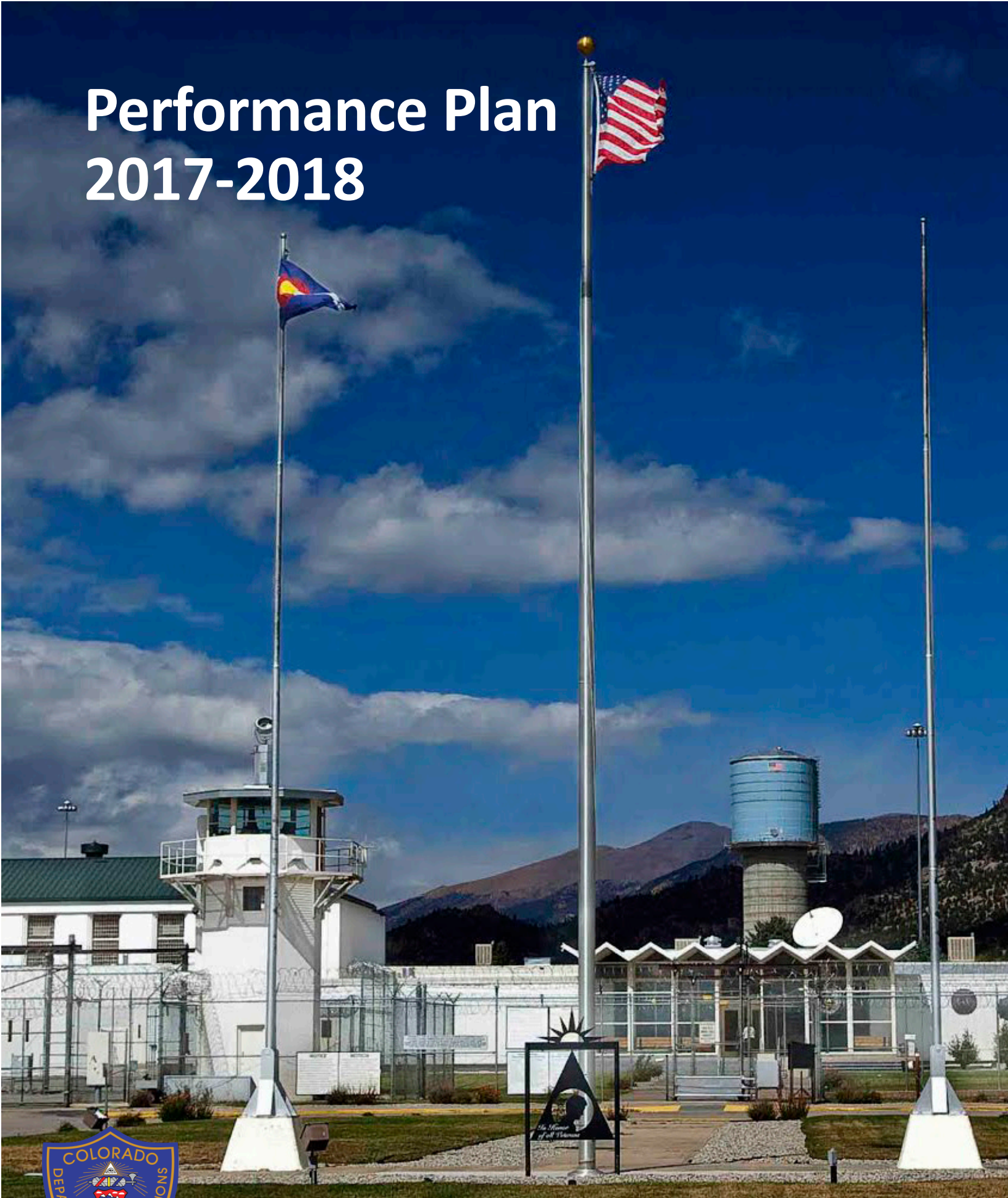


Performance Plan 2017-2018



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

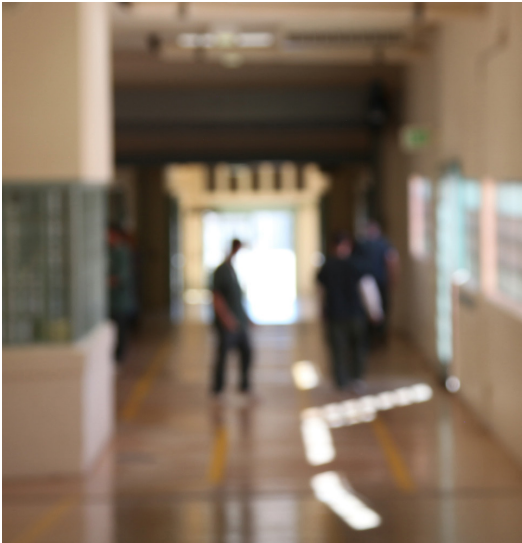
- 1.** Our staff is our greatest resource.
- 2.** We support a professional, empowered workforce that embodies honesty, integrity, and ethical behavior.
- 3.** We honor and respect the rights of victims.
- 4.** We respect the individual differences of our staff and offender populations and seek to safeguard the safety, dignity, and well-being of all.
- 5.** We strive to deliver correctional services with optimal efficiency.
- 6.** We engage in effective correctional practices that produce measurable outcomes.
- 7.** We are committed to exceptional customer service.
- 8.** We are dedicated to providing opportunities for offender success.
- 9.** Our success is achieved through mission-focused collaboration.

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Students from Basic Training Class 477 during their graduation ceremony on March 14, 2017



“ *The Department has undertaken many visionary initiatives in recent years. While staff have seen many achievements, they do not intend to stop trying to improve. There is much work to be done. The DOC will continue to seek best practices and improve those processes already in place.* ”





RICK RAEMISCH

Message from DOC Executive Director



During my time as the Colorado Department of Corrections (DOC) executive director, many innovative ideas have been implemented, from administrative segregation reform to the creation of re-entry living units/pods, all with the intent to assist offenders in their transition back into society. Each improvement comes with change, and change is sometimes hard to accept. I cannot say enough about the dedication and willingness of DOC employees to adapt to these changes to accomplish the DOC's mission and vision.

During fiscal year (FY) 2016-2017, the DOC selected three strategic policy initiatives. Two of these initiatives were retained from the previous year. This was to ensure that the programs were effective and to correct any processes that were in need of improvement. It also allowed for further collection of data to measure the performance of the initiatives. For FY 2017-2018, the Department is continuing to concentrate on reducing 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 has chosen reducing recidivism as a strategic policy initiative this year. Below is a brief description of each strategic policy initiative.

Enhance Services and Programming Opportunities within the Facility-Based Re-Entry Living Units/Pods

In FY16, the DOC implemented re-entry living units/pods in 12 level II, III, and IV state and private correctional facilities.

This program transfers offenders to a re-entry living unit/pod before completion of their prison sentence. While in re-entry, offenders receive beneficial tools and resources that will assist them when they are released from prison. Now that the re-entry living units/pods are established, the DOC is focusing on making certain that the right programs and services are being offered and providing re-entry to as many offenders as possible. The DOC intends to increase in-reach opportunities within re-entry. It is also a goal of the DOC to offer re-entry services and programs to high risk offenders, who would not normally have access to this type of opportunity.

Reduce Recidivism

Reducing recidivism is a new strategic policy initiative for the FY 2017-2018 plan. The ultimate objective of the Department is to keep those who have released from prison from returning to prison. The DOC cannot control what develops after offenders discharge from their sentence, but it can employ evidence-based practices while offenders are in prison or on parole to give offenders and parolees every available opportunity to succeed in society. The DOC is consistently researching ideas to reduce recidivism. Three concepts will be targeted this year. The DOC is implementing an effective security threat group disengagement strategy to help offenders break ties with groups that are detrimental to their chance of succeeding while in prison and after release. The DOC is also committed to getting IDs for offenders before being released from prison. Most, if not all, programs or services will require some type of identification from a parolee. Last, the DOC is implementing Re-Entry

Employment Navigator, which is a group of strategies used to increase parole employment opportunities.

Reduce Technical Parole Violation Revocations

The technical parole violation (TPV) revocations initiative has been maintained for this year's plan. In FY17, the Department revised its tracking of TPV revocations. In the past, TPV revocations were only based on the parole population who exited parole. Now they are calculated based on the entire parole population. This initiative focuses on two main concepts. If a parolee commits an infraction, the DOC provides the parolee an opportunity to address his/her criminogenic needs without going back to prison. Therefore, the DOC is committed to using alternative interventions in lieu of revocation back to prison. Also, the DOC has a parolee positive reinforcement program that rewards a parolee's positive behavior. The Department trusts that parolees will utilize these options to achieve parole sentence completion.

Decrease the Percentage of Parolees with a Homeless Housing Designation

This initiative has been retained from last year's plan. The DOC aims to help parolees find stable housing so that the number of parolees on a homeless status is significantly reduced. The Denver metro area has the largest number of parolees designated as homeless. Because of this, the DOC has assigned community parole officers (CPO) specifically

to this population. While still in prison, parolees will be contacted by these CPOs to start the housing process. Helping offenders find stable housing is an important objective of the Department. The DOC is working with several groups to achieve this. The Department of Local Affairs/Division of Housing is one valuable resource the DOC partners with to find affordable and appropriate housing for parolees. The DOC also relies on community-based and other organizations to aid them in finding housing for parolees.

The Department of Corrections is continually striving to be a leader in corrections. Not only are tried and true programs used in the DOC, but thinking "outside the box" to introduce concepts not used before is highly encouraged. It is heartening to know that employees are willing to brainstorm ideas for the benefit of offenders, while ensuring that the public is safe. It is this mentality that unceasingly impresses me. It takes a special kind of person to work in corrections, and I am the leader of some of the finest corrections professionals in the nation.

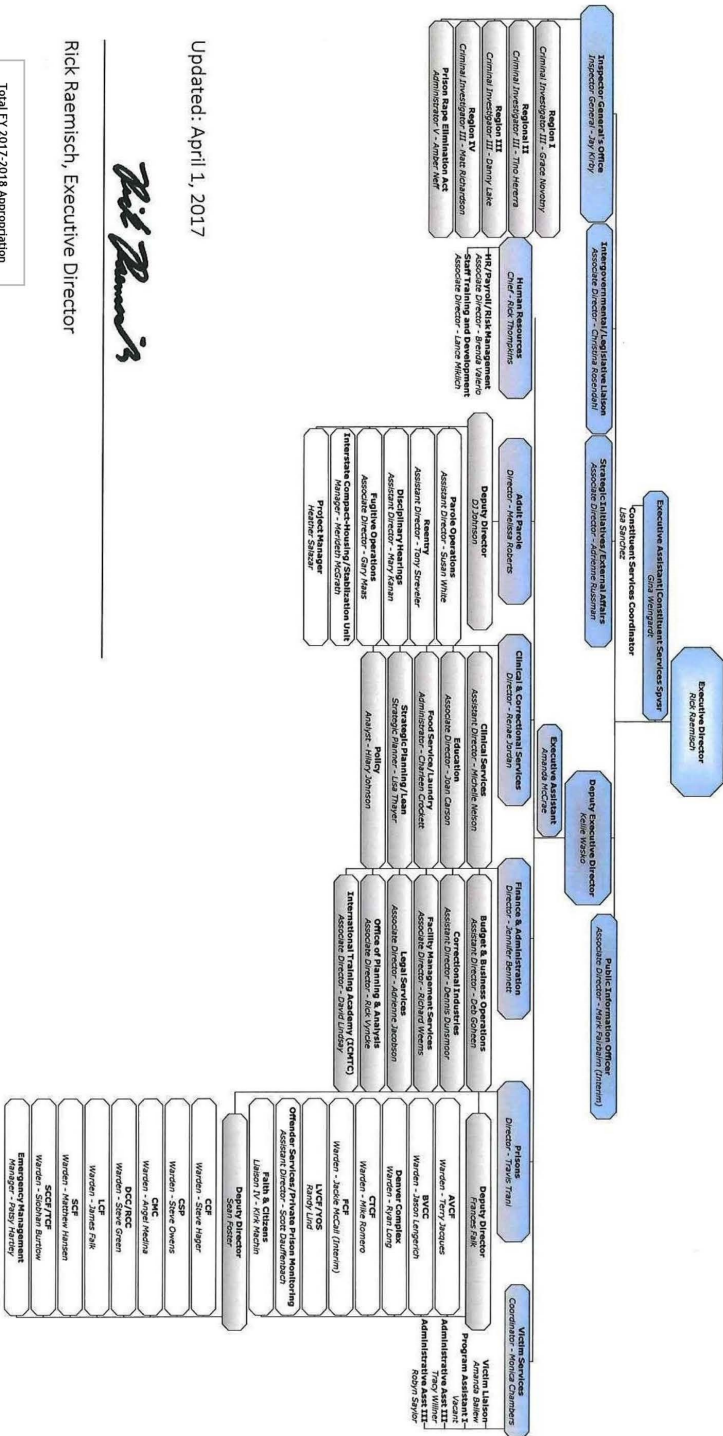
Respectfully,



Rick Raemisch, Executive Director
Colorado Department of Corrections



COLORADO
Department of Corrections
 Office of the Executive Director



Updated: April 1, 2017

Rick Raemisch

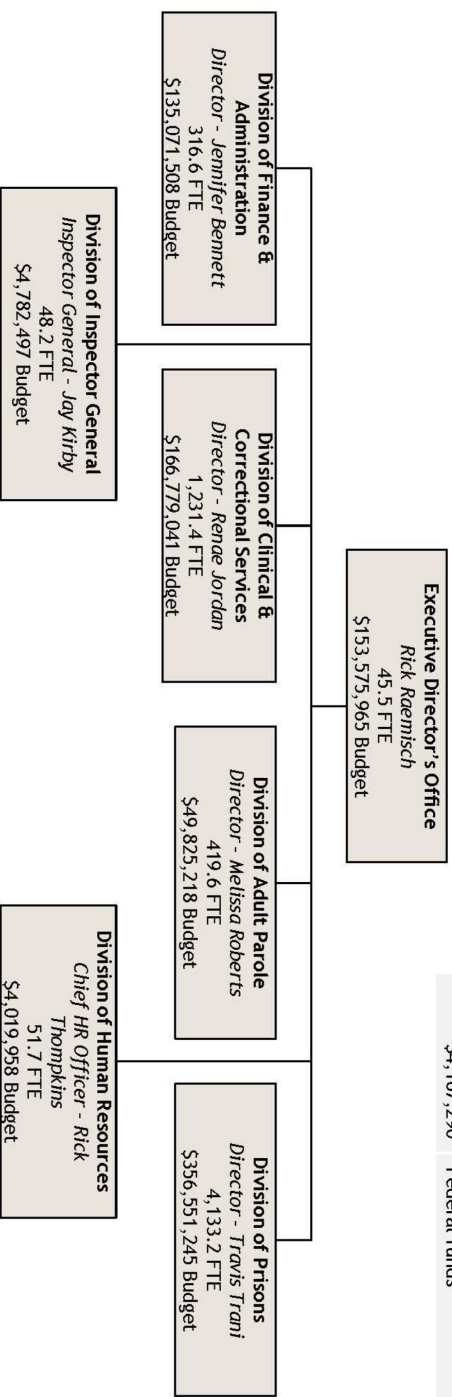
Rick Raemisch, Executive Director

Total FY 2017-2018 Appropriation
 \$870,605,432

FY 2017-2018 DOC Full Time Equivalent Positions
 6,246.2

Colorado Department of Corrections

Total Department FTE & budget breakdown (based on FY 2017-18 appropriations)	
6,246.2	Total FTEs
\$870,605,432	Total funds
\$775,057,354	General funds
\$39,760,660	Cash funds
\$51,620,128	Re-appropriated funds
\$4,167,290	Federal funds



Note: The Executive Director's Office includes 17.5 Parole Board FTE



“ *It is imperative that offenders develop the skills to manage their lives successfully in a community setting ...*

The Department will utilize evidence-based programs to equip offenders with the proper tools to make better decisions. ”



DEPARTMENT OF CORRECTIONS

Major Program Areas

The Colorado Department of Corrections is responsible for the management of the state's adult prison system, 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 three 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 6,200 employees 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 employees 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, employees, 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 management and living conditions for the offender population as well as for the safety and security of the public, employees, and offenders. Housing and security maintains a safe, humane, and appropriately secure living environment. Accountability is sustained in all critical areas through documentation and auditing of systems performance; response to emergencies; control of harmful materials; and the regulation of access and egress to facility property.

Offender management systems such as classification, discipline, case planning, and "earned time" awards to guide offenders into appropriate behavior patterns are utilized by employees. Management through professional and positive communication is emphasized. Direct employee-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 employees 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 con-



Honor Guard presenting the colors at the Youthful Offender System Century High School graduation

trol, 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 employees, victims, and the public.

Offender Programs

Offender programs include the education and volunteer programs. Education programs consist of academic, career and technical education, and cognitive education, as well as the use of the library. The academic program is a comprehensive competency-based education for persons in custody of the Department. It addresses the rates of illiteracy among incarcerated offenders. The objective is to reduce recidivism and increase educational proficiency to allow for successful re-integration into society. The career and technical (vocational) program offers a wide variety of skill-based instruction. The objective of this program is to provide the offenders with training in marketable skills that are relevant and in demand in the work force. The cognitive education

programs (Social Behavioral Science-SBS) offer a resource for offenders to engage in identifying “criminal thinking and behavioral patterns” by dealing with “societal and personal awareness”. Education programs can differ based on the correctional facility, needs of the offender, size of the facility, and custody level. All facilities have libraries. Customers for this program are 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 skill’s 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.



Offenders from the Colorado Correctional Industries’ State Wildland Inmate Fire Team, or SWIFT, provide crew support and on location assistance to Colorado Parks and Wildlife

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. With the passage of Senate Bill 15-182, the DOC may transfer certain offenders age 24 or younger who would not normally be eligible for a YOS sentence into

and out of YOS. The purpose of this bill is to allow youthful offenders not sentenced to YOS the opportunity to participate in the vast education, vocation, work, and cognitive programs available at YOS. 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 employees are trained and committed to the principles of adolescent development. Through modeling, mentoring, and other planned interventions, YOS employees 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 of-

fenders. Stakeholders are the legislature, sentencing courts, employees, and offender families.

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



Offenders in the Wild Horse Inmate Program (WHIP) train wild mustangs

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

The dental program offers basic on-site dental services to offenders, including intake exam, treatment of dental emer-

gencies, extractions, surface restorations, dentures, and preventive measures, as needed. Customers for this program are the offenders. Stakeholders are the dental program employees.

Behavioral Health

The behavioral health programs encompass mental health, alcohol and drug services, and the sex offender treatment and monitoring program. Behavioral health manages offenders with mental health disorders, intellectual and developmental needs, substance use disorders and/or sexual offenses 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 clinicians. Customers for Behavioral Health are the offenders. Stakeholders are employees, victims, the public, and offender families.

The alcohol and drug services 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 use disorders. 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 Department of Human Services, Office of Behavioral Health (OBH). All treatment services and curriculum are approved through OBH and delivered by

licensed addiction counselors, certified addiction counselors or supervised counselors in training.

The Sex Offender Treatment and Monitoring Program (SOT-MP) 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. The program follows the standards set by the Sex Offender Management Board. 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.

Mental health program services are accessible at every correctional facility through crisis services provided 24 hours per day. Individual and group counseling are also available on site in the majority of the facilities, and psychiatric services are either on site or via video conferencing equipment. Mental health also has residential treatment programs (RTP) for offenders with mental illness and or a need for more intensive treatment due to self-injurious behavior patterns. Transition planning and continuity of care transpires for offenders leaving prison to establish effective support and treatment services when on parole in the community.



Offenders working in the furniture shop are employed by Colorado Correctional Industries

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. Customers for Adult Parole are the offenders. Stakeholders include the Colorado Board of Parole; community and faith based organizations; programs and treatment agencies; victims; the public; and parolee families.

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 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 from facility-based community parole officers (FCPOs). The pre-release program serves to assist offenders with the development of practical skills through ten curriculum mod-

ules: 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 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.

ules: 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 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.

Colorado Correctional Industries (CCI)

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



DOC Adult Parole staff show their support for the Special Olympics by participating in the 2017 Law Enforcement Torch Run



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 employees. Stakeholders are the legislature, businesses bidding for and receiving contracted jobs, and affected cities/towns.

Employee Development and Support Services

This program includes human resources and training. The Office of Human Resources (OHR) provides management and oversight of all personnel services; establishes staffing patterns and creates positions; oversees personal services contracts; creates and maintains personnel and position records for over 6,200 classified positions, including payroll and training data; provides orientation to new employees; oversees employee relations, accommodation requests, dispute resolution, and employment litigation/hearings; implements ongoing quality control through employee performance evaluation; conducts position classification reviews; responds to employee 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 employees and those seeking employment with DOC.

Below, offenders at the Fremont Correctional Facility, in Canon City, participate in the 7 Habits Program



The training program provides instruction and training to DOC employees, contract workers, and volunteers. Also, some training/instruction courses are provided to private prison employees, government, and law enforcement agencies. The training program focuses on assisting employees in professional development and how to manage offenders in a safe and secure environment while helping offenders to become successful upon release. The program is operated through the Training Academy, located in Canon City,

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, employees, and offenders. Stakeholders are the legislature and businesses.

An offender, participating in the Veterinary Tech Program at one of the Canon Minimum Center facilities, cleans the hoof of a wild mustang in preparation for shoeing



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 employees 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

and instruction and training is provided at each facility/agency of the DOC. Customers for this program are employees, volunteers, private prisons, law enforcement agencies, and other governmental agencies. Stakeholders are employees 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; au-

Offenders enrolled in computer classes at Fremont Correctional Facility learn skills in computer networking and web development

within its jurisdiction; collecting and processing evidence; reviewing complaints; and monitoring and researching intelligence information to improve the safety and security of offenders, employees, and visitors. This office is the main contact for law enforcement issues in the DOC. Customers and stakeholders for this program are employees, law enforcement, the public, and offenders.

DEPARTMENT OF CORRECTIONS

Strategic Policy Initiatives

(SPIs)



For the fiscal year 2017-2018 performance plan, the DOC is retaining but revising the three SPIs featured in last year's plan. In addition, one other initiative has been selected this year. Not only is the DOC focusing on offenders while they are in prison, but it is continuing to guide them once they are released. Focusing on offenders pre- and post-release offers offenders the best chance to succeed. There are many valuable skills and programs offered within prison that will enable an offender to live outside of prison. Likewise, that education and guidance will continue once an offender is released into the community. The Department has undertaken many visionary initiatives in recent years. While staff have seen many achievements, they do not intend to stop trying to improve. There is much work to be done. The DOC will continue to seek best practices and improve those processes already in place.

SPI: Enhance Services and Programming Opportunities within the Facility-Based Re-Entry Living Units/Pods

The Department will enhance services and programming opportunities within the facility-based re-entry living units/pods by populating 85% of the living units/pods with high risk offenders and increasing in-reach opportunities by June 30, 2018.

In FY16, the Department started the re-entry program within facilities. This program addresses needs of offenders before they are released from prison so that they have the opportunity to prosper in a community setting. Now that re-entry is rooted within the DOC, it is time to broaden this program to high risk offenders. A

high risk offender may include an offender with disciplinary issues, security threat group ties, an escape history, mental illness, etc. These offenders are prone to create safety and security concerns for corrections. It is the Department's intent to break this negative cycle by educating these offenders so that they focus on positive actions and a successful transition into the community. It is also the intent of the DOC to increase in-reach opportunities for offenders to ensure that the Department is incorporating every resource possible for the benefit of releasing offenders.



This wild mustang gets a well-deserved reward from his trainer, an offender who is participating in WHIP at one of the Canon Minimum Center facilities

Strategy and Operations #1

The concept of in-reach embraces the idea that in order for an offender to do well in a community setting, the offender must have critical basics such as housing, job skill sets, employment, and treatment programs arranged before the offender releases from prison. In order for offenders to overcome obstacles once released from prison, those offenders must be able to engage in suitable employment. Equally as important as to when the DOC first implemented re-entry living units/pods, it is essential that the Department develops strong partnerships with governmental agencies, businesses, and industries to obtain resources and employment opportunities for releasing offenders. The focus this year will be on partnerships with organizations that are committed to giving releasing offenders a second chance to overcome criminal history by offering offenders employment. The DOC will work together with these organizations to increase in-reach opportunities within re-entry living units/pods. At the same time, the DOC will tailor industry training and certifications to increase offenders' entry-level marketable job skills that prepare them for employment opportunities before releasing from prison. The DOC will also utilize employability screening for this group. Employability screening is used to identify an offender's range of skills in a work setting. It will verify background information such as education level attained, vocational or trade certificates earned, employment prior to incarceration, and job interests. The DOC will also use apprenticeships and job-defined assignments within prison to develop or enhance offenders' skill sets. Job fairs, professional speakers, workforce centers, and many other resources will be presented to offenders to bolster their likelihood of gaining employment once released.

Strategy and Operations #2

With the inception of the re-entry living units/pods, the Department had created a specific curriculum for the re-entry program to develop offenders into responsible and law-abiding citizens. With the addition of the goal to populate 85% of the living units/pods with high risk offenders, the DOC will adjust relevant programming to cater to this population. It is imperative that offenders develop the skills to manage their lives successfully in a community setting. There are many challenges faced by releasing offenders. The Department will utilize evidence-based programs to equip offenders with the proper tools to make better decisions. These programs target specific needs of the offender. A majority of the population in re-entry have a multitude of issues that require attention before the offender is released. Many need to gain the ability to become a positive influence within their families, learning or relearning how to be a responsible spouse, parent, child, etc. Frequently, the outside family requires guidance, too. Family functions within facilities concentrate on reunifying family ties to create a healthy family environment and strong support system.

Offenders completing the re-entry program and releasing from prison will be given their portfolio. A portfolio is a culmination of documents detailing an offender's time in the re-entry unit. It is filled with valuable information such as community resources, resumes, and program and educational/vocational completion certificates. It will be an offender's "go to" when the offender is in need of additional services relating to employment, treatment, transportation, and other essential community services.

METRIC	1-YEAR GOAL JULY 1, 2018	3-YEAR GOAL JULY 1, 2020
Number of business and industry partnerships, per year	25	100
Number of in-reach functions, per year	575	575
Number of offender contacts through in-reach services, per year	4,500	4,500

METRIC	1-YEAR GOAL JULY 1, 2018	3-YEAR GOAL JULY 1, 2020
Percent of re-entry populated with high risk offenders	85%	85%
Total number of classes/services delivered in re-entry living unit, per year	1,500	1,500
Number of facilitated family contact events, per year	200	200

SPI: Decrease the Recidivism Rate

Decrease the rate of recidivism from 50% to 45% by June 30, 2018, thereby reducing the number of offenders who engage in future criminal activity and subsequently supporting the DOC's vision of building a safer Colorado. Recidivism is defined as returning to prison or inmate status for new crimes or technical violations within three years of release.

Strategy and Operations #1

There are many components tied to successfully reducing the rate of recidivism. One strategy that the DOC is employing is security threat group disengagement. This strategy focuses on offenders making better choices and strengthening family ties. Parents on a Mission (POM) is a key component to this system. POM is a unique program that was originally created to guide inner-city youth away from gangs and other destructive ways of life. POM is utilized by the Department to equip offenders with techniques to lead themselves and their children inside their own homes. Its focal point is parent leadership development with the goal of developing influential parents who will guide their own children away from gangs and other destructive ways of life. POM is also used to address family and relational issues of non-parents, too. This is accomplished by providing course participants guidance, practical principles, and engaging exercises for growth in their emotional maturity.

Once offenders graduate from POM, family re-unification events take place. These events are family/child focused and may include finger painting, face painting, kids' movies, outdoor activities, snacks, etc. The intent is to assist in developing and/or rebuilding relationships by providing meaningful and safe contact outside of normal offender visitation.

METRIC	1-YEAR GOAL JULY 1, 2018	3-YEAR GOAL JULY 1, 2020
Percentage of releasing offenders completing Parents on a Mission	20%	30%

Strategy and Operations #2

The DOC will increase parole employment opportunities for parolees released from prison through the Re-Entry Employment Navigator strategies. In collaboration with

the National Institute of Corrections, the DOC has adopted the Offender Workforce Development Specialist model that promotes workforce development, employer engagement, and capacity-building strategy that focuses on hiring individuals with criminal records. This strategy has three main focus areas: 1) Providing direct employment services, training, and job coaching to parolees seeking work through case management and partnerships with workforce centers, community organizations, community colleges, technical schools, and employers to expand employment opportunities for parolees; 2) Recruiting employers based on regional labor market data and assisting employers with job matching, federal tax credits and bonding, training, and job retention support; and 3) Providing one-stop employment services through employment readiness classes, conducting employer hiring events, and on-site job placement services.

METRIC	1-YEAR GOAL JULY 1, 2018	3-YEAR GOAL JULY 1, 2020
Percent of parolees who are employed, per month	81%	83%

Strategy and Operations #3

Increasing the percentage of offenders releasing with IDs has been a persistent objective of the Department. Identification is a key part of acquiring necessary resources in society. Most, if not all, essential services such as employment, housing, medical, and financial institutions require a form of identification before services will be completed. The DOC will increase awareness and education regarding the necessity and benefits of releasing with an ID. The DOC is committed to getting IDs for offenders before being released from prison.

METRIC	1-YEAR GOAL JULY 1, 2018	3-YEAR GOAL JULY 1, 2020
Percent of offenders releasing with IDs	87%	90%

SPI: Reduce Technical Parole Violation (TPV) Revocations

TPV revocations from 2.1% to 1.8% by June 30, 2018, by appropriately matching intermediate interventions to the level of the violation and the risk of the offender.

Strategy and Operations #1

Senate Bill 15-124 instructed community parole officers to consider intermediate sanctions (herein referred to as intermediate interventions) in lieu of revocation, except when an arrest is statutorily ordered. Intermediate interventions are actions taken to address non-compliant behavior without a formal revocation hearing. The Colorado Violation Decision Making Process (CVDMP) is the tracking system that allows for a range of intervention options for parolees based on the severity of the violation and assessed risk to re-offend. CVDMP is designed to match interventions to the violation. Sure and Swift is one intermediate intervention that utilizes short-term jail stays instead of revocation/regression back to prison. Sure and Swift jail stays are limited to a maximum of five days. The Department also employs a jail-based treatment program as an intermediate intervention. The program is used for offenders who have substance abuse and/or other criminogenic needs, with the goal that offenders continue treatment after finishing the program. Treatment options include cognitive behavioral therapy, cognitive skill building, relapse prevention, and other evidence-based therapies used to provide parolees with essential tools to function outside a correctional setting.

METRIC	1-YEAR GOAL JULY 1, 2018	3-YEAR GOAL JULY 1, 2020
Percent of parolees who received an intermediate intervention	20%	22%
Number of parolees who received an intermediate intervention (monthly average)	1,700	2,000
Number of parolees who had an intermediate intervention and did not return to prison for a TPV	245	260

Strategy and Operations #2

The DOC has implemented Incentives, a parolee positive reinforcement program. Incentives is a program that focuses on recognizing and reinforcing a parolee's positive behavior. This program prompts CPOs to award incentives to parolees when positive actions are witnessed. Specific incentives have been identified for this program, along with training employees to administer the positive reinforcement program. Colorado Web-Based Integrated Support Environment (CWISE) has been programmed to count each positive interaction and/or incentive awarded. Incentives include, but are not limited to, verbal recognition, reduction in UA testing, and extension of curfew.

METRIC	1-YEAR GOAL JULY 1, 2018	3-YEAR GOAL JULY 1, 2020
Monthly average of positive incentives per parolee	4.5	6
Percent of all parolees who receive at least one positive incentive per month	60%	70%

SPI: Decrease the Percent of Parolees Who, Within the First Year Following Release from Prison, Have a Homeless Housing Designation

In last year's plan, the DOC tracked the percentage of parolees in stable housing. This year, the Department edited this initiative to track the percentage of parolees with a homeless designation, as decreasing homelessness is the focal point of this initiative. Decrease the percent of parolees who, within the first year following release from prison, have a homeless housing designation from 3.54% to 3.25% by June 30, 2018.

There are three types of housing categories that the Department tracks. "Permanent housing" is defined as housing that is long-term and stable. "Transitional housing" refers to housing that is part of the parole plan, but is not meant to be long-term. For example, a parolee may live in

a hotel/motel until permanent housing is found. “Homeless” describes a parolee who does not have permanent or transitional housing and may be living on the streets.

HOUSING DESIGNATION WITHIN FIRST YEAR OF RELEASE	
Homeless	3.54%
Permanent	68.85%
Transitional	27.61%

Strategy and Operations #1

The DOC has assigned 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 offenders who will be paroling and will provide in-reach services prior to release from prison. The goal of in-reach is to mitigate the number of offenders who parole to a homeless status. For those parolees who are releasing homeless, a community reentry specialist (CRES) is an invaluable resource who may assist with housing, among multiple other support services. The DOC will also work closely with community and faith-based organizations to link parolees with stable housing resources. Also, with the passing of House Bill 14-1355, the Division received supplemental funding to its emergency assistance program. This funding is geared toward parolees who are releasing homeless and provides necessities such as housing, transportation, and medication.

Female offenders at the Denver Women’s Correctional Facility fill commissary orders



Strategy and Operations #2

The DOC will continue to work closely with the Department of Local Affairs/Division of Housing (DOLA/DOH). With the passing of Senate Bill 17-021, the bill instructs the DOH to provide supportive housing to offenders who have a mental or behavioral health disorder and are releasing from prison. The DOH will provide vouchers and other support services to this population, which frequently releases from prison homeless into the community. The DOC will also engage with and support community-based and other 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. The DOC is focusing 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.

METRIC	1-YEAR GOAL JULY 1, 2018	3-YEAR GOAL JULY 1, 2020
Percent of parolees who have a homeless housing designation within one year following release from prison	3.25%	3.0%
Average number of days on homeless designation within the first year of release	105	95

SUMMARY:



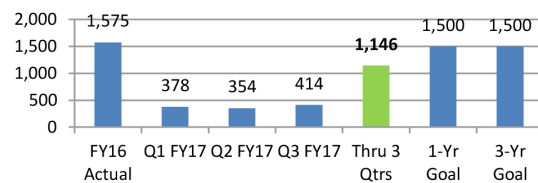
Quarter 3 Evaluation for Fiscal Year 2017

The DOC continually strives to improve its current operations while researching and implementing new and innovative programs to provide offenders and parolees the most valuable resources to succeed. While the Department is aware that there will always be a need for improvement, it celebrates its successes and is committed to being a leader in corrections. March 31, 2017, data was reported for the measures used in the April evaluation. The full fiscal year evaluation will not be available until September 2017. The following is a breakdown through three quarters of FY 2017:

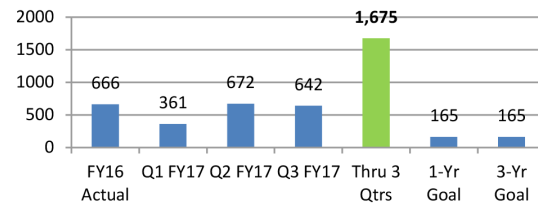
Implement re-entry units/pods in 12 level II, III, and IV state correctional facilities, along with private facilities, by September 1, 2015

The DOC accomplished its goal of implementing 12 re-entry units/pods in FY16, but because this program was new, the DOC chose to continue to focus on this initiative in FY17. This was not only to ensure that the Department was on the right track but to examine what components of this program were in need of modification. The DOC has been pleased with the progress this initiative has made since its inception. All targets have already been met or are on track to be met for FY17.

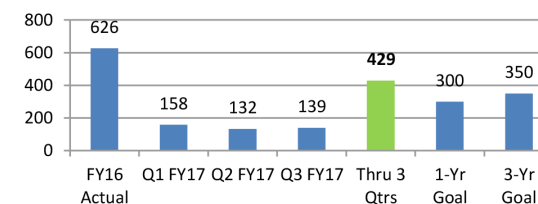
Total number of classes/services delivered in re-entry living unit during the month



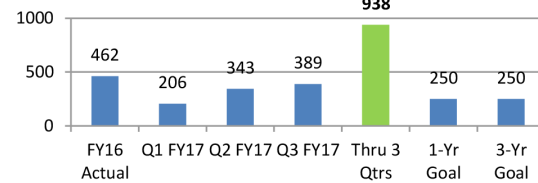
Number of complete portfolios



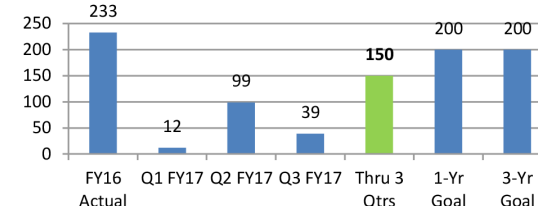
Number of in-reach functions, per year



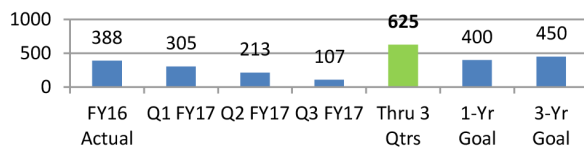
Number of offenders released from prison and use (on some level) community partners, per year



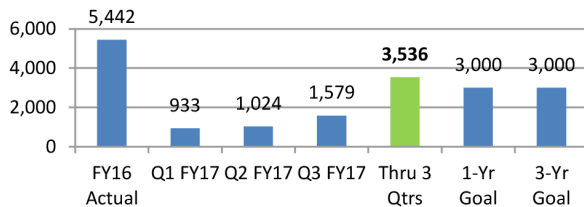
Number of facilitated family contact events, per year



Total number of collaborative relationships developed with governmental and community participants that facilitate resources for offenders through a process of in-reach



Number of offender contacts through in-reach services, per year

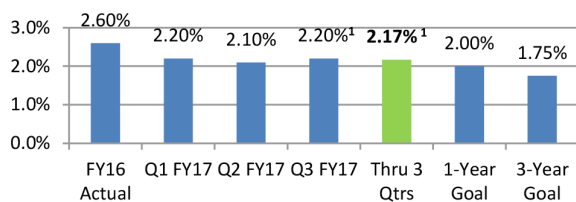


Reduce the percentage of technical parole violation (TPV) revocations from 2.6% to 2.0% by June 30, 2017

For the 2016-2017 performance plan, the method to calculate TPV revocations was revised to depict the percentage of parolees who left parole due to a TPV revocation based

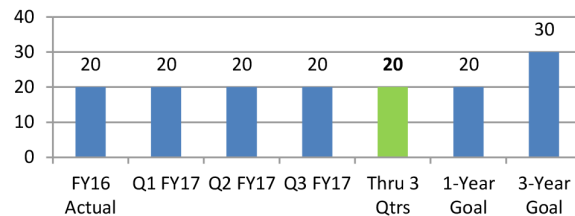
on the entire parole population. Previously, TPV revocations were computed as a percentage based only on those leaving parole. There have been obstacles in collecting data for the Vivitrol metrics (not shown) due to the onboarding of new providers. However, community parole officers (CPOs) have been dedicated to ensuring that this initiative continues to advance. This is reflected by the number of goals that have surpassed or are on target to surpass the goals set for FY17.

Reduce the percentage of TPV revocations from 2.6% to 2.0% by June 30, 2017

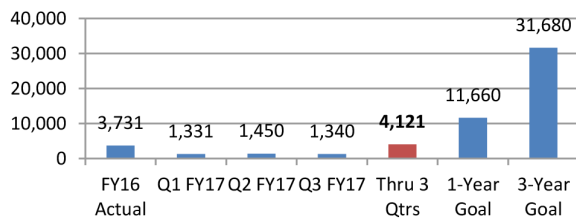


¹ TPV revocations are run on a 1-month delay; therefore, Q3 FY17 data included July-February. Thru 3 Qtrs includes July-March.

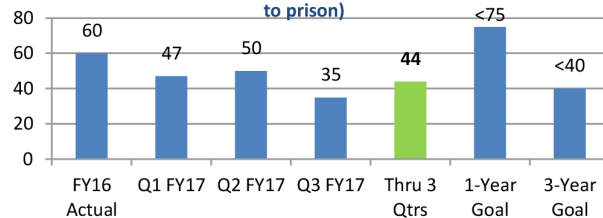
Number of jails participating in Sure and Swift



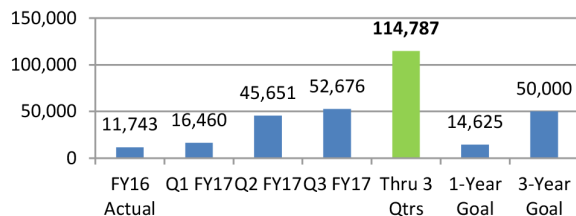
Number of jail bed days for parolees in Sure and Swift



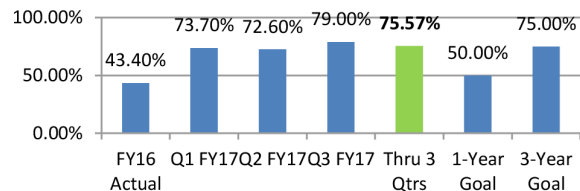
Number of weekly arrests of parolees for technical parole violations (does not equate to a revocation back to prison)



Number of positive incentives given



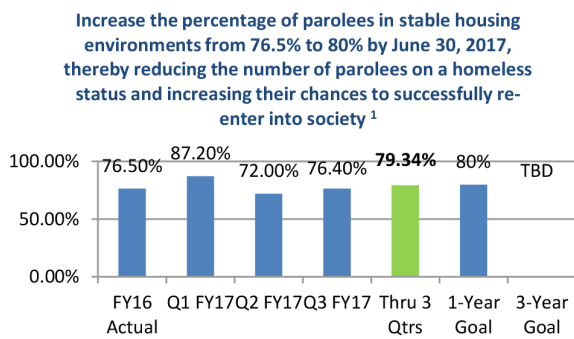
Percentage of CPO completions of incentives/positive reinforcements



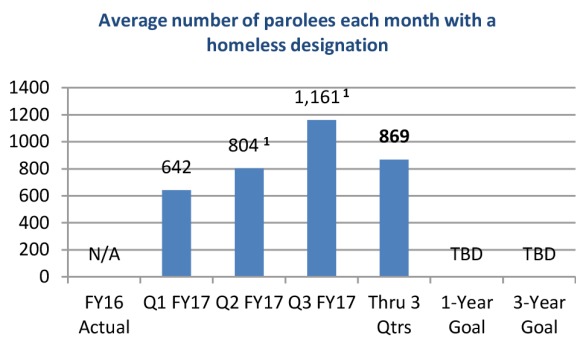
Increase the percentage of parolees in stable housing environments from 76.5% to 80% by June 30, 2017, thereby reducing the number of parolees on a homeless status and increasing their chances to successfully re-enter into society

The DOC is well aware that one key factor to parolee success is stable housing. It is hard to believe that any person could

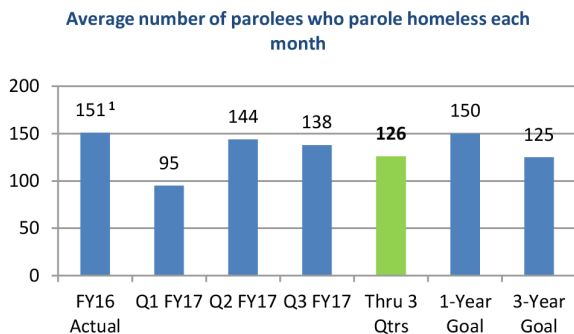
have a successful life without stable housing. Add on top of that finding employment, a doctor, required programs, transportation, etc., and it seems overwhelming. Therefore, the DOC launched a program to combat parolee homelessness. As with most new programs, the DOC has experienced some growing pains, not only with getting the program stabilized but with the collection of data. It is expected that as this program becomes more established, the metrics will show the true value of this initiative.



¹ Percentages are “as of” the end of the quarter



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.



¹ Based on data from November 2015 to April 2016

