21.5%	22% (21.7%)	FY16 not available until 8/2016	FY16 not available until 8/2016	FY16 not available until 8/2016	FY16 not available until 8/2016	15.6%	19.5%	17%



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Number of prompts generated by electronic case management program (CWISE) that the CPO receives to give positive reinforcement at appropriate milestones <sup>1</sup>	N/A	N/A	N/A	Not available	Not available	~34,000	27,056	~61,056	14,625	50,000
Number of CPO (with ISPP caseload) completions of incentives/positive reinforcements	N/A	N/A	N/A	Not available	Not available	1,001	11,743	12,744	3,605	37,500
Number of newly released parolees placed on ISP up to 180 days	N/A	N/A	N/A	Not available	Not available	Not available	Not available	Not available	780	85
Number of newly released parolees placed on ISP up to 120 days	N/A	N/A	N/A	Not available	Not available	Not available	Not available	Not available	223	375
Number of newly released parolees placed on ISP up to 90 days	N/A	N/A	N/A	Not available	Not available	Not available	Not available	Not available	110	390
Number of parolees who progress to general parole supervision from ISP supervision at 50% of the parolee's time in the ISP Program	N/A	N/A	N/A	Not available	Not available	Not available	Not available	Not available	135	183
Number of parolees who progress to general parole supervision from ISP supervision at 75% of the parolee's time in the ISP Program	N/A	N/A	N/A	Not available	Not available	Not available	Not available	Not available	275	329
Number of parolees who progress to general parole supervision from ISP supervision at 100% of the parolee's time in the ISP Program	N/A	N/A	N/A	Not available	Not available	Not available	Not available	Not available	495	219

N/A = Not applicable – new program

<sup>1</sup>Positive reinforcements were implemented during the month of March (3/8/2016) and the process had to be refined after implementation; thus, the number may not provide an accurate comparison for future months. Positive reinforcements include the total for all parolees.

**FY2016-17 Performance Plan**

**FY 2017 Strategic Policy Initiatives**

During FY16 the DOC selected four new strategic policy initiatives. They were based on innovative strategies to better assist offenders to successfully reintegrate into society. However, because the initiatives or the operations tied to them were new, the DOC chose to retain much of the plan for FY17. This will ensure data can be further collected to gauge the effectiveness of the initiatives. When evaluating the FY16 plan, it was determined that the DOC could not obtain metrics for two of the parole initiatives; therefore, they were omitted from this year's plan and a new parole initiative was added.

**FY 2017 Strategies and Operational Measures**

When reviewing the FY16 performance plan, the Department recognized the need to maintain its focus on successful reintegration of offenders into society for FY17. The Department is cognizant of the need for programs and support for offenders who are re-entering into a community setting. The Department has seen success with its strategies and operational measures tied to the re-entry program. The Department also continues to focus on offenders on parole, employing strategies to supply parolees with opportunities to succeed on parole and to ensure parolees obtain stable housing to increase successful parole outcomes.