



# ***Performance Plan: 2015-2016***

*Colorado Department of Corrections*



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# A Message from DOC Executive Director

*Rick Raemisich*

It is my pleasure to submit the Colorado Department of Corrections (DOC) Performance Plan for fiscal year 2015-2016. This year's plan is unlike the DOC plan submitted last year. Much of the data provided for last year's plan will continue to be tracked through standard reporting requirements. However, some data points were found not relevant in terms of depicting DOC goals and initiatives, and reporting of these metrics will be discontinued. Although last year's plan includes an in-depth view into the priorities of the DOC, along with valuable metrics supporting those priorities and the overall mission of the Department, this year's plan has a different structure. It encompasses a condensed, more focused approach of the top priorities of the DOC.

The Department understands there are many worthy initiatives to adopt. It was with full consideration that four strategic policy initiatives were chosen that define the path to successful offender reintegration into society. These initiatives will be explained in depth in the performance plan. The following is a brief overview.

## **Implement Re-Entry Living Units/Pods in Certain Facilities**

This initiative refers to a program where offenders will be transferred to a re-entry living unit/pod for a specific amount of time,

depending on the needs of offenders, before completion of their prison sentence. In the re-entry living unit/pod, offenders will receive services that are critical to their success in society after being released from prison. This innovative idea focuses on getting offenders every resource or tool they need before releasing from prison and not after they are released into the community. Services such as obtaining housing or employment will be facilitated before releasing from prison. Historically, offenders released from prison and then worked with Adult Parole to find housing and employment, among other necessary services.

## **Reduce Technical Parole Violators**

This initiative focuses on two main concepts. The first involves using short-term jail stays for parolees who have committed certain infractions. The short-term jail stays will be used in lieu of revocation back to prison. This initiative will also utilize a parolee positive reinforcement program. The target of this strategy is to reward a parolee's positive behavior. It is believed that giving parolees a chance to learn from a mistake without revoking parole and/or by rewarding good behavior, parolees will utilize these benefits to successfully complete their parole sentence.

It is anticipated that the above measures will further assist in the decline in recidivism the DOC has recently experienced. These



recidivism rates include returns to prison for new crimes and technical violations. The overall 3-year recidivism rate for offenders released in 2010 compared to those offenders who released in 2011 dropped from 48.8% to 46.1%, which is a 2.7% decline.

### **Expand Number of Intensive Residential Treatment Beds for Parolees**

This initiative's purpose is to gain intensive residential treatment beds in order to have the necessary slots for offenders needing substance abuse treatment. Providing necessary treatment to a parolee will assist in successful reintegration. The DOC will also collaborate with other agencies to find alternative grant funding and other funding mechanisms.

### **Reduce Percentage of Parolee Intensive Supervision Program Failures**

The Intensive Supervision Program is a parole program that encompasses higher contact levels between parolees and community parole officers. The DOC will focus on three strategies to accomplish this initiative. As with technical parole violators, this

initiative will incorporate a parolee positive reinforcement program, reinforcing a parolee's positive behavior. Also, under this initiative, a parolee will receive an early transition to general parole through rule compliance. Last, parolee risk will be connected to the appropriate supervision level ensuring that parolees receive the correct level of contacts.

The DOC is inspired to take on these four initiatives. Through the diligent work of our staff, who focus on assisting offenders to successfully re-enter into society, the safety and welfare of the public will be ensured. I am continually impressed by staff professionalism and work ethic and proud to serve as the executive director of this department.

Rick Raemisch, Executive Director  
Colorado Department of Corrections



## MISSION STATEMENT

To protect the citizens of Colorado by holding offenders accountable and engaging them in opportunities to make positive behavioral changes and become law-abiding, productive citizens.

## VISION STATEMENT

Building a safer Colorado for today and tomorrow

## VALUE STATEMENTS

- *Our staff is our greatest resource.*

- **We support a professional, empowered workforce that embodies honesty, integrity, and ethical behavior.**

- *We honor and respect the rights of victims.*

- **We respect the individual differences of our staff and offender populations and seek to safeguard the safety, dignity, and well-being of all.**

- *We strive to deliver correctional services with optimal efficiency.*

- **We engage in effective correctional practices that produce measurable outcomes.**

- *We are committed to exceptional customer service.*

- **We are dedicated to providing opportunities for offender success.**

- *Our success is achieved through mission-focused collaboration.*



# COLORADO Department of Corrections

Parole Board  
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General Professional V  
Jacobs Archibetta

Executive Director  
Rick Raemisch

General Professional III  
Gina Weingardt  
Constituent Services Coordinator  
Tisa Sanchez

Associate Director  
Governmental Affairs/  
Legislative Liaison  
Christina Everist

Deputy Executive Director  
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Inspector General/Isaa  
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Criminal Investigator III  
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Criminal Investigator III  
Division II  
Alex World  
Criminal Investigator III  
Division III  
Grace Monotny  
Criminal Investigator III  
Division IV  
Tino Herrera

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Finance & Administration  
Jennifer Bennett

Assistant Director  
Budget/Business Operations  
Dab Gohsen  
Assistant Director  
Facility Management Services  
Richard Weems  
Associate Director  
Correctional Industries  
Dennis Dunsmoor

Director  
Clinical & Correctional Services  
Renae Jordan

Assistant Director  
Clinical Services  
Michelle Nelson  
Associate Director  
Education  
Ross Kimbrel  
Administrator  
Food Service & Laundry  
Charleen Crockett  
Strategic Planner  
Lisa Thayer  
Policy Analyst  
Hilary Johnson

Director  
Adult Parole  
Melissa Roberts

Deputy Director  
Alison Morgan  
Assistant Director  
Region I  
Assistant Director  
Region II  
Assistant Director  
Region III  
Assistant Director  
Offender Programs  
Assistant Director  
Disciplinary Hearings  
Associate Director  
Fugitive Apprehension Unit  
Associate Director  
Administrative Operations  
Program Manager  
Finance & Contracts  
Coordinator  
Policy/Accreditation

Director of Prisons  
Steve Hager

Deputy Director  
John Davis  
Wardens  
DCC/RCC  
LCF  
LVCF/SCCF  
SCF  
TCF  
YOS  
Associate Director  
PPMU  
Deputy Director  
Frances Falk  
Wardens  
AVCF  
BVCC  
CMC  
CSP/CCF  
CTCF  
Denver Complex  
FCF  
Manager  
Faith & Citizen Programs  
Assistant Director  
Offender Services  
Angel Medina  
Emergency Manager  
Jim Moore

Chief of Human Resources  
Rick Thompkins

Human Resources  
Payroll/Risk Management  
Corrections Training Academy

Public Information Officer  
Adrienne Jacobson

Victim Services Coordinator  
Monica Crocker  
General Professional II  
Martha Kretzmeier  
Administrative Assistant III  
Tom Rizzo  
Administrative Assistant III  
Tracy Willner

Total FY 2015-2016 Appropriation  
\$867,977,195

FY 2015-2016 DOC Full Time  
Equivalent Positions  
6239.8

# It all starts here

## *Our plans for progress in the coming year*

The Colorado Department of Corrections is responsible for the management of the state's adult prison system, community corrections, intensive supervision program-inmate (ISP-I), and parole. Prison Operations is accountable for offenders sentenced to prison. Located throughout Colorado are 19 facilities and the Youthful Offender System that are owned and operated by the state of Colorado, and four private facilities contracted with by the DOC to house offenders. Adult Parole is responsible for offenders who transition from a facility to parole, parole ISP, community residential programs, inmate ISP, community return to custody facilities, interstate compact offenders, community re-entry, and pre-release programs. The DOC also employs over 6,000 staff in many different fields of expertise, all working together towards DOC's mission.

### **DOC Major Program Area (MPA) Descriptions**

The following describes the key program areas that operate within the DOC. These programs function to provide offenders with the assistance they require to successfully re-enter into the community. They also exist to provide staff with the resources necessary to manage offenders and address their criminogenic needs. Major program areas are interconnected to ensure the safety and security of offenders, staff, and the public.

#### ***Housing and Security***

The housing and security program covers all critical aspects of prison operations. The program is responsible for the day

to day and long term living conditions for the offender population as well as for the safety and security of the public, staff, and offenders. Housing and security works to maintain a safe, humane, and appropriately secure living environment. Accountability is maintained in all critical areas through documentation and auditing of systems performance; response to emergencies; control of harmful materials; and management of access and egress to facility property. Management through positive communication is emphasized. Direct staff and offender interaction includes, but is not limited to: counseling for personal issues, family issues, work assignments, educational needs, and behavioral expectations; explanation of rules; problem solving; and grievance resolution. Common duties for housing and security staff include: meal service, offender recreation, cell and area searches, security inspections, facility communications, incident management systems and practices, training programs, administrative services, offender accountability, key control, tool control, contraband control, evidence management, offender movement, non-routine offender transport, and clerical duties. Many of these activities must be done every day of the week at any hour of the day or night.

#### ***Offender Programs***

Offender programs consist of the education and volunteer programs. The education program assists offenders by providing academic, vocational, and cognitive classes, as well as the use of the library. The education program aids offenders going back into society by assisting them in getting jobs and being responsible. Most programs can be finished in 9 to 12 months. The



education program includes academics, Career and Technical Education (CTE), cognitive programs, and library programs. Education programs differ based on the correctional facility/center, needs of the offender, size of the facility, and custody level. All facilities have libraries.

The volunteer program is used in all DOC facilities (to include private facilities) to support the Department's mission and goals. Volunteer programs are secular and faith-based organizations and include but are not limited to, DOC employees, professionals, clergy, and lay persons. The programs provide religious support, substance abuse, and life skill's education. The Office of Faith and Citizen Programs provides the primary support for volunteer programs and facility guidance in support of offender religious practices to meet federal and state laws and regulations.

### ***Youthful Offender System***

The Youthful Offender System (YOS) was created in 1993 as a

result of legislation enacted in a special session of the Colorado legislature. In creating YOS, Colorado was a leader in addressing the problem of sentencing violent juvenile male and female offenders. The YOS facility was designed as a comprehensive model that delivers programs and services to prepare offenders for re-entry back into the community while protecting the public. YOS offers a "middle-tier" sentencing option that lies between the juvenile and adult prison systems for male and female offenders who are 14 to 19 years of age at the time of their offense and sentenced prior to their 21st birthday. YOS differs from the juvenile correctional system in at least one very notable way: although YOS offenders are chronologically juveniles, they are considered to be adults in the criminal justice system. Offenders sentenced to YOS are afforded a unique opportunity. The education, vocation, work, and cognitive programs they participate in provide them with the tools to make positive behavioral changes. YOS staff are trained and committed to the principles of adolescent



development. Through modeling, mentoring, and other planned interventions, YOS staff provide opportunities for offenders to acquire the necessary skills and pro-social abilities that will enable them to grow and develop into successful, law abiding, and productive citizens.

### ***Medical and Dental Programs***

The medical program provides a complete range of medical services provided to offenders within the DOC. Within facilities, primary medical and dental care is administered by state and contract employees, including physicians, dentists, physician assistants/nurse practitioners, nurses, and other medical staff. Infirmaries are located at the Denver Reception and Diagnostic Center (DRDC) and at the Colorado Territorial Correctional Facility (CTCF). Infirmaries provide post-hospital care, containment of contagious diseases, special testing, rehabilitation for accidents, strokes, or injuries, end-of-life care, and other treatment that does not need hospital admission. Other services provided through DOC facilities include pharmacy, laboratory, and X-ray. Health care services that are not available in DOC facilities are provided by contract with Correctional Health Partners, LLC. Emergency care is referred to local hospital districts.

The dental program offers basic on-site dental services to offenders, including intake exam, treatment of dental emergencies, extractions, surface restorations, dentures, and preventive measures, as needed.

### ***Behavioral Health***

The behavioral health program encompasses behavioral health, drug and alcohol, and sex offender treatment and monitoring. Behavioral health manages offenders with mental health disorders and developmental disabilities with treatment services such as individual and group therapy, psychiatric services, and crisis interventions. Upon arrival to the diagnostic intake unit, every offender is evaluated for potential services. Offenders are given a P-code according to their mental health treatment needs. Offenders currently experiencing acute symptoms are referred, as needed, to infirmaries or special needs units. These units



specialize in clarifying diagnoses, stabilizing symptoms, and medication management. Throughout the offender's incarceration, the mental health team monitors symptoms and behaviors and offers increased services, if needed. Offenders discharging to the community are linked to services through transition planning and follow-up with parole officers and parole mental health therapists.

The drug and alcohol program is designed to provide a continuum of care to offenders, including evaluation and treatment services. With treatment, offenders can begin and maintain their process of recovery from substance abuse and dependency. The general assembly has recognized substance abuse as a major problem, contributing to the commission of crimes and a significant factor in recidivism. Substance abuse assessment and treatment services in DOC are designed to comply with the directives of Colorado Revised Statute (CRS) 16-11.5-102 regarding substance abuse in the criminal justice system. All

facilities delivering treatment are licensed independently as treatment sites through the Office of Behavioral Health (OBH). All treatment services and curriculum are approved through OBH and delivered by certified addiction counselors or supervised counselors in training.

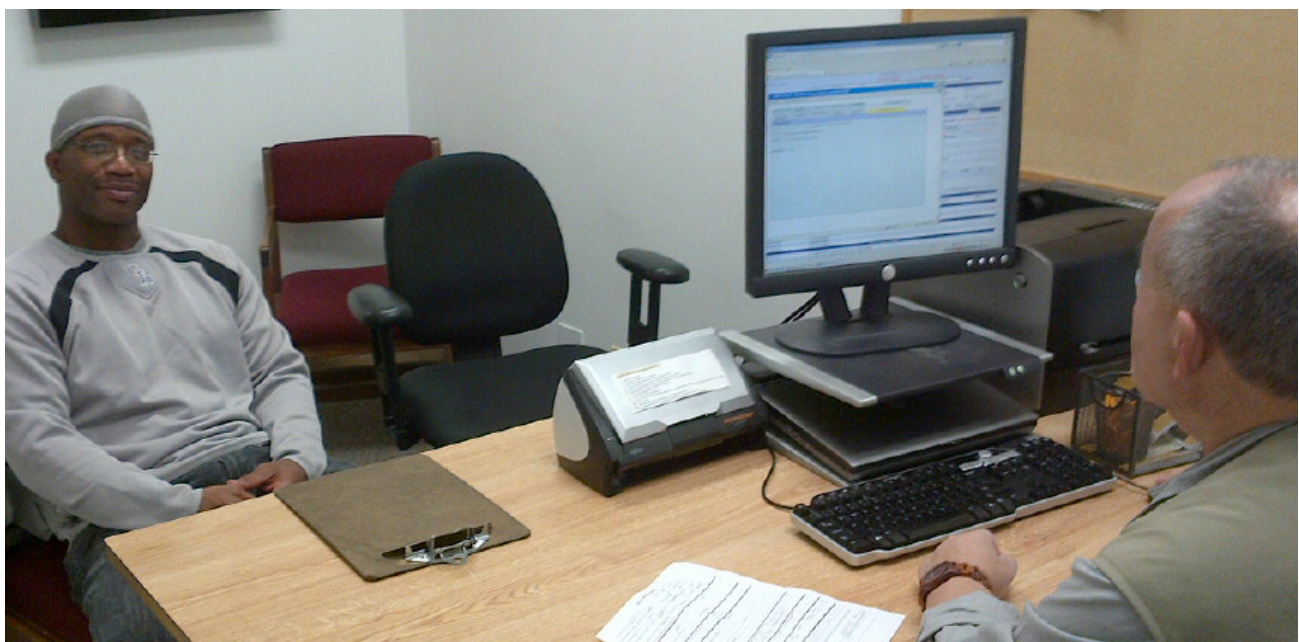
The Sex Offender Treatment and Monitoring Program (SOTMP) provides evaluation, treatment, and monitoring services to offenders who are motivated to stop sexual abuse behaviors. The treatment program uses cognitive behavioral treatment groups and individual therapy to address factors associated with sexual offending behaviors. Treatment participants are assessed to determine their level of risk for committing another sexual offense and participate in a level of treatment based on their individual needs.

### ***Adult Parole***

Adult Parole community parole officers (CPOs) supervise a number of offender populations to include parole, parole intensive supervision program (ISP), community residential programs, inmate ISP, community return to custody facilities, and interstate compact offenders. Additionally, the division includes the community re-entry and pre-release programs.

The parole program includes CPOs who provide supervision to parolees as regular or ISP parole clients, or those who are accepted for supervision from other states under the Interstate Compact. CPOs compose supervision plans and treatment referrals designed to address the criminogenic needs and risk factors of the client. CPOs assist parolees in their reintegration by motivating them through positive reinforcement of pro-social behavior and supervision compliance, providing referrals to community re-entry programs, treatment providers, housing and employment assistance, and any other identified support services. CPOs ensure parolees follow the parole conditions established by the Colorado Board of Parole. Violation behavior is addressed using the Colorado Violation Decision-Making Process (CVDMP) to establish intermediate sanctions in an effort to impact behavioral change within the community to the extent public safety allows. Supervision consists of face to face contacts, home visits, employment verification, drug testing, and may include placement on various forms of electronic monitoring.

Adult Parole offender programs include many different resources focused on the successful reintegration of offenders into the community. Re-entry begins in facilities through pre-release programs and release planning assistance with



facility-assigned community parole officers (FCPOs). The pre-release program serves to assist offenders with the development of practical skills through ten curriculum modules: Identification, Housing, Employment, Transportation, Money Management, Education, Health & Life Skills, Family & Relationships, Victim Awareness & Restorative Justice, and Living Under Supervision, as well as the development of an individualized transition plan prior to their return to the community. The FCPOs serve to assist offenders in release planning prior to their return to the community by providing orientation to parole supervision, preliminary verification of parole plans, and linking offenders to services and resources in the community. Once released, the community re-entry program serves offenders released to the community with stabilization assistance or resources for housing, transportation, clothing, personal hygiene, back-packs, work tools, and employment training, including enhanced job readiness and job placement. In addition to direct service delivery, specialists also use community and other agency partners to assist the offender in obtaining health care, benefits, education, substance abuse and mental support, employment counseling, transportation, long term housing, work tools, pro-social leisure and recreation activities, legal documents, family reunification programs, and parenting skills.

Adult Parole community corrections programs also align with successful reintegration. Offenders may be transitioned to the community, which allows them to serve their DOC sentence at a community corrections residential program. Upon successful completion of the residential program, the offender may progress to independent structured living under the Intensive Supervision Program. These offenders are supervised by CPOs and are subject to the DOC Code of Penal Discipline until they are paroled by the Colorado Board of Parole. The purpose of both of these programs is to provide offenders with a structured step down process to assist them with their re-entry into the community. These programs offer supportive services such as job placement and in-house treatment and aftercare. In collaboration with the community corrections centers, CPOs develop supervision and treatment plans, along with referrals. CPOs work with offenders

on pre-release planning (from residential to ISP to parole) and are also responsible for addressing violation behavior through the use of intermediate sanctions. Additionally, offenders who are revoked from parole to a community return to custody facility and are considered offenders upon revocation, are also supervised by CPOs in a residential program geared towards addressing the issues for which the offender was revoked.

### ***Colorado Correctional Industries***

Colorado Correctional Industries operates a number of business-like enterprises that create work opportunities for offenders in state correctional facilities. Established as a division within the DOC in 1977, CCI's purpose, as defined in statute (CRS 17-24-101, Correctional Industries Act), includes providing employment to as many offenders as possible and training them in job skills that increase their employment prospects upon release. Being cash funded, CCI's programs operate in a financially profitable





basis. Some of the larger programs include license plate factory, furniture factory, dairies, wild horse program, and metal shop.

### ***Facility Management Services***

The Office of Facility Management Services (FMS) provides timely and cost-effective solutions supporting the operations, maintenance, and construction of Colorado correctional facilities. FMS is comprised of three budgeted sub-programs: FMS, Utilities, and Maintenance.

### ***Employee Development & Support Services***

This program consists of human resources and training. The Office of Human Resources (OHR) provides management and oversight of all services that involve employees; establishes staffing patterns and creates positions; oversees personal services contracts; creates and updates manual/computer staff and position records for over 6,000 classified positions, including payroll data; provides orientation to new staff; oversees employee relations, conflict resolution, and employment litigation/hearings; implements ongoing quality control through employee performance evaluation; conducts position classification reviews; responds to staff and public questions regarding employment opportunities, hiring, and selection; ensures accurate and timely payment of salaries and benefits for DOC employees; provides accurate accounting of salary costs through the expense distribution; delivers information related to employee benefits, i.e., leave balances, short-term disability, family medical leave, workers compensation, health/dental insurance, and retirement.

The training program provides instruction and training to DOC employees, contract workers, and volunteers. Also, some training/instruction courses are provided to private prison staff, government, and law enforcement agencies. The training program focuses on assisting staff to manage offenders in a safe and secure environment. The program is operated through the

Training Academy, located in Canon City, and instruction and training is provided at each facility/agency of the DOC.

### ***Financial Services***

Business operations manages the buying and delivering of goods and services and the requesting, recording, and reporting of financial information. Services provided include: buying goods and services; reviewing department contracts; warehousing and distributing supplies; recording offender receipts and expenses; overseeing the state procurement card program; collecting offender restitution and child support; documenting revenues and collection of receivables and distribution; authorizing, documenting, tracking, approving, paying, and reporting expenses; documenting and tracking assets and liabilities; providing financial information to internal and external stakeholders; internal auditing to ensure internal controls are maintained and proper procedures are followed; preparing the annual budget request; and providing financial oversight to all facilities and sub-programs.

### ***Inspector General***

The Office of the Inspector General (OIG) provides investigative support to DOC facilities, employees, offenders, law enforcement, and the public. The investigators are certified peace officers who are sworn to protect and serve the people of the state of Colorado by promoting public safety and the safety of DOC staff and offenders, protecting property, and enforcing the laws in Colorado. The OIG is responsible for such duties as investigating crime; enforcing the law; conducting criminal and professional standards investigations within its jurisdiction; collecting and processing evidence; reviewing complaints; and monitoring and researching intelligence information to improve the safety and security of offenders, staff, and visitors. This office is the main contact for law enforcement issues in the DOC.

# DOC Strategic Policy Initiatives

For the fiscal year 2015-2016 performance plan, the DOC has chosen four SPIs that best illustrate top priorities for the Department. The initiatives chosen for this year's performance plan focus on assisting offenders throughout their DOC sentence to give them the best advantage for successful reintegration. The DOC continually strives to utilize best practices that benefit the offender while protecting the public.

## SPI: Implement Re-Entry Living Units/ Pods

Implement re-entry living 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.

### Strategy and Operations No. 1

A significant component in meeting this initiative will be dedicated to developing collaborative partnerships with governmental and private entities to identify resources through an in-reach model that will enable offenders to successfully release back into the community. Having DOC staff and community participants engaged in initiative focus groups with agencies having

access to resources such as housing, employment, and treatment services will benefit offenders by starting the re-entry process before offenders are released into the community. Also, building positive community relationships with governmental and private entities will increase the programs offered to offenders by broadening other agencies' knowledge of and exposure to offenders releasing into the community.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of collaborative relationships developed with governmental and community participants that facilitate resources for offenders through a process of in-reach	10	25
Number of in-reach functions	24	100
Number of offenders reached through in-reach services	100	125
Number of offenders released from prison and use (on some level) community partners	12	36



**Strategy and Operations No. 2**

Another key element to successful re-entry will be implementing programs in the re-entry living units/pods to enhance offender motivation, problem solving, and thinking processes. It is critical that offenders receive the necessary skills to manage their lives in a community setting. Therefore, the DOC must identify appropriate programs relevant to re-entry that will best support a releasing offender. These may include programs such as The 7 Habits on the Inside, Thinking for a Change, Anger Management, and programs focused on parenting. Also, the DOC must identify appropriate methods to influence staff and offender culture regarding re-entry living unit initiatives.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of program completions	150	180
Number of facilitated family contact events	30	45

**Strategy and Operations No. 3**

Developing employability screening to use in re-entry living units will ensure offenders are engaged in meaningful employment after release. Staff will use the screening tool to identify offender skill-sets and work experience to complete portfolios. The DOC will utilize job fairs, professional speakers, workforce centers, and many other resources to assist offenders in their readiness for employment. Also, the DOC will emphasize the utilization of apprenticeships and job-defined assignments to develop/

enhance offender skill-sets and the chance of receiving employment upon release into the community.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of complete portfolios	150	180

### SPI: Reduce Technical Parole Violators

Reduce the percentage of technical parole violators (TPVs) from 32% to 25% by June 30, 2016, through a proactive approach using case management and intervention skills, which focus on successful outcomes for parolees.

#### Strategy and Operations No. 1

A significant method for reducing TPVs in the DOC will be to increase the use of intermediate sanctions for parolees. Intermediate sanctions are actions taken to address non-compliant behavior without a formal disciplinary hearing. Sure and Swift is one key intermediate sanction for offenders that utilizes short-term jail stays in lieu of revocation/regression back to prison. Sure and Swift jail stays are limited to a maximum of five days. Training will be provided to staff to recognize what types of violations fall under the guidelines of intermediate sanctions. Also, DOC policy will be updated to ensure the guidelines used are correct and current.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of jails participating	18	30
Number of jail bed days	11,660	31,680
Number of weekly arrests for revocations	<90	<45
Number of staff trained	275	30

#### Strategy and Operations No. 2

The DOC will implement a parolee positive reinforcement program in conjunction with the Colorado Violation Decision Making Process (CVDMP). CVDMP allows for a range of sanction options based on the severity of the violation and the risk to reoffend. Policy will be developed and implemented to provide guidelines for the positive reinforcement program. Also, the Colorado Web-Based Integrated Support Environment (CWISE) will be programmed to count each positive interaction and/or incentive awarded and to prompt CPOs to award incentives. Specific incentives will be identified for this program, along with training staff to administer the reinforcement program.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of prompts generated by electronic case management program (CWISE) that the CPO receives to give positive reinforcement at appropriate milestones	112,500	500,000
Number of CPO completions of incentives/positive reinforcements	67,480	375,000

#### Strategy and Operations No. 3

The DOC will implement an in-jail Vivitrol program for TPVs. Vivitrol is a prescription medication used to treat addiction to alcohol and/or narcotic drugs. For the initial start of this program, the DOC will focus on identifying and contracting with three jails. The parolees who are approved for this program will be tested to make sure Vivitrol is an appropriate medication for use in addiction recovery. Vendors will also have to be identified and approved to provide cognitive behavioral therapy (CBT) and medicated assisted therapy (MAT) for this qualified jail population and a schedule for delivery of services determined.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of population that meets MAT criteria	365	595
Number of eligible population receiving MAT/CBT	91	200

### SPI: Expand Number of Intensive Residential Treatment Beds for Parolees

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. This will provide intensive residential substance abuse treatment and aftercare in a community setting to avoid revocation and to support successful reintegration.

#### Strategy and Operations No. 1

The DOC will implement Senate Bill 15-124 fiscal note, which appropriated 48 IRT beds for parolees. In addition, the DOC will collaborate with the Division of Criminal Justice (DCJ) on a request for proposal for an additional 48 IRT beds for FY 17.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of new beds through DCJ	48	48
Waitlist for IRT beds once DCJ has award contracts	120 days	30 days
Length of time until relapse for parolee after program completion	90 days	180 days
Percent of offenders who successfully complete IRT program	75%	95%

#### Strategy and Operations No. 2

For FY17, the DOC will seek to gain an additional 36 IRT-type beds by exploring alternatives to IRT with different organizations. It is anticipated that networking with non-profits, community-based organizations, and the Office of Behavioral Health, the DOC will find assistance for grant funding and other funding mechanisms. The DOC will develop a focus group and quality monitoring process to deliver initiatives that will expand community treatment beds for parolees.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of new beds through alternative sources	5	36
Number of eligible population receiving MAT/CBT	90	180

### SPI: Reduce the Percentage of Parolee Intensive Supervision Program (ISP) Failures

Reduce the percentage of parolee intensive supervision program failures from 22% to 19.5% by June 30, 2016, to improve public safety and re-entry outcomes through a proactive approach using case management and linking incentives with intermediate sanctions.

#### Strategy and Operations No. 1

The DOC will implement a parolee positive reinforcement program in conjunction with the Colorado Violation Decision Making Process (CVDMP). CVDMP allows for a range of sanction options based on the severity of the violation and the risk to reoffend. Policy will be developed and implemented to provide guidelines for the positive reinforcement program. Also, the Colorado Web-Based Integrated Support Environment (CWISE) will be programmed to count each positive interaction and/or incentive awarded and to prompt CPOs to award incentives.



Specific incentives will be identified for this program, along with training staff to administer the reinforcement program.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of prompts generated by electronic case management program (CWISE) that the CPO receives to give positive reinforcement at appropriate milestones	14,625	50,000
Number of CPO (with ISPP caseload) completions of incentives/positive reinforcements	3,605	37,500

### Strategy and Operations No. 2

Risk will be linked to the appropriate supervision and contact level. This is referred to as “dosage.” Dosage reflects the number of contacts between a CPO and offender based on offender risk. The higher the risk will result in a higher number of contacts between the CPO and offender. DOC policy will be updated to reflect this new process, and staff will be trained in regard to policy revisions.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of newly released parolees placed on ISP up to 180 days	780	85
Number of newly released parolees placed on ISP up to 120 days	223	375
Number of newly released parolees placed on ISP up to 90 days	110	390

### Strategy and Operations No. 3

The DOC will implement a program that provides a pathway for parolees to earn early transition to general parole supervision through ISP program compliance. DOC policy will be updated to incorporate guidelines for this new program. Training will be provided to staff to ensure accuracy of this program. Also, CWISE will be updated to capture necessary data.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of parolees who progress to general parole supervision from ISP supervision at 50% of the parolee's time in the ISP Program	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	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	495	219

# Summary of April 2015 Performance Evaluation

**F**or FY14-15, the DOC selected five initiatives as top priorities for the DOC. They included administrative segregation reform, intensive supervision program contact standards for parolees, program consistency and case planning, use of electronic monitoring for parolees, and National Institute of Corrections System Mapping Analysis. The data for these initiatives will be available for the July OSPB evaluation report.

The DOC also focused on several operational measures that encompass the direction of the Department. March 31, 2015, data was reported for the measures used in the April evaluation, with a few measures reporting on a one-month delay. Of the 12 operational measures tracked:

***Four measures have reached or exceeded their one-year goal:***

- Percent of offenders on electronic monitoring in a six month period (July 1 – December 31) – goal was 90%, and this measure was 92%, as of March 31, 2015.
- Percent of parolee Level of Service Inventory-Revised (LSI-R) re-assessments completed every six months – goal was 92%, and this measure was 94%, as of March 31, 2015.

- Percentage of offenders receiving ATP support services – goal was 26%, and this measure was 27%, as of March 31, 2015.
- Percentage of offenders receiving housing support services – goal was 10%, and this measure was 11%, as of March 31, 2015.

***Four measures are on track to reach their one-year goal by the end of the fiscal year:***

- Offenders employed at Colorado Correctional Industries (CCI) – goal was 1,700, and this measure was 1,588, as of March 31, 2015.
- Percentage of offenders receiving ISP support services – goal was 35%, and this measure was 32%, as of March 31, 2015.
- Percentage of offenders receiving TASC support services – goal was 56%, and this measure was 52%, as of March 31, 2015.



- Number of offenders who have completed the pre-release class – goal was 1,090, and this measure was 715, as of February 28, 2015.

***One measure is being reevaluated to reflect a more accurate rate due to an error in calculation:***

- Rate of intermediate sanctions as compared to revocations back to prison – goal was 25,500:400, and this measure was 18,711:3,497, as of March 31, 2015. The goal for revocations back to prison rates is not feasible.

***One measure is tracked annually and won't be updated until the July evaluation:***

- Percentage of offenders receiving psychotropic medication support services – goal was 6%.

***Two measures are not on track to meet their one-year goal:***

- Number of successful treatment completions per sex offender treatment criteria – goal was 150, and this measure

was 68, as of February 28, 2015. Explanation: Offenders needing maintenance programming have been housed in sex offender treatment beds. However, 80 beds have been opened at Cheyenne Mountain Re-Entry Center (CMRC) for maintenance programming, allowing for the transition of offenders needing sex offender treatment into appropriate beds.

- Total number of community corrections referrals processed – goal was 26,991, and this measure was 17,825, as of March 31, 2015. Explanation: The reduction in community corrections referrals is two-fold. First, DOC is reviewing policies to ensure the appropriate offender is referred and accepted to community corrections to improve community corrections outcomes. Second, the community referral unit encountered technology issues with obtaining and uploading requested documents as an attachment in the referral application process. Therefore, DOC has experienced a small backlog.

# A Message from Parole Board Chairperson

*Brandon Shaffer*

I am honored to serve as the chairperson of the Colorado Board of Parole, and I am inspired by the many dedicated professionals with the Parole Board who strive each and every day to protect the citizens of Colorado and promote the success of offenders' re-entry into the communities of our state.

The primary goal of the Parole Board is to uphold public safety and trust. We are committed to utilizing evidence-based practices to continuously improve our decision-making process. The Parole Board has accomplished many goals during the past year and is

committed to continuing to increase the success of parolees. To accomplish this, we plan to expand our use of evidence-based practices, continue our emphasis on relevant training for board members, and maintain our collaborative relationships with other agencies and stakeholders to support our mission.

The Colorado Board of Parole, as a team, is committed to providing the citizens of Colorado with a transparent, well-informed, fair, and thorough process. The Parole Board and staff consider it an honor to serve the citizens of Colorado, and we will continue to actively evaluate and improve our process.

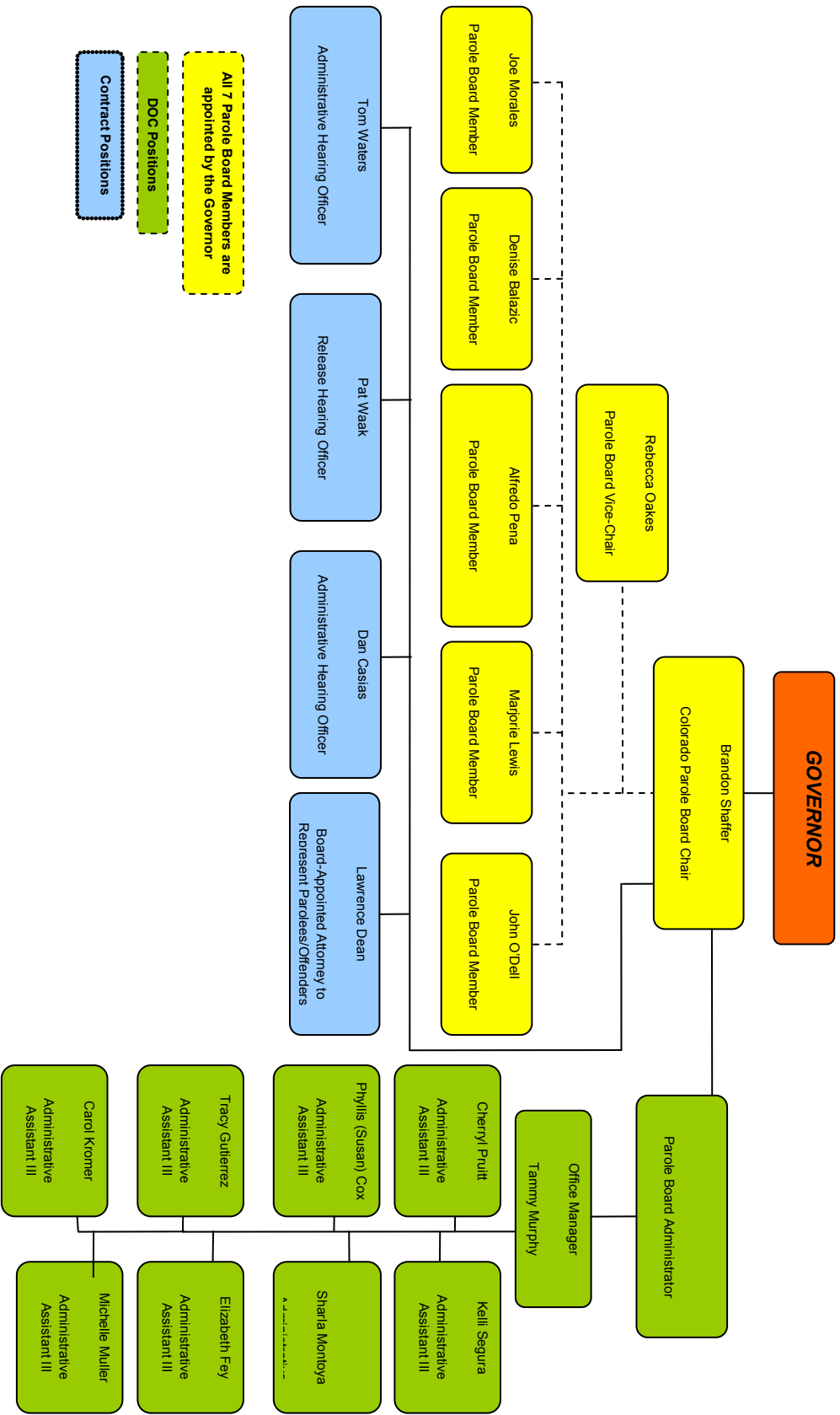


## **MISSION STATEMENT**

To uphold public safety and trust, honor the needs and concerns of victims of crime, and increase the success of offenders on parole.

## **VISION STATEMENT**

The vision of the Colorado Board of Parole is to work closely with our customer base, partners, and treatment providers in the pursuit of our overall mission. The board will encourage an open and transparent environment in an effort to foster a more thorough understanding of the purpose and process of the Colorado Board of Parole. We believe a close working relationship will provide an atmosphere of cooperation, resulting in greater public safety, increased sensitivity and concern for the needs of victims, an increase in the percentage of successful periods of parole for offenders, reduced recidivism, and enhanced collaboration toward a common goal throughout the state of Colorado.



# Major Program Area Descriptions

## Board Appointments

Members of the Colorado Board of Parole are appointed by the governor and confirmed by the Colorado senate. The seven members are composed of representatives from multidisciplinary areas of expertise. Two members must have experience in law enforcement, one must have experience in offender supervision, and four members are required to have experience in other relevant fields.

Each member must have a minimum of five years of experience in a relevant field and must have a working knowledge of the parole system, rehabilitation, correctional administration, and the functioning of the criminal justice system.

While the Parole Board operates independently from other state agencies, it maintains a collaborative and cooperative relationship with DOC and the Colorado Division of Criminal Justice. It also works closely with the DOC Victim's Service Unit, Voices of Victims, the Colorado Criminal Justice Reform Coalition, and the Colorado Citizens United for the Rehabilitation of Errants.

Board members participate in the Colorado Commission on Criminal and Juvenile Justice, and individual members attend meetings of various subcommittees.

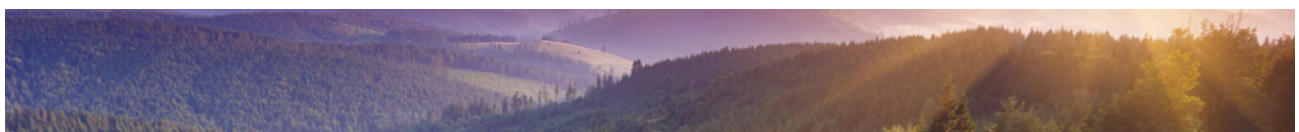
Board members attend meetings of Voices and CURE on a regular basis.

## Hearings

The Parole Board is charged with the responsibility of evaluating and assessing the potential for success of a discretionary release to parole for those individual offenders of DOC who are eligible for such consideration. The board is required to schedule and hold application hearings and set conditions of parole for all offenders prior to their being released on parole either discretionarily or mandatorily.

The Parole Board conducts rescission hearings for offenders whose parole has been granted and subsequently suspended for cause prior to release. The board also has the responsibility to conduct revocation hearings for parolees who are accused of committing parole violations. The board also reviews, approves, and signs warrants for the arrest of parolees alleged to be in violation of their parole agreement.

During fiscal year 2014 the Parole Board conducted approximately 26,000 hearings. Overall, the board conducts approximately 2,150 hearings per month.



# Colorado Board of Parole Strategic Policy Initiatives

For the fiscal year 2015-2016 performance plan, the Parole Board has chosen two SPIs that exemplify the mission of the board. The initiatives chosen for this year's plan highlight the importance of supporting the success of an offender on parole and the integral role that the Parole Board represents, through properly conducted hearings, appropriate training, and the use of evidence-based practices in order to make informed decisions.

## SPI: Enhanced Use of Technology

The Colorado Board of Parole will engage, utilize, and embrace technological advances designed to make the work for the board more effective, efficient, and productive. The Colorado Board of Parole has traditionally utilized a system of operation that was greatly dependent upon handwritten hard copies. The Parole Board was directed, with the assistance of the DOC, to transform as many operational activities as possible from this paper-based platform to a paperless, electronic procedure.

### Strategy and Operations No. 1

As part of last year's initiative the Parole Board worked with the

Governor's Office of Information Technology (OIT) on the structuring and foundation of a new automated revocation hearing process. Once properly implemented, the automated process and data outputs for revocation hearings will allow for more efficient hearings and more effective information being captured. The Parole Board will continue to work with OIT to test and implement the new revocation hearing process. Once comprehensive testing has been completed, the board will work to ensure that policy complies with the new process and stakeholders are trained.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of revocation hearings conducted on the automated system successfully	20%	100%

### Strategy and Operations No. 2

Another key component in meeting this initiative is to automate a bridge between the revocation hearing data and the





Colorado Web-Based Integrated Support Environment (CWISE). This automation will further allow for more efficient hearings for all involved. The Parole Board will work to prepare an OIT project request and submit for the DOC OIT committee review and prioritization. The board will then continue to work with OIT on the programming, testing, and implementation of the new process to ensure that there is compliance with policy, all affected stakeholders are properly trained, and continue to monitor the new process once it goes live for any essential modifications.

### **SPI: Staff Development & Efficiencies**

To maintain proficiency and to remain current on changes in parole laws and developments, an aggressive and innovative training program was initiated July 1, 2011, in accordance with SB11-241. The Parole Board will strive to utilize this training program in the coming years. The board also recognizes the value of performance data to measure the success and/or failure of the overall decision making process and will focus on the effective use of measures to strengthen performance and offenders' success on parole.

<b>Metric</b>	<b>1-Year Goal: July 1, 2016</b>	<b>3-Year Goal: July 1, 2018</b>
Number of revocation hearings conducted successfully using the automated data from CWISE	20%	100%

#### ***Strategy and Operations No. 1***

This initiative ensures that Parole Board members, administrative hearing officers, and release hearing officers meet or exceed the 20 hours of mandatory training required. Training enhances the board's internal mandate to be more responsive and transparent to our customers and partners. The board will work to implement



additional evidence-based training opportunities for Parole Board members and staff (e.g. motivational interviewing). The board will also monitor training requirements for existing and new board members and implement skill-based training, as appropriate. Through this initiative, the board will identify the training modules for Parole Board members and hearing officers, which will enhance the skills needed to better determine parole eligibility. The board will also work towards reducing disparity between members release decisions.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Number of documented training hours for board members and staff	20	20+
Percentage of agreement between board members on the agreement with the Parole Board Release Guideline Instrument (PBRGI)	12%	8%

### Strategy and Operations No. 2

The Parole Board also recognizes the value of performance data to measure the success and/or failure of the overall decision

making process. One key component in meeting this initiative will be for the board to improve timely analysis of data to measure performance and address deficiencies. The board has an opportunity to formulate outcome measures to track board performance as well as offender/parolee success rates. The board will implement a strategy for the parole board data analyst to identify relevant metrics for routine monitoring of offender/parolee success rates, identify relevant metrics where data availability must be developed, if necessary, and, using relevant data, identify deficiencies in board decision-making, and develop board education modules to enhance board performance. The Parole Board will also strive to define strategies the board can address to enhance offender/parolee success that are both within the board's control and in collaboration with other stakeholders. Through effective use of measures, the Parole Board can adjust practices, establish competency development, and apply evidence-based practices to further its mission.

Metric	1-Year Goal: July 1, 2016	3-Year Goal: July 1, 2018
Technical parole revocation rate	40%	35%