

COLORADO DEPARTMENT OF CORRECTIONS • 2018-2019
PERFORMANCE PLAN



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.

TABLE OF CONTENTS

- 5 A MESSAGE FROM
DOC EXECUTIVE DIRECTOR RICK RAEMISCH
- 7 DOC ORGANIZATIONAL CHART
- 9 MAJOR PROGRAM AREAS
- 17 DOC STRATEGIC POLICY INITIATIVES
- 24 SUMMARY OF QUARTER 3 EVALUATION FOR
FISCAL YEAR 2018
- 26 PROCESS IMPROVEMENT IN THE DOC

Students from Basic
Training Class 488
during their graduation
ceremony on
March 29, 2018



“ *The DOC has continuously strived to equip offenders with the tools necessary to become successful and law abiding citizens, while ensuring the safety of the community.* ”





Message from DOC Executive Director

RICK RAEMISCH

It does not seem possible that it has been five years since I was appointed executive director of the Colorado Department of Corrections (DOC). I came to the Department in 2013 after the tragic loss of executive director, Tom Clements. Since then, I have witnessed the fortitude of the Department's staff. The significance of correctional work often goes unnoticed and is underappreciated, but I have been fortunate to lead such persevering and devoted employees.

The DOC has continuously strived to equip offenders with the tools necessary to become successful and law abiding citizens, while ensuring the safety of the community. The strategic policy initiatives (SPIs) for fiscal year (FY) 2018-2019 continue on this crucial path. The Department has chosen five SPIs for this year's plan. Reducing recidivism has been retained for the FY18-19 plan, as it is perhaps the DOC's most important goal for offenders. Increasing the percentage of employed parolees was a metric reported in last year's plan; however, this year the DOC is focusing efforts on parolee employment as an initiative. New this year, the DOC is eager to launch an offender mentoring program through in-reach services. Also, the DOC will increase the percentage

of female offenders assessed with the Women's Risk/Needs Assessment (WRNA). The last initiative involves using offenders as mental health peer assistants. The following is a synopsis of the Department's SPIs.



Establish an Offender Mentoring Program through In-Reach Services

Establishing an offender mentoring program through in-reach services at all level III and above facilities is new for the FY18-19 plan. The Department will apply four strategies for this initiative. The DOC will utilize released offenders who were convicted of a sex offense to meet with releasing sex offenders. Along with this, the DOC will send surveys to offenders in the re-entry program to help formulate best practices in the mentoring program. An offender mentor handbook for volunteers will be collaborated on and completed. Last, the Department will expand the resource pool of offender mentors.

Decrease Recidivism Rate

Decreasing the recidivism rate has been retained for this year's plan. To reduce recidivism, the DOC will establish partnerships with workforce centers and second chance employers. It will also increase the use of permanent supportive housing and rapid rehousing funds through the Department of Local Affairs (DOLA). Finally, the Department will decrease the number of offenders releasing with homeless parole plans.

Increase Percentage of Female Offenders Assessed with the Women's Risk/Needs Assessment (WRNA)

This is a new initiative for the FY18-19 plan. Three key strategies have been selected for this initiative. The WRNA tool will be implemented at the Denver Reception and Diagnostic Center (DRDC) to assess new intakes.

The DOC will also assess the current population of female offenders to ensure programming needs are met for all female offenders. Last, a plan will be developed with the Office of Information Technology (OIT) and Department of Corrections Offender Records Management (DeCORuM) system to create an electronic WRNA form.

Increase Percentage of Employed Parolees

Increasing the percentage of parolees who are employed was a metric that was tracked in last year's plan. This year, the DOC is bolstering the weight of employed parolees by establishing it as a Department initiative. The Department will concentrate on creating employment designations in the Colorado Web-based Integrated Support Environment (CWISE). Another area of focus will be on creating employment designation dashboards for community parole officers (CPOs) and supervisors. The DOC will also increase the number of offenders that will interview with employers before release to parole.

Implement a Mental Health Peer Assistant Program

Implementing a mental health peer assistant program in all level III and above general population facilities that house offenders with mental health needs is a new initiative. The Department will create a comprehensive training for offenders who have applied for and have been

approved by the facility internal classification committee. Also, a tracking system will be developed to record the number of contacts made by mental health peer assistants. Last, the DOC will observe mental health trends in implemented facilities to strengthen the quality of the program.

It has been my distinct honor to serve as the executive director of the Colorado Department of Corrections. With the DOC's first-rate staff, Colorado will continue to be at the forefront of groundbreaking ideology, such as administrative segregation reform and the utilization of re-entry programs within facilities. I am confident that these highly professional staff will not be complacent but will continually look to improve correctional practices. I am extremely proud of their accomplishments and look forward to their future successes.

Respectfully,



Rick Raemisch, Executive Director
Colorado Department of Corrections

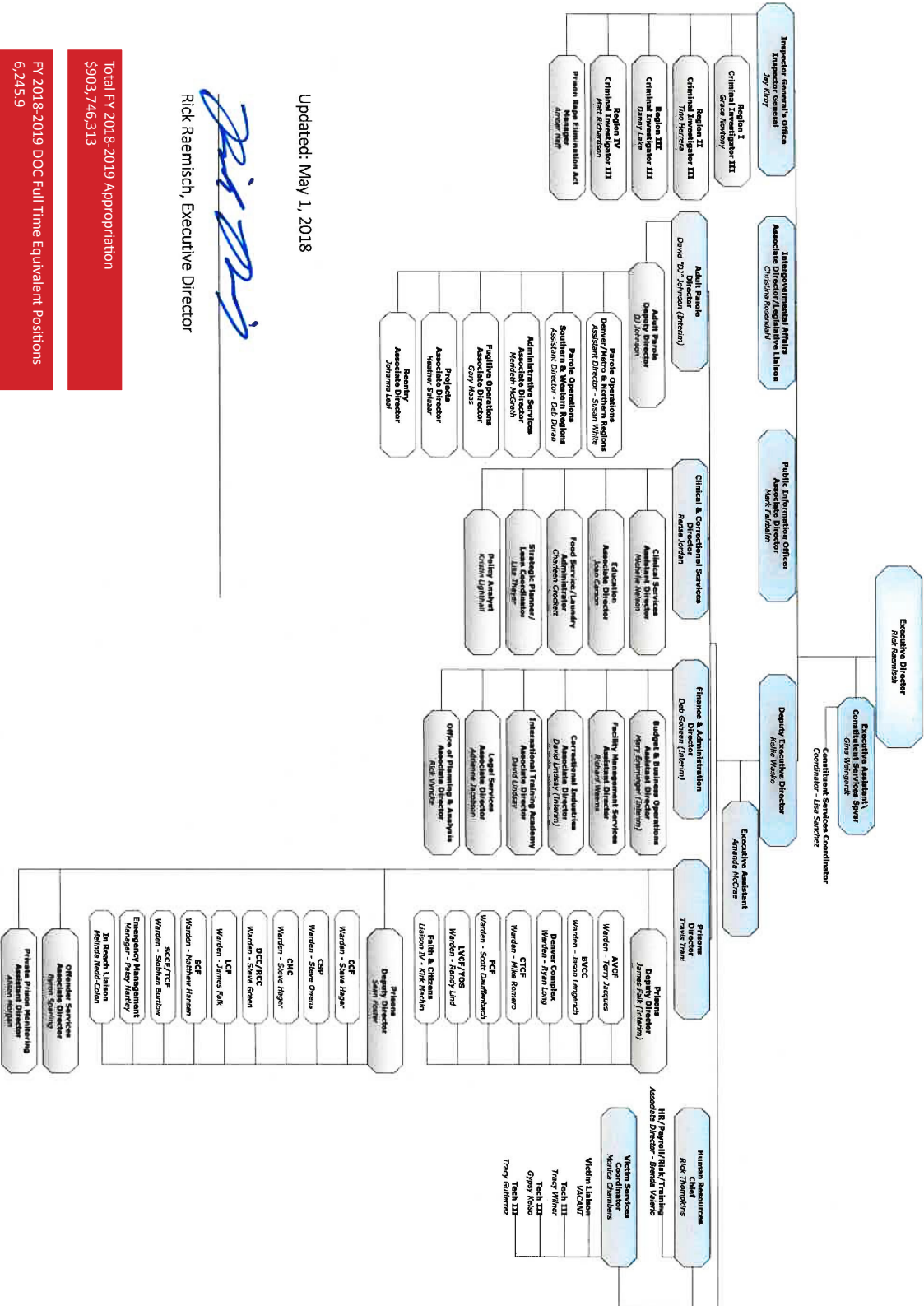




COLORADO

Department of Corrections

Office of the Executive Director



Updated: May 1, 2018

Rick Raemisch
Rick Raemisch, Executive Director

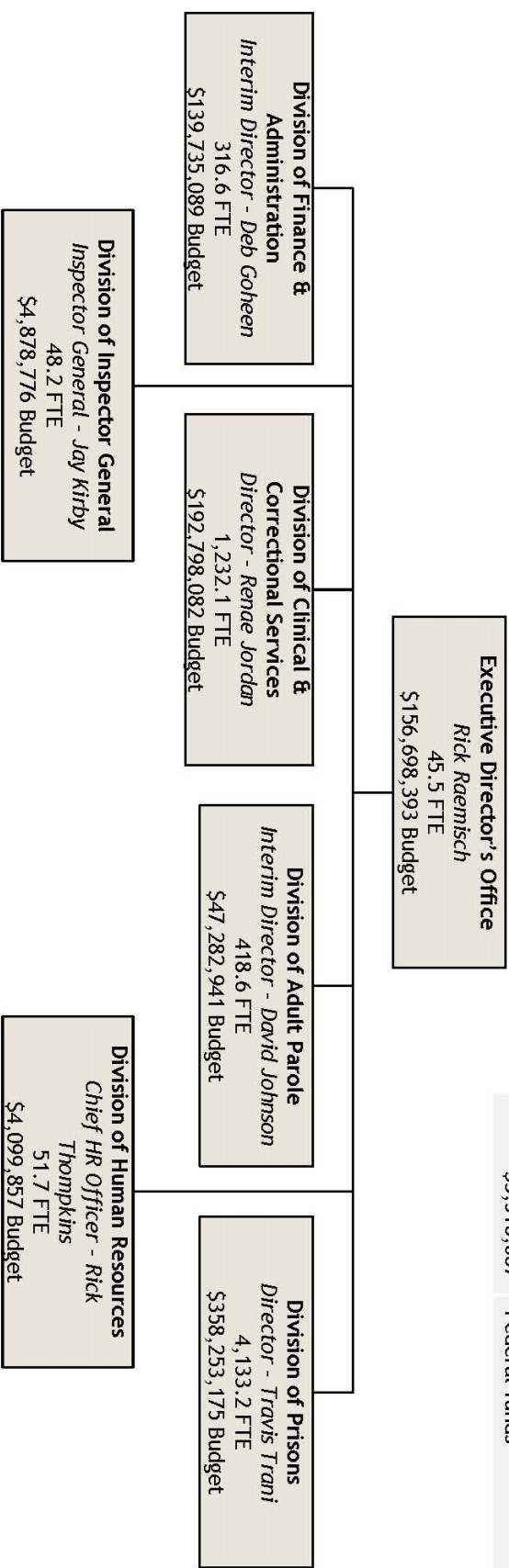
Total FY 2018-2019 Appropriation
\$903,746,313

FY 2018-2019 DOC Full Time Equivalent Positions
6,245.9



Colorado Department of Corrections

Total Department FTE & budget breakdown (based on FY 2018-19 appropriations)	
6,245.9	Total FTEs
\$903,746,313	Total funds
\$800,096,300	General funds
\$38,410,054	Cash funds
\$51,050,517	Re-appropriated funds
\$3,516,067	Federal funds



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



“ Colorado Correctional Industries operates a number of business-like enterprises that create work opportunities for offenders in state correctional facilities. ”



DEPARTMENT OF CORRECTIONS

Major Program Areas

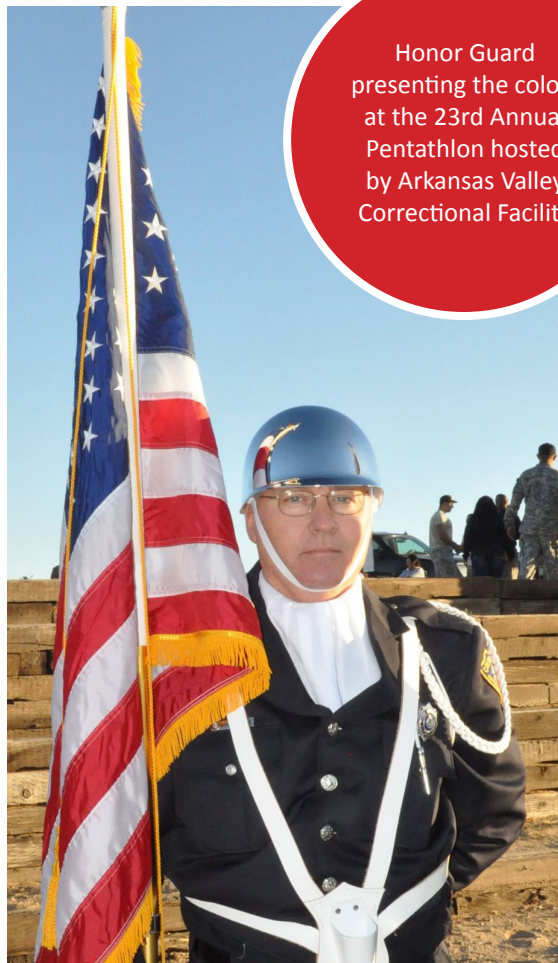
The Colorado Department of Corrections is responsible for the management of the state's adult prison system, intensive supervision program-inmate (ISP-I), and parole. Prison Operations is accountable for offenders sentenced to prison. Located throughout Colorado are 19 facilities and the Youthful Offender 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, community residential programs, and, interstate compact offenders. Parole also provides transitional services through community re-entry and pre-release programs. The DOC 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 control, evidence management, offender movement, non-routine offender transport, and clerical duties. Many of these activities must be done every day of the



Honor Guard presenting the colors at the 23rd Annual Pentathlon hosted by Arkansas Valley Correctional Facility



week at any hour of the day or night. Customers for this program are the offenders. Stakeholders are employees, victims, and the public.

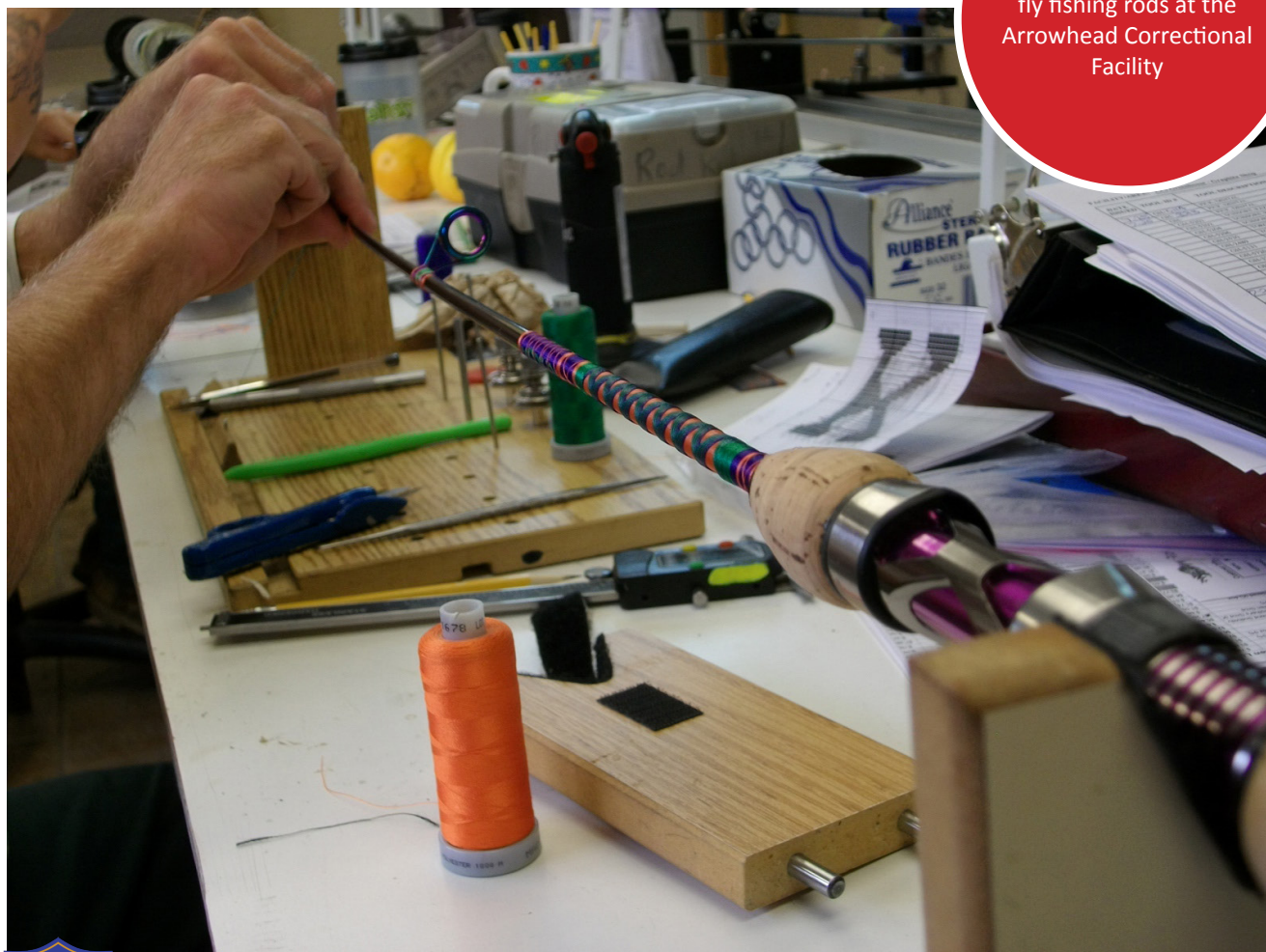
Offender Programs

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 education (CTE) 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 pro-

Offenders making fly fishing rods at the Arrowhead Correctional Facility



grams 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 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, 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, 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 offenders. 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.



Colorado Correctional Industries (CCI) plants area at Arrowhead Correctional Facility

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 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 emergencies, 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 diag-

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

Offenders during recreation at Colorado Territorial Correctional Facility



nostic 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 mental health clinicians who work with the parole division. 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

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 (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 behav-



iors. 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.

Adult Parole

Adult Parole encompasses a number of offender populations to include parole, parole intensive supervision program (ISP-P), community residential programs, inmate intensive supervision program (ISP-I), and interstate compact offenders. Additionally, the Division operates the community reentry and pre-release programs. Parole Community Reentry provides a continuum of behavioral and stabilization interventions to assist with reentry planning. This assessment-driven case management process starts inside of prisons and continues through parole. This area oversees pre-release specialists, community reentry specialists, community care case managers, the Work and Gain Education and Employment Skills (WAGEES) partnership, facility community parole officers and employment and training navigators. Customers for Adult Parole are the offenders. Stakeholders include the Colorado State Board of Parole; community and faith-based organizations; programs and treatment agencies; victims; the public; and offenders' families.

Community parole officers (CPOs) supervise offenders in the community to ensure compliance with conditions of parole as ordered by the State Board of Parole. To support offender success, the CPO will use a variety of case management and treatment tools to engage the parolee in positive behavior change such as risk-needs assessment; office, home, and employment contacts; and treatment referrals. 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 of-



Seven Habits graduation at the Colorado Springs Parole Office

enders into the community. Reentry begins in facilities through cognitive-based Pre-Release Program modules facilitated by pre-release specialists. The Pre-Release Program focuses on the development of practical skills through ten cognitive behavioral based 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. These modules result in a transition plan with assistance from facility community parole officers. Coordination of high needs medical and mental health releases are staffed by community care



case managers. These services continue into the community with on-going case management, transportation, housing, and employment services. This is accomplished through a large network of agency partners and community and faith-based organizations, including the WAGEES grant program.

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 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 budget-

ed 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. FMS develops and submits funding requests for capital construction, controlled maintenance, and capital renewal projects that include new construction, expansions, and improvements to the physical plant. Repairs to and replacement of buildings and/or major building systems are also included. FMS monitors the work after requests are approved and appropriated through the programming, pre-design, design, construction phases, close-out, and post-construction warranty periods. FMS develops project requests, negotiates funding, and provides management and oversight on all emergency maintenance projects and Division of Risk Management insurance claims. FMS staff develop and oversee facility master planning, program planning, housing capacity and bed planning, infrastructure audits and assessments, energy management, regulatory agency reviews and approvals, in-house programming for security, communications and technical systems, procurement, contracts, leases, memorandums of understandings, interagency and intergovernmental agreements, field maintenance support, life safety program administration, DOC asbestos coordinator and hazardous materials support, American Correctional Asso-

Offender working in greenhouse at Arrowhead Correctional Facility



ciation compliance and accreditation support, standards development, and State Buildings Programs representation and delegation.

The Office of Human Resources (OHR)

This comprehensive employee-support program includes all human resources management for employees and individuals seeking employment. In serving over 6,200 classified positions, OHR consists of five units: Employment Services Unit, Systems and Records Unit, Corrections Training Academy, Employee Relations Unit, and the Employee Compensation Unit. The units are located in the Colorado Springs and Canon City regions.

The Office of Human Resources services include but are not limited to: staffing pattern analysis and establishment; position classification, review, and creation; workforce networking; recruiting; job-analysis; evaluation; talent acquisition; selection; hiring; on-boarding; personnel and position records creation and maintenance; personnel actions; personal services contracts; employee relations; dispute resolution; accommodation requests; unemployment; employee claims; employment litigation and hearings; rule interpretation; administration of State Personnel Board Rules and Personnel Director's Administrative Procedures; performance management; quality assurance; workforce wellness; payroll and salary distribution; benefits administration; risk management; timekeeping and leave reporting; short-term disability; family medical leave; workers compensation; health, dental, and life insurance; PERA retirement; stakeholder, employee, and public consultation; employee development; and training of new hires and in-service employees. Customers and stakeholders for this program are employees and those seeking employment with DOC. The Corrections Training Academy, located in Canon City, ensures current instruction and training is provided to employees at each facility/division of the Department. New hire, in-service, and

annual refresher training is the Department's primary focus. Customers for this program are employees, volunteers, and private prisons. 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; authorizing, documenting, tracking, approving, paying, and report-



Staff participating in the 23rd Annual Pentathlon hosted by Arkansas Valley Correctional Facility





Offenders putting TV kits together in the Denver Women's Correctional Facility Print Shop

ing 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.

Inspector General

This office is the main contact for law enforcement issues within the Department of Corrections. The Office of the Inspector General (OIG) provides investigative support to DOC facilities, employees, offenders, law enforcement, and the public. OIG 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 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. Customers and stakeholders for this program are employees, law enforcement, the public, and offenders.



DEPARTMENT OF CORRECTIONS

Strategic Policy Initiatives (SPIs)



For fiscal year 2018-2019, the Department has chosen five SPIs that outline its continuing dedication to offender achievement. Two of the initiatives were part of last year’s plan; all initiatives employ strategies that are designed to improve outcomes for offenders while incarcerated and after release.

* Each agency in Colorado has set a goal in their FY19 performance plans aimed at improving the customer experience, which for the DOC will involve offender input into the development of a new offender program. Below is the DOC’s goal. To learn more about this effort, visit:



<https://www.colorado.gov/performance/customer>



SPI: Establish an Offender Mentoring Program Through In-Reach Services

The Department will establish an offender mentoring program through in-reach services at all level III and above facilities by June 30, 2019, which will utilize mentors to assist offenders through their transition from prison to the community. This ambitious initiative will incorporate responses received from offender surveys to assist in the design of the mentoring program. It is the intent of the DOC to make use of mentoring opportunities to advise offenders on topics that will be important to their success once released from prison.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Number of facilities	7 Level III and above facilities	15 Level III and above facilities	15 Level III and above facilities

Strategy and Operations #1

One specific group the Department will focus on is releasing sex offenders. The DOC will utilize released offenders convicted of a sex offense to meet with releasing sex offenders to address risk factors that may occur in the community. It is the DOC’s intent to reduce sexual recidivism by targeting the risk factors of compliance with community supervision, stable employment, pro-social relationships, and stable housing. The DOC will develop specific informational sessions for mentor use that will include such topics as expectations of parole and community treatment; using technology; disclosures to potential employers, neighbors, and family members; and adjustment challenges. Also, Prison Operations, Adult Parole, and Sex Offender Treatment and Monitoring Program (SOTMP) staff will collaborate to find appropriate and eligible mentors. This collaboration may also include other stakeholders, as needed. Early education that outlines the expectations and risk factors in the community will be invaluable to releasing sex offenders in their transition to life outside of prison.



METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Number of sex offenders in SOTMP treatment participating in in-reach	55	60	69
Number of sex offenders not in SOTMP treatment participating in in-reach	26	53	89

Strategy and Operations #2

The Department realizes that the driving force behind a successful mentoring program is determining what subject matter will be most beneficial to releasing offenders. In order to accomplish this, surveys will be sent to offenders in the re-entry living units/pods to gather ideas to help formulate the mentoring program. This survey will capture key information submitted by the re-entry offenders with the intent to engage them in creating their own pathway to a successful and law abiding life. The Department will survey offenders in the mentoring program before release from prison. The intent of this survey will be to capture the pros and cons of the mentoring program. The DOC will use these results to revise the program, as needed, to ensure offenders are receiving instruction that will best support them in society.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Number of surveys sent to re-entry offenders	500	1,000	2,000
Number of surveys completed by re-entry offenders	100	200	400

Strategy and Operations #3

In order for the mentoring program to thrive and be consistent within all relevant facilities, it will be necessary to have policy and instruction available to all staff and mentors who are involved in the program. The DOC will create policy that will outline the rules and requirements of the program. Along with this, the DOC will complete an offender mentor handbook for volunteers. This handbook will be created in collaboration with stakeholders to incorporate important information regarding the program so that all mentors follow the same guidelines.

Strategy and Operations #4

Once the mentoring program is implemented, the DOC will seek to expand the resource pool of offender mentors. It is the DOC's plan to broaden this program to make sure that all offenders receive mentoring to best address their specific needs. The Department will work with community support and volunteer groups to identify mentor volunteers. Tied to this, training will be established to prepare mentors and provide them with an overview of the program and contact information for community resources.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Number of mentor volunteers	20	50	100

SPI: Decrease the Recidivism Rate

The Department will decrease the rate of recidivism from 50% to 48% by June 30, 2019, with the belief that rehabilitating offenders can break the negative cycle of criminal activity and lead offenders to a positive and successful life. Recidivism is defined as returning to prison or offender status for new crimes or technical violations within three years of release. This definition is in compliance with the Association of State Correctional Administrators (ASCA).

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Rate of recidivism	49%	48%	47%



Strategy and Operations #1

When discussing corrections, recidivism rates may be the most sought-after data used to measure offender success once released from prison. It is the Department's steadfast goal to expand offenders' opportunities to prepare for life in the community. One strategy the DOC will employ is to establish partnerships with workforce centers and second chance employers. These partnerships include regular employers, workforce centers, and community agencies, which would be of assistance to an offender once released from prison. Examples include Servicios de la Raza, which offers training, housing, food, and employment; MotherWise, which assists pregnant mothers or mothers with children less than 6-months old; and Bayaud Enterprises, which offers training, employment, and other opportunities. The DOC will also work with offenders to receive job interviews prior to release from prison. The offenders will be placed through a screening process that looks at their work history prior to and during incarceration, education level, work skills, certifications, behavior, and criminal history. Each employer has specific hiring criteria for the type of criminal history that is allowed in the workplace, as well as work skills that are required. Offenders meeting the criteria will receive a video interview with the potential employer.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Number of partnerships with workforce centers and second chance employers	25	30	50
Number of offender interviews conducted prior to offender release from prison	150	200	600



Strategy and Operations #2

When an offender is releasing from prison, there are numerous factors that influence a favorable outcome. Along with employment, housing is one of the most important for offenders. The Department is consistently searching for housing that is safe and reliable and will accept ex-offenders. The Department of Local Affairs (DOLA) offers housing funds. The DOC will increase the use of permanent supportive housing and rapid rehousing funds through DOLA. DOLA's permanent supportive housing takes care of those people who are or would be homeless and have disabilities or special needs. Priority is given to those with behavioral health issues, among others. Like permanent supportive housing, rapid rehousing through DOLA targets homelessness and those with behavioral health issues; however, rapid rehousing is more geared toward those who have been involved in the criminal justice system. The partnership between the DOC and DOLA is an encouraging path for releasing offenders to flourish in society and support the goal of reducing recidivism.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Number of parolees awarded permanent supportive housing vouchers through DOLA	30	35	50
Number of parolees awarded rapid rehousing vouchers through DOLA	25	50	100



Strategy and Operations #3

Before an offender releases from prison, the Department will make every effort to address situations that offenders will be confronted with after release from prison. This strategy also involves safeguarding against offenders releasing from prison homeless. The DOC will decrease the number of offenders releasing with homeless parole plans. This effort will require the Department's Prison Operations and Adult Parole divisions, along with community resources like DOLA, to work together to establish housing prior to release from incarceration. Prison Operations and Adult Parole will be in contact to identify those offenders who are vulnerable to releasing homeless. Special focus will be placed on those offenders who do not want housing and prefer to release with a homeless parole plan.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Average number of parolees who parole homeless, each month	185	175	150
Percent of homeless parolees	1.90%	1.85%	1.75%

SPI: Increase the Percentage of Female Offenders Assessed with Women's Risk Needs Assessment (WRNA)

The Department will increase the percentage of female offenders assessed with the Women's Risk/Needs Assessment (WRNA) from 44% to 100% by June 30, 2019, to address the gender responsive risks and needs of female offenders within a correctional setting for successful programming. In the past, most risk and needs assessments were developed with a generic model, examining males and females in the same way. The WRNA is a tool that was devised for the distinct risk and needs of female offenders.

Strategy and Operations #1

Evidence-based research supports the concept of building programs tied to an offender's gender. Historically, systems treated male and female offenders in a gender neutral way. However, as in the community, male and

female offenders are different and require different services. The DOC will implement the WRNA tool at the Denver Reception and Diagnostic Center (DRDC) to capture 100% of new intake assessments. In order to do this, the Department will partner with the University of Cincinnati to establish the WRNA within the Colorado Transitional Accountability Plan (CTAP), which is the DOC's case planning system. Training will also be conducted for staff use of the WRNA tool.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Percent of females assessed at DRDC intake using the WRNA	68%	100%	100%

Strategy and Operations #2

Using the WRNA to assess female offenders at intake is a modern and innovative undertaking that provides females with a gender specific plan. The DOC will also use the WRNA to evaluate other female offenders by developing assessment plans and schedules within the Department's female institutions to apply this assessment tool to the current population. A timeline will be established to ensure that the WRNA is completed on all female offenders. By doing so, programming needs will be addressed and applied appropriately to all DOC female offenders.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Percent of incarcerated females using the WRNA	68%	100%	100%

Strategy and Operations #3

As with many projects, computer programming will need to be completed in order to have electronic copies of the WRNA. In the meantime, paper copies will be utilized to assess female offenders. The DOC will develop a plan with the Office of Information Technology and DeCORuM to introduce an electronic version of the assessment tool.



SPI: Increase the Percentage of Parolees Who are Employed

The Department will increase the percentage of parolees who are employed from 81% to 84% by June 30, 2019, to support parolees in their preparation to gain independence and build a successful life in the community.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Percentage of parolees employed who are able to be employed	82.5%	84%	87%

Strategy and Operations #1

One noticeable difference between offenders in a prison versus parolees out in the community is that it is easier to track offenders who are confined. It is the DOC's intention to secure employment for offenders before they are released on parole; however, that is not always possible. Also, parolees may change jobs once released. The Department aims to track employment of parolees by creating employment designations in the Colorado Web-based Integrated Support Environment (CWISE). This tracking system will show those parolees who have jobs and those who do not. Adult Parole staff will collaborate with CWISE and DOC's Office of Planning and Analysis to establish accurate reporting.



Parole officer working with parolee on re-entry

Strategy and Operations #2

A dashboard will be created in the employment designation system for community parole officers and supervisors. This dashboard will give an accurate portrayal of parolee employment and will be used to adjust departmental operations to improve parolee outcomes. Adult Parole staff will ensure that data input into CWISE is accurate and up-to-date.

Strategy and Operations #3

The significance of employment cannot be overstated for parolees. The DOC will work with offenders to receive job interviews prior to release from prison. The offenders will be placed through a screening process that looks at their work history prior to and during incarceration, education level, work skills, certifications, behavior, and criminal history. Each employer has specific hiring criteria for the type of criminal history that is allowed in the workplace, as well as work skills that are required. Offenders meeting the criteria will receive a video interview with the potential employer. It is the DOC's goal to have employment in place for parolees to better equip offenders for a successful parole period.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Number of offender interviews conducted prior to offender release from prison	150	200	600

SPI: Implement a Mental Health Peer Assistant Program

The Department will implement a mental health peer assistant program in all level III and above general population (GP) facilities that house offenders with mental health needs by June 30, 2019. This program will utilize trained offenders as peer assistants to other offenders who may be struggling with thoughts of self-harm or other stressors.



METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Number of facilities	6 Level III and above GP facilities	13 Level III and above GP facilities	13 Level III and above GP facilities

Strategy and Operations #1

In some situations when offenders are dealing with stressors or are having thoughts of self-harm, they may not want to reach out to staff. They may feel more comfortable talking to or in the company of another offender. While Department staff will be completely involved in these situations, they also realize the importance of having positive peer support. In order for this program to be beneficial, comprehensive training will be created for the peer assistants. A 32-hour, 4-day training will be required and will teach the skills that will be needed to perform the role as a mental health peer assistant. Offenders applying to be a peer assistant must be approved by the facility internal classification committee, which is a multidisciplinary committee that is responsible for work assignments, among other responsibilities.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Number of assigned peer assistants	5	10	15
Number of facilities trained in program	6	13	13

Strategy and Operations #2

It will be necessary to establish a tracking system for the mental health peer assistant program. The Department's 3-year goal is to have 13 facilities using this program. In order for there to be consistent data reported throughout the Department, a tracking system will be developed by subject matter experts to record crucial information tied to this program. This log will include such information as

offenders who are seeking help through this program, mental health peer assistants who are helping them, and time spent together. Each facility will use the same log, which will be housed on a shared drive for pertinent staff. All staff will be trained to utilize the standardized contact log.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Number of facilities using contact logs	6	13	13
Number of contacts made by peer assistant	10	20	30

Strategy and Operations #3

Related to collecting relevant data through a tracking system is observing and studying mental health trends in facilities who have implemented the mental health peer assistant program. The Department will collect mental health data at facilities that will be implementing the mental health peer assistant program before it is implemented to have a baseline of data for future analysis. The Department will then regularly collect data to compare to the baseline with the anticipation that the program is making a positive impact. If trends show that some areas of the program are in need of revision, then the Department can focus energy to improve those areas.

METRIC	1/2 YR GOAL December 31, 2018	1-YEAR GOAL July 1, 2019	3-YEAR GOAL July 1, 2021
Percent of mental health holds with prior mental health peer assistant contact	85.7%	84.8%	83.1%



SUMMARY:

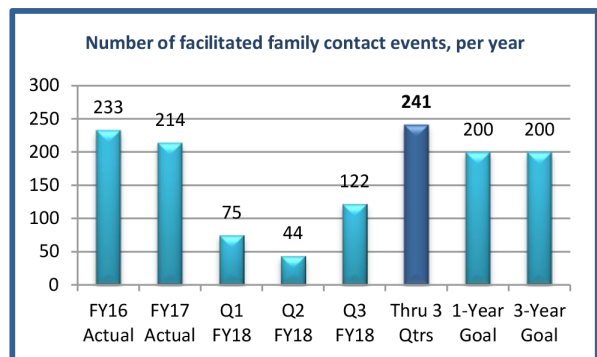
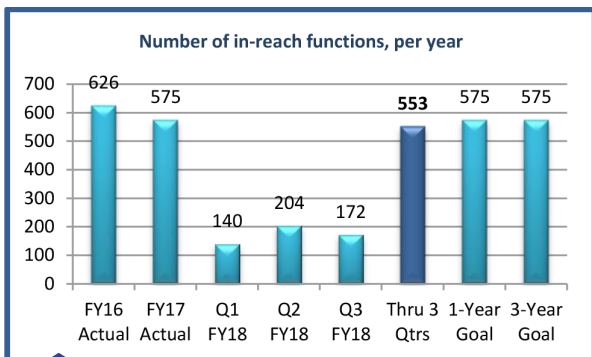
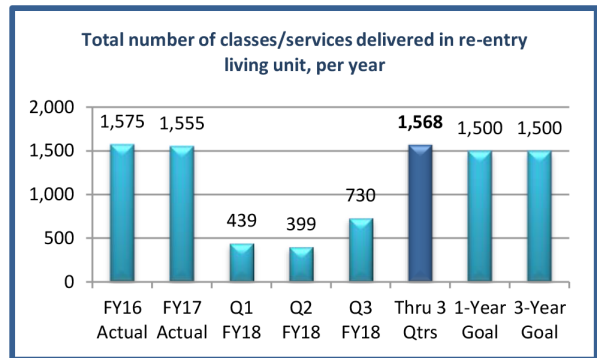
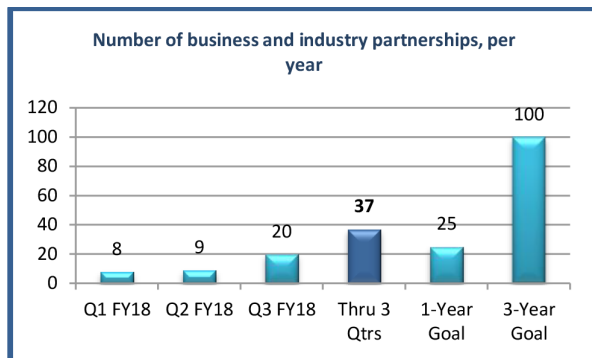
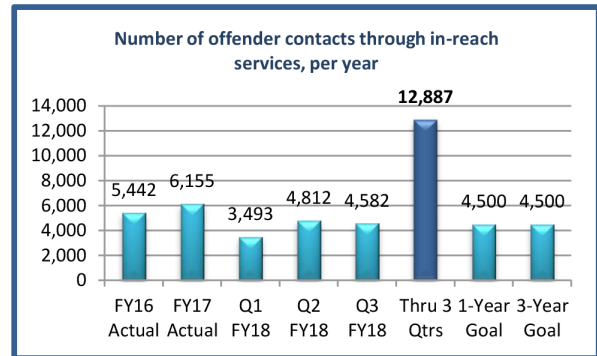
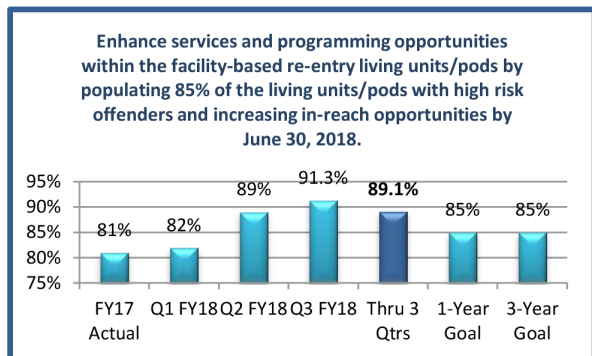


Quarter 3 Evaluation for Fiscal Year 2018

The Department selected four SPIs for FY18. These initiatives were selected to concentrate on offenders while in prison and after release to parole. March 31, 2018, data was reported for the measures used in the April evaluation. The full fiscal year evaluation will not be available until September 2018. The following is a breakdown through three quarters of FY 2018:

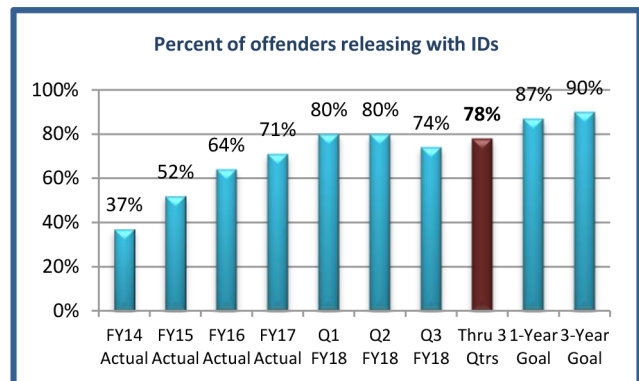
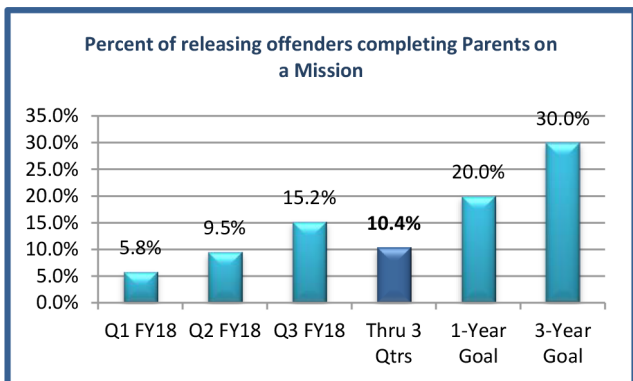
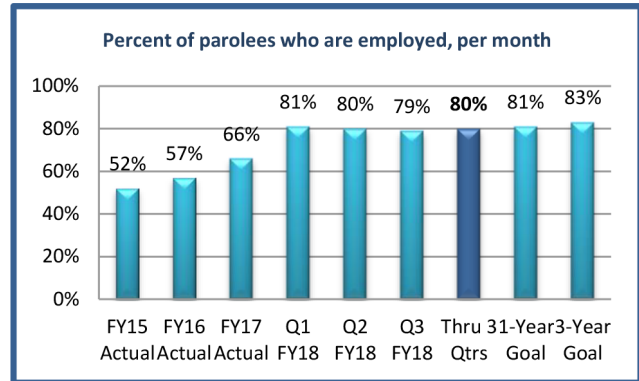
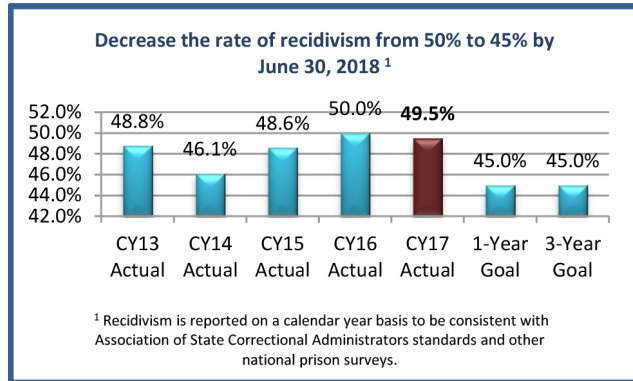
Enhance Services and Programming Opportunities within the Facility-Based Re-Entry Living Units/Pods

Re-entry has been a focal point of the DOC for the past few years. 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 FY18.



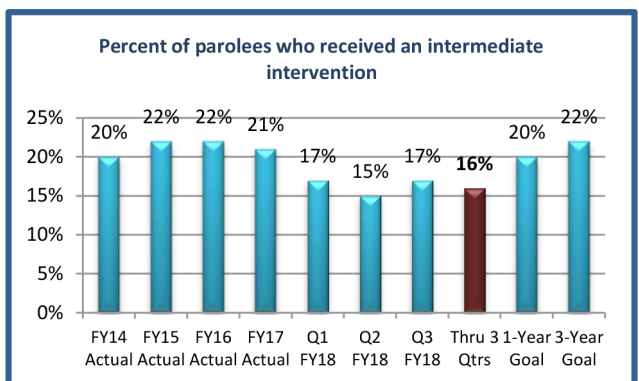
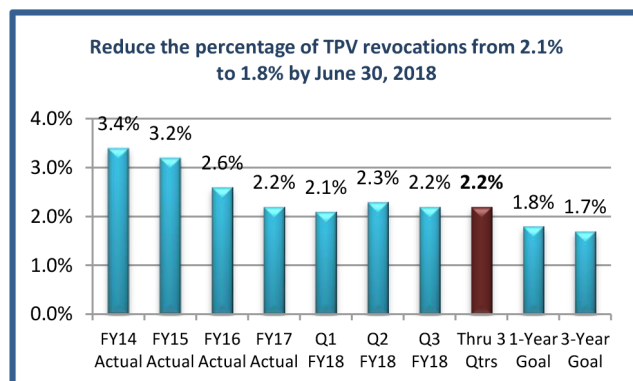
Decrease the Recidivism Rate

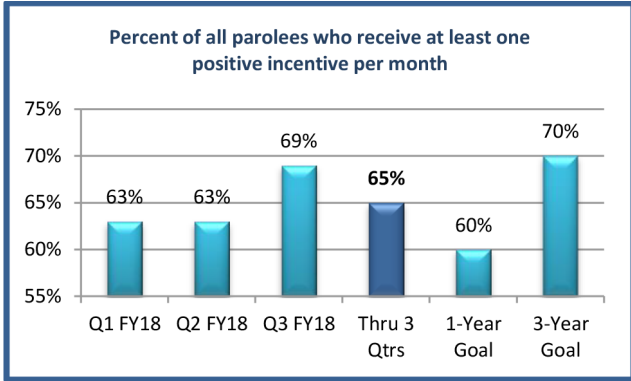
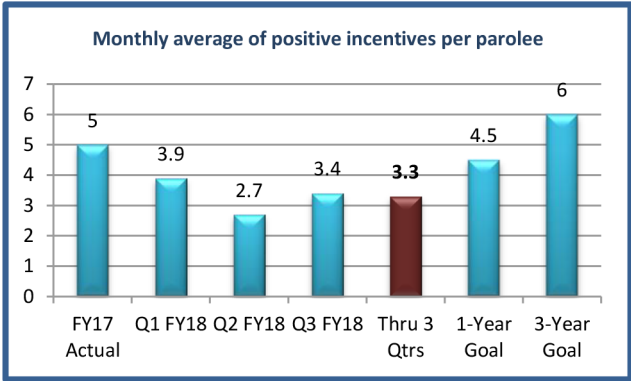
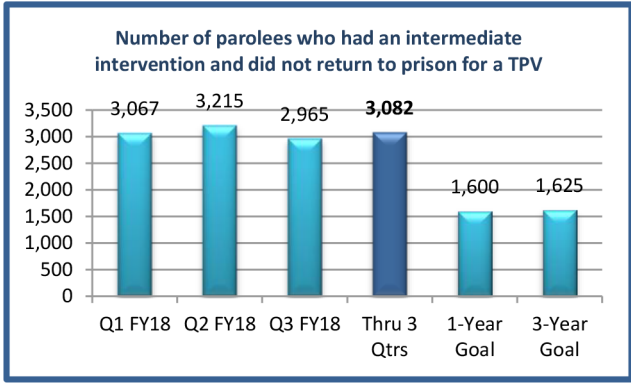
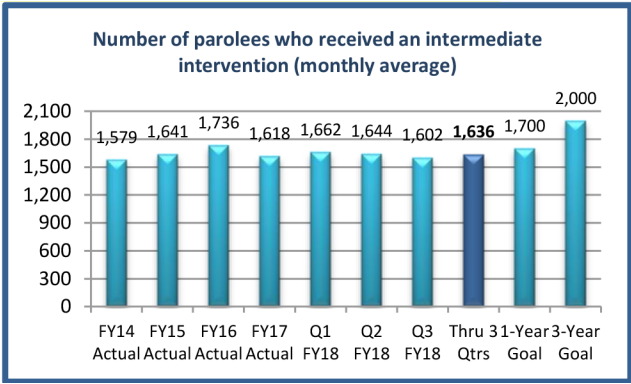
One of the most important goals, if not the most important goal, of the DOC is to reduce recidivism. The DOC has succeeded in many programs for offenders but there is still much work to be done. The DOC will continue to focus on key areas to reduce the number of offenders coming back to prison.



Reduce Technical Parole Violation (TPV) Revocations

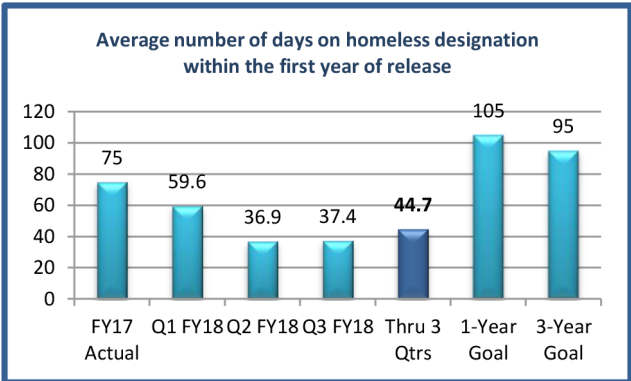
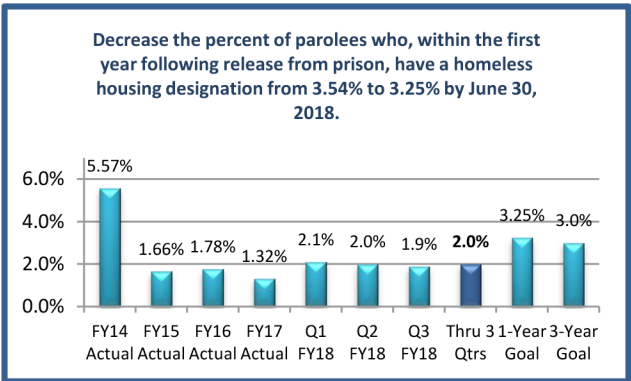
Senate Bill 15-124 instructed community parole officers to consider intermediate interventions in lieu of revocation, except when statutorily ordered. Community parole officers continue to dedicate themselves to this initiative.





Decrease the Percent of Parolees Who, within the First Year Following Release from Prison, have a Homeless Housing Designation

The DOC will continue its hard work in combating parolee homelessness. Stable housing is of utmost importance for parolees to have favorable outcomes in the community.



Process Improvement



T

he Department understands the importance of process improvement in the workplace. It has increased awareness of process improvement throughout the Department and continually focuses on creating a positive, employee-empowered culture. The DOC has several process improvement events taking place throughout the Department:

- Housing offenders with mobility issues is an event focused on ensuring that ADA or mobility impaired offenders are placed in correct cells.
- The Clinical Services hiring process was reviewed to eliminate steps that are not needed or are redundant to expedite the hiring process.
- An event was held to establish procedures to make sure that offenders release from prison with their prescribed medications.
- In collaboration with DORA and the Parole Board, many improvements were made to Parole Board processes, to include going 100% paperless.
- Other projects have been submitted and will be assessed to determine if a process improvement event is practical for solution.



DOC staff at the Denver Complex engage in conversation



