Strategic Policy Initiatives

The Department of Corrections has identified three strategic policy initiatives for FY 2016-17 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY2017 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, 2017.

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 Department of Corrections implemented 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 by providing releasing offenders with tools and resources necessary to facilitate a fluid transition to the community and to promote successful reintegration. The Department has been dedicated to developing collaborative partnerships with governmental and private entities to identify resources that will enable offenders to successfully release back into the community; implementing programs in the re-entry living units/pods to enhance offender motivation, problem solving, and thinking processes; and developing employability screening to ensure offenders are engaged in meaningful employment after release. The Department continues to develop and maintain partnerships with governmental and private entities to assist offenders releasing into the community. It has also implemented invaluable programs in the re-entry living unit/pods focusing on tools and behavior that are critical to offender success.

Technical Parole Violation (TPV) Revocations

Under the new logic for calculating TPV revocations, the Department of Corrections will work to reduce the percentage of TPV revocations from 2.6% to 2.0% by June 30, 2017, by appropriately matching intermediate sanctions to the level of the violation and the risk of the offender. The Department will accomplish this by using intermediate sanctions for parolees to address non-compliant behavior without a formal disciplinary hearing; using Incentives, a parolee positive reinforcement program, in conjunction with the Colorado Violation Decision Making Process (CVDMP), which allows for a range of sanction options for parolees based on the severity of the violation and the risk to reoffend; and utilizing an in-jail Vivitrol program for technical parole violators (TPVs). Vivitrol is a prescription medication used to treat addiction to alcohol and/or narcotic drugs. The percentage of TPV revocations in FY17 showed a modest reduction from FY16, just falling short by .2% of the one-year goal of 2%. Goals were met or exceeded for the number of weekly arrests for TPVs, number of positive incentives given, and the percentage of CPO completions of incentives/positive reinforcements. Although the number of jail beds used for Sure and Swift interventions increased by 48% over FY16, it fell short of the one-year goal. This may be due to CPOs employing less restrictive interventions, short of brief jail stays, or the one-year goal being overly ambitious.

Parolees in Stable Housing Environments

The Department of Corrections will increase the percentage of parolees in stable housing environments from 76.5% to 80.0% by June 30, 2017, thereby reducing the number of parolees on a homeless status and increasing their chances to successfully re-enter into society. The Department will accomplish this by assigning a team of officers specifically dedicated to the homeless population in the Denver metro area, which has the highest concentration of parolees designated as homeless; continuing to work closely with the governor's Homeless Initiatives director and the Department of Local Affairs/Division of Housing, which is committed to combating homelessness to assist parolees in their transition back to society; and engaging with and supporting community-based organizations in their efforts to expand housing for the parole population. The FY17 percentage of parolees in stable housing increased slightly from FY16, just falling short of the one-year goal of 80%. With the programming changes and subsequent implementation of capturing more accurate housing status data, FY17 provides the necessary baseline data to measure the future impact of the DOC efforts in the area.

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	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	FY17 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	Same (initiative complete)	Same (initiative complete)	Same (initiative complete)	Same (initiative complete)	Same (initiative complete)	12 (initiative complete)	12 (initiative complete)
Total 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	388	305	213	107	65	690	400	450
Number of in-reach functions, per year	N/A	N/A	N/A	626	158 [1]	132 [1]	139	146	575	300	350
Number of offender contacts through in-reach services, per year	N/A	N/A	N/A	5,442	933 [1]	1,024 [1]	1,579	2,619	6,155	3,000	3,000
Number of offenders released from prison and use (on some level) community partners, per year	N/A	N/A	N/A	462	206	343	389	414	1,352	250	250
Total number of classes/services delivered in re-entry living unit during the month [2]	N/A	N/A	N/A	1,575	378 [1]	354 [1]	414	409	1,555	1,500	1,500
Number of facilitated family contact events, per year	N/A	N/A	N/A	233	12	99	39	64	214	200	200
Number of complete portfolios	N/A	N/A	N/A	666	361	672	642	739	2,414	165	165

N/A = Not applicable – new program
[1] Numbers were recalculated.
[2] Measure description updated to better reflect data being captured.

Reduce Technical Parole Violation (TPV) Revocations
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	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	FY17 Actual	1-Year Goal	3-Year Goal
Reduce the percentage of TPV revocations from 2.6% to 2.0% by June 30, 2017	2.9%[1]	3.4%[1]	3.2%[1]	2.6%	2.2%	2.1%[2]	2.2%[2]	2.2%[2]	2.2%	2.0	1.75
Number of jails participating in Sure and Swift	N/A	N/A	N/A	20	20	20	20	20	20	20	30
Number of jail bed days for parolees in Sure and Swift	N/A	N/A	N/A	3,731	1,331	1,450	1,340	1,378	5,513	11,660	31,680
Number of weekly arrests of parolees for technical parole violations (does not equate to a revocation back to prison)	N/A	N/A	N/A	60	47	50	35	45	44	<75	<40
Number of positive incentives given	N/A	N/A	N/A	11,743	16,460	45,651	52,676	70,554	185,341	14,625	50,000
Percentage of CPO completions of incentives/positive reinforcements	N/A	N/A	N/A	43.4%	73.7%	72.6%	79.0%	92.1%	78.2%	50%	75%
Number of TPV population that is offered Vivitrol medication assisted therapy	N/A	N/A	N/A	N/A	Not Available[3]	Not Available[3]	Not Available[3]	Not Available[3]	Not Available[3]	365	595
Number of eligible population receiving Vivitrol	N/A	N/A	N/A	120	Not Available[3]	Not Available[3]	Not Available[3]	Not Available[3]	Not Available[3]	91	200

N/A = Not applicable – new program
[1] The methodology to calculate TPV revocations was revised in 2016; however, the DOC was able to provide TPV revocation rates for previous fiscal years.
[2] TPV revocations are run on a 1-month delay; therefore, the Q4 FY17 evaluation includes data from July-May. Q4 data through June will not be available until the first week of August.
[3] Complete data was not available due to onboarding of new providers.

Increase the Percentage of Parolees in Stable Housing Environments
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	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	FY17 Actual	1-Year Goal	3-Year Goal
Increase the percentage of parolees in stable housing environments from 76.5% to 80% by June 30, 2017, thereby reducing the number of parolees on a homeless status and increasing their chances to successfully re-enter into society	N/A	N/A	N/A	76.5%	87.2%	72.0%	76.4%	78.7%	78.6%	80%	TBD
Average number of parolees each month with a homeless designation	N/A	N/A	N/A	N/A	642	804 [1]	1,161 [1]	993	900	TBD [2]	TBD [2]
Average length of stay on homeless status	N/A	N/A	N/A	N/A	8 months [2]	5 months [2]	3 months [2]	2 months [2]	3 months [2]	3 months	2 months
Average number of parolees who parole homeless each month	N/A	N/A	N/A	151 [3]	95	144	138	236	142	150	125

N/A = Not applicable – new program
[1] Housing data programming was completed in July 2016. Parolee housing data is being input on a rolling basis; thus, this increase in the average number homeless could be an effect of the increase in entered data, rather than an actual increase in the number of homeless parolees. More time is needed to assess the true average number of parolees that are homeless.
[2] Data was entered for all quarters; it was previously not available.
[3] Based on data from November 2015 to April 2016.

FY2017-18 Performance Plan

During FY17, the DOC selected three strategic policy initiatives. Two of these initiatives were retained from the previous year to ensure that the programs were effective and to revise any processes that were in need of improvement. It also allowed for further collection of data to measure the performance of the initiatives. For FY18, the Department is continuing to concentrate on the reduction of technical parole violation revocations and percentage of parolees with a homeless designation. After two years of tracking re-entry living units/pods and noting continual progress, it was decided to change the scope of this initiative. In addition, the DOC selected reducing recidivism as a strategic policy initiative for FY18.