

Colorado Department of Corrections

PERFORMANCE PLAN

2016-2017





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.



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“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.”

A Message from DOC Executive Director

Rick Raemisch



Rick Raemisch

During fiscal year 2015-2016, the Colorado Department of Corrections (DOC) selected four new strategic policy initiatives. These initiatives were chosen 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 Department has chosen to retain much of last year's plan for fiscal year 2016-2017. In doing so, data can further be collected to gauge the effectiveness of the initiatives. When evaluating last year's plan, it was determined that the Department could not obtain metrics for two of the parole initiatives; therefore, they were omitted from this year's plan, and a new parole strategic policy initiative was added. Below is a brief description of each strategic policy initiative.

Implement Re-entry Living Units/Pods in Certain Facilities:

This initiative refers to a program where offenders are 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 Violation Revocations:

This initiative focuses on two main concepts. The first involves using Sure and Swift (short-term jail stays) for parolees who have committed certain infractions. Sure and Swift is used in lieu of revocation back to prison. This initiative also utilizes Incentives, 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



New correctional officers and staff take an oath at graduation at the Correctional Training Academy in Cañon City.

parole and/or by rewarding good behavior, parolees will utilize these benefits to successfully complete their parole sentence.

The metrics for FY 2016 assessed technical parole violation revocations as a percentage based out of the population of those exiting parole, including successful completions, early parole discharges, technical parole violation revocations, and new crime revocations, along with a small number of other departures from parole. While this methodology provided a description of those who departed the parole caseload and the percentage of those exiting that were returned due to parole technical violations, it did not provide a depiction of the percentage of the entire parole population that left parole due to a technical parole violation revocation. For FY 2017, the base population includes parolee absconder and those continuing on parole to provide a more accurate depiction of all parole outcomes, along with a more consistent population from which to calculate the percentage of parolees revoked for a technical violation.

Increase the Percentage of Parolees in Stable Housing

Environments: The goal of this new initiative is to secure stable housing for parolees, thereby reducing the number of parolees on a homeless status. The DOC will utilize 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. This will include a link between the parolee and the CPO prior to release from prison. Also, the DOC will continue to work with the governor’s Homeless Initiatives director and the Department of Local Affairs/Division of Housing on leveraging all available funding sources to expand affordable housing for parolees. Last, the DOC will engage with and support community-based organizations in their efforts to expand housing for the parole population.

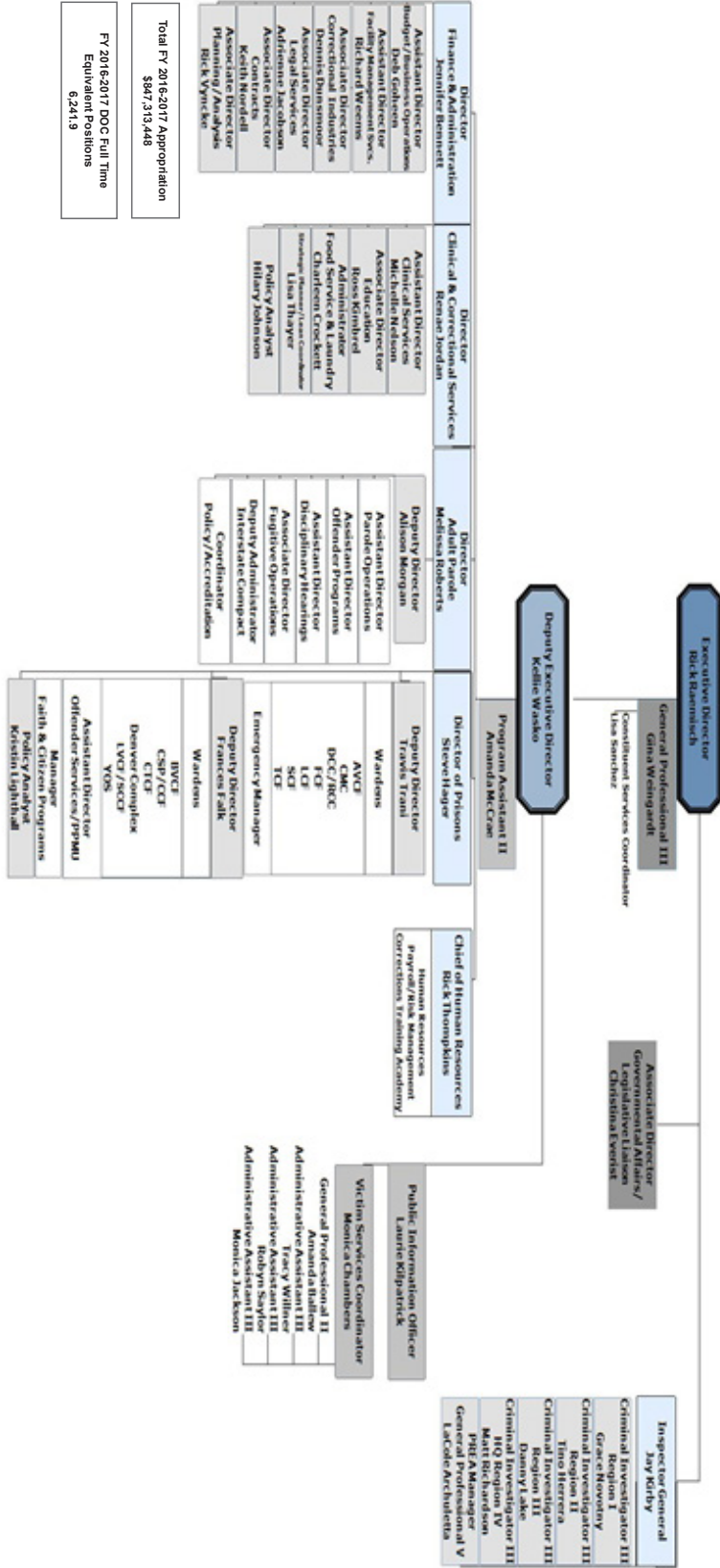
None of the success of the Department of Corrections would be achieved without the dedication of its staff. These hard working and committed individuals demonstrate everyday their dedication to public safety by helping offenders reach their potential to successfully re-enter into society. Because of their perseverance, the Colorado Department of Corrections is looked upon as a leader. I am honored to lead this department.

Respectfully,

Rick Raemisich, Executive Director
Colorado Department of Corrections



COLORADO Department of Corrections



Total FY 2016-2017 Appropriation
\$847,313,448

FY 2016-2017 DOC Full Time
Equivalent Positions
6,241.9

Updated: June 1, 2016

“In creating YOS, Colorado became a leader in addressing the problem of sentencing violent juvenile male and female offenders. ... The education, vocation, work, and cognitive programs they participate in provide them with the tools to make positive behavioral changes.”

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 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



Recent graduates of the DOC Correctional Training Academy in Cañon City.



Offenders at DOC's Youthful Offender System in Pueblo receive high school diplomas from the facility's Century High School.

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. Customers for this program are the offenders. Stakeholders are staff, victims, and the public.

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. Customers for this program are the offenders. Stakeholders are offenders, teachers, and potential employers.

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 skills education to offenders. 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. Customers for this program are the offenders. Stakeholders are the volunteers and offender families.

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 became 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. Customers for this program are the offenders. Stakeholders are the legislature, sentencing courts, staff, and offender families.

Medical & 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. Customers for this program



Offenders participate in the Department's Cosmetology program, part of its Career and Technical Education offerings.

are the offenders. Stakeholders are the facility medical staff, local hospitals, and offender families.

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. Customers for this program are the offenders. Stakeholders are the dental program staff.

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. 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. Customers for this program are the offenders. Stakeholders are staff, victims, the public, and offender families.

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



Recent graduates of DOC's 7 Habits of Highly Effective Parolees program with Deputy Executive Director Kellie Wasko (right).

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. Customers for this program are the offenders. Stakeholders are staff, counselors, victims, the public, and offender families.

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. Customers for this program are the offenders. Stakeholders are staff, victims, the public, and offender families.

Adult Parole

Adult Parole encompasses 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 operates the community re-entry and pre-release programs.

Adult Parole includes community parole officers (CPOs) who provide supervision to parolees as regular or ISP parole clients, community corrections transition inmates, and those who are accepted for supervision from other states under the Interstate Compact. CPOs compose supervision plans including treatment referrals and progress in programs; assist parolees in reintegration through positive reinforcement of pro-social behavior and supervision compliance; provide referrals to community re-entry programs, housing and employment assistance, and any other identified support services. Supervision consists of motivational interviewing to encourage long-term behavior change through face to face contacts, home visits, employment verification, program compliance, and may include placement on various



Offenders with Colorado Correctional Industries' State Wildland Inmate Fire Team (SWIFT) on the job.

forms of electronic monitoring. Customers for this program are the offenders. Stakeholders are the Colorado Board of Parole; assistance, program, and treatment agencies; staff; victims; the public; and parolee families.

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 from facility-based 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. Once released, the



Offenders participate in DOC's welding program, one of the Department's Career and Technical Education offerings.

community re-entry program serves offenders released to the community with stabilization assistance or resources for housing, transportation, employment training, job placement, and other basic needs. In addition, specialists also use community and faith-based organizations and other agency partners to assist the offender in returning to the community. Customers for this program are the offenders. Stakeholders are assistance, program, and treatment agencies; facility and parole staff; victims; the public; and parolee families.

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.

Customers for this program are the offenders and consumers of CCI products. Stakeholders are the legislature and private businesses.

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. Customers for this program are the offenders and staff. Stakeholders are the legislature, businesses bidding for and receiving contracted jobs, and affected cities/towns.

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. Customers and stakeholders for this program are staff and those seeking employment with DOC.

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. Customers for this program are staff, volunteers, private prisons, law enforcement agencies, and other governmental agencies. Stakeholders are staff and offenders.

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 subprograms. Customers for this program are victims, staff, and offenders. Stakeholders are the legislature and businesses.

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. Customers and stakeholders for this program are staff, law enforcement, the public, and offenders.



A DOC correctional officer holds a puppy that participates in Colorado Correctional Industries' Prison Trained Dog Program.

“The revised initiatives continue to focus on assisting offenders throughout their DOC sentence to give them the best advantage for successful reintegration.”

DOC Strategic Policy Initiatives

For the fiscal year 2016-2017 performance plan, the DOC has revised the SPIs chosen last year to better illustrate top priorities for the Department. The revised initiatives continue to focus on assisting offenders throughout their DOC sentence to give them the best advantage for successful reintegration. The DOC continually attempts to improve its processes to employ 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. The DOC met its goal for implementing re-entry living units by September 1, 2015. Along with this accomplishment, the 1- and 3-year goals were revised during the year due to the original goals being surpassed; the original goals were estimates calculated at the inception of this new program. The DOC does not intend to employ additional re-entry living units but to focus on the success of the existing program. It should also be noted that once the re-entry program is fully operational, the DOC expects the metrics to stabilize.



Fall foliage near Fruita.



A mountain vista at Rainbow Lake near Telluride.

Strategy and Operations No. 1

A significant component in meeting this initiative has been dedicated to developing collaborative partnerships with governmental and private entities to identify resources through an in-reach model that enables offenders to successfully release back into the community. Having DOC staff and community participants engaged in focus groups with agencies having access to resources such as housing, employment, and treatment services benefits offenders by starting the re-entry process before offenders are released into the community. Also, building positive community relationships with governmental and private entities increases the programs offered to offenders by broadening other agencies’ knowledge of and exposure to offenders releasing into the community.

The number of relationships the DOC has developed with governmental and private agencies has been promising to the overall outcome of this initiative. Many agencies have been receptive and open to supporting offenders by participating in events at facilities. Facilities have hosted job fairs; motivational speakers, to include ex-offenders; colleges; and faith-based and health organizations, to name a few.

Metric	1-Year Goal: July 1, 2017	3-Year Goal: July 1, 2019
Total number of collaborative relationships developed with governmental and community participants that facilitate resources for offenders through a process of in-reach	400	450
Number of in-reach functions per year	300	350
Number of offenders contacted through in-reach services per year	3,000	3,000
Number of offenders released from prison and use (on some level) community partners per year	250	250

Strategy and Operations No. 2

Another key element to successful re-entry involves 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 has identified appropriate programs relevant to re-entry that will best support

a releasing offender. Numerous programs have been offered to offenders such as The 7 Habits on the Inside, Thinking for a Change, InsideOut Dad, and Strategies for Self Improvement and Change phases I and II. Facilities continue to invite speakers and subject matter experts who offer beneficial life-changing skills to offenders. Also, the DOC continues to identify appropriate methods to influence staff and offender culture regarding re-entry living unit initiatives.

Metric	1-Year Goal: July 1, 2017	3-Year Goal: July 1, 2019
Number of program completions	1,500	1,500
Number of facilitated family contact events	200	200

Strategy and Operations No. 3

Developing employability screening to use in re-entry living units helps ensure offenders are engaged in meaningful employment after release. Staff use the screening tool to identify offender skillsets and work experience to complete portfolios. The DOC utilizes job fairs, professional speakers, workforce centers, and many other resources to assist offenders in their readiness for employment. Also, the DOC uses apprenticeships and job-defined assignments to develop/enhance offender skillsets and the chance of receiving employment upon release into the community.

The willingness of community-based agencies to host events within facilities has been a positive development for the re-entry initiative. Workforce centers have held job fairs within facilities to assist offenders in “real-world” employment situations. Education programs have also had functions at facilities to provide information to offenders on programs they offer.

The portfolio is a culmination of documents chronicling the offender’s time in the re-entry unit. The portfolio is used as a resource by offenders to help their transition back into society. It is filled with valuable information such as community

resources, resumes, and program and educational/vocational completion certificates.

Metric	1-Year Goal: July 1, 2017	3-Year Goal: July 1, 2019
Number of complete portfolios	165	165

SPI: Reduce Technical Parole Violators

Under the new logic for calculating TPV revocations, the DOC 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.

Strategy and Operations No. 1

A significant method for reducing TPV revocations in the DOC involves the use of intermediate sanctions for parolees.



Offenders receive information at a community resource fair.



An offender with a stocking he knitted for a foster child.

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 continues to be provided to staff to recognize what types of violations fall under the guidelines of intermediate sanctions. Also, DOC policy has been updated to ensure the guidelines used are correct and current.

Metric	1-Year Goal: July 1, 2017	3-Year Goal: July 1, 2019
Number of jails participating in Sure and Swift	20	30
Number of jail bed days for parolees in Sure and Swift	11,660	31,680
Number of weekly arrests of parolees for technical parole violations (does not equate to a revocation back to prison)	<75	<40

Strategy and Operations No. 2

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

Metric	1-Year Goal: July 1, 2017	3-Year Goal: July 1, 2019
Number of positive incentives given	14,625	50,000
Percentage of CPO completions of incentives/positive reinforcements	50%	75%

Strategy and Operations No. 3

The DOC has implemented 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. For the initial start of this program, the

DOC focused 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 continued to be identified and approved to provide cognitive behavioral therapy (CBT) and medication 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 TPV population that is offered Vivitrol medication assisted therapy	365	595
Number of eligible population receiving Vivitrol	91	200

SPI: Increase the Percentage of Parolees in Stable Housing Environments

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.

Strategy and Operations No. 1

The DOC will assign 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. These CPOs will be assigned to the parolee prior to release from prison and will also work closely with community and faith-based organizations to link parolees with stable housing resources. Policy will be developed and implemented to provide guidelines for the homeless initiative. Also, CWISE will be programmed to track an offender’s residential status. This will help ensure CPOs have current and correct data on this population.

Strategy and Operations No. 2

The DOC will continue to work closely with the governor’s Homeless Initiatives director and the Department of Local Affairs/Division of Housing. This team is committed to combating homelessness to assist parolees in their transition back to society. One of the most important aspects to successful re-entry for parolees is to have stable housing. The DOC will focus on a “housing first” philosophy to ensure that parolees are better equipped to find success in other key areas of reentry including employment, treatment, and developing pro-social peers and attitudes.

Strategy and Operations No. 3

The DOC will engage with and support community-based organizations in their efforts to expand housing for the parole population. Collaborating with organizations to identify resources that provide stable and supportive housing will help alleviate the number of parolees with a homeless status.

Metric	1-Year Goal: July 1, 2017	3-Year Goal: July 1, 2019
Number of parolees each month with a homeless designation	TBD	TBD
Average length of stay on homeless status	3 months	2 months
Number of parolees who parole homeless each month	150	125



A winding mountain road near Ouray.

“None of the success of the Department of Corrections would be achieved without the dedication of its staff. ... Because of their perseverance, the Colorado Department of Corrections is looked upon as a leader.”

Summary of April 2016 Performance Evaluation

Because the four strategic policy initiatives or the processes tied to the initiatives were new, the DOC did not have baseline data to compare past success. Data collection for some metrics was not in place at the start of the fiscal year. Additionally, as the fiscal year progressed, it was discovered that some of the metrics could not be obtained. While some of the data may not have shown an improvement during the year, the DOC believes that this is in part due to the strategies being new. More time is needed to work on the application of these strategies to fully see the benefits of these ground-breaking ideologies.

March 31, 2016, data was reported for the measures used in the April evaluation. The following is a breakdown through three quarters of fiscal year 2016:

Implement re-entry units/pods in 12 level II, III, and IV state correctional facilities, along with private facilities, by September 1, 2015.

Because this was a new program in the DOC, there was no historical data to examine to estimate future goals. As a result, the DOC was conservative in expectations for each measure; however, with the success of the re-entry program, all targets were met and the DOC increased its 1- and 3-year goals to more accurately depict re-entry milestones.

Reduce the percentage of technical parole violations (TPVs) from 32% to 25% by June 30, 2016.

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



Wildflowers sprout near the Flatirons in Boulder.



Offenders celebrate high school graduation at the Youthful Offender System's Century High School in Pueblo.

community placement. The technical parole violation rate for calendar year (CY) 2015 was 34.5%. Although this rate increased from CY 2014, it should not be assumed that this initiative is failing. The cohort for the CY 2015 rate is based on those who released in calendar year 2012. 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.

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.

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.

Reduce the percentage of parolee intensive supervision program failures from 22% to 19.5% by June 30, 2016.

Because the strategies tied to this initiative were new, there was no historical data. Further, the metrics chosen to be tracked were also new. During the year, the DOC determined that most metrics could not be obtained.

