

# Colorado Department of Corrections Performance Plan



**FY 2022-2023**

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# 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 citizens.

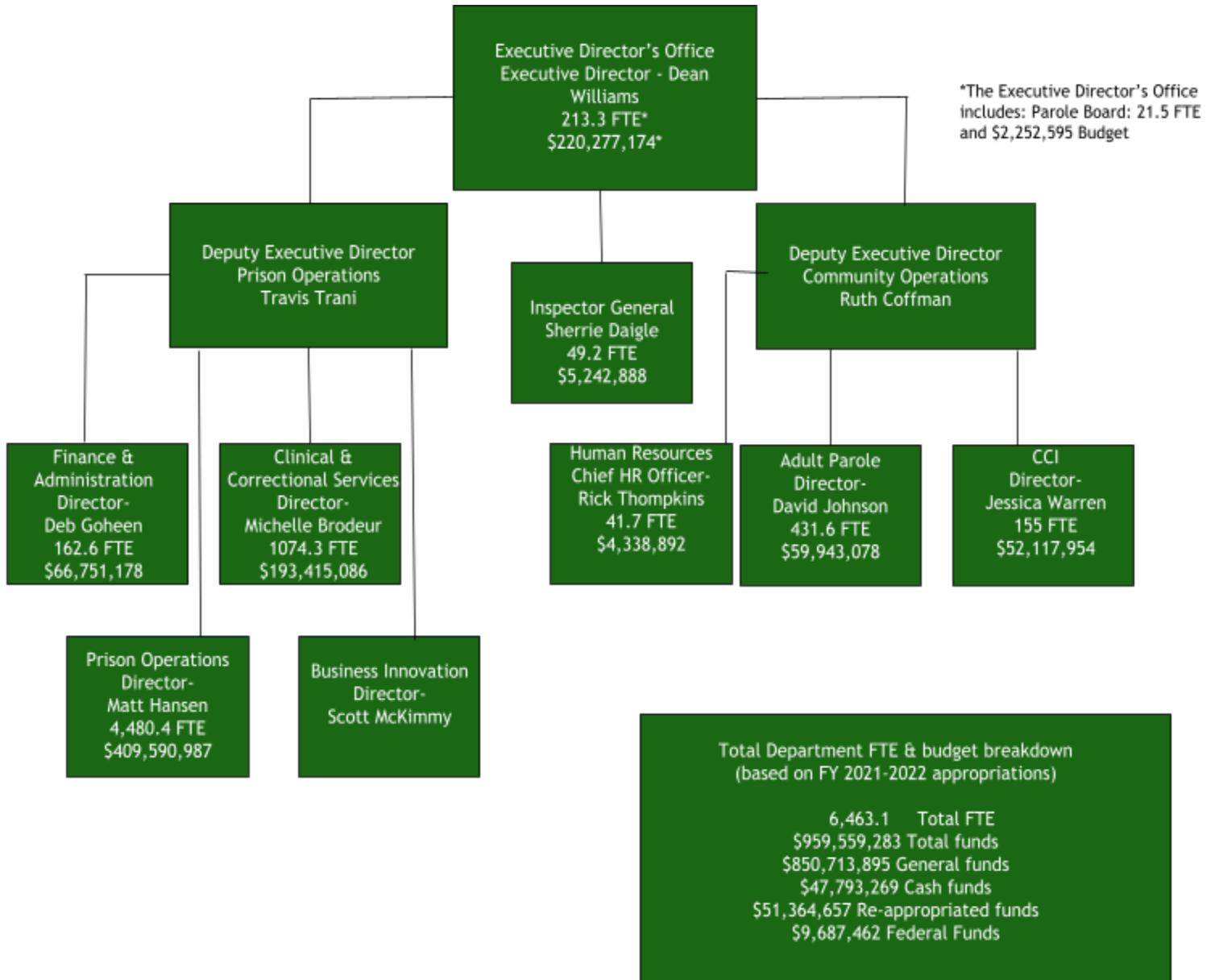
# Vision Statement

“Building a safer Colorado for today and tomorrow”

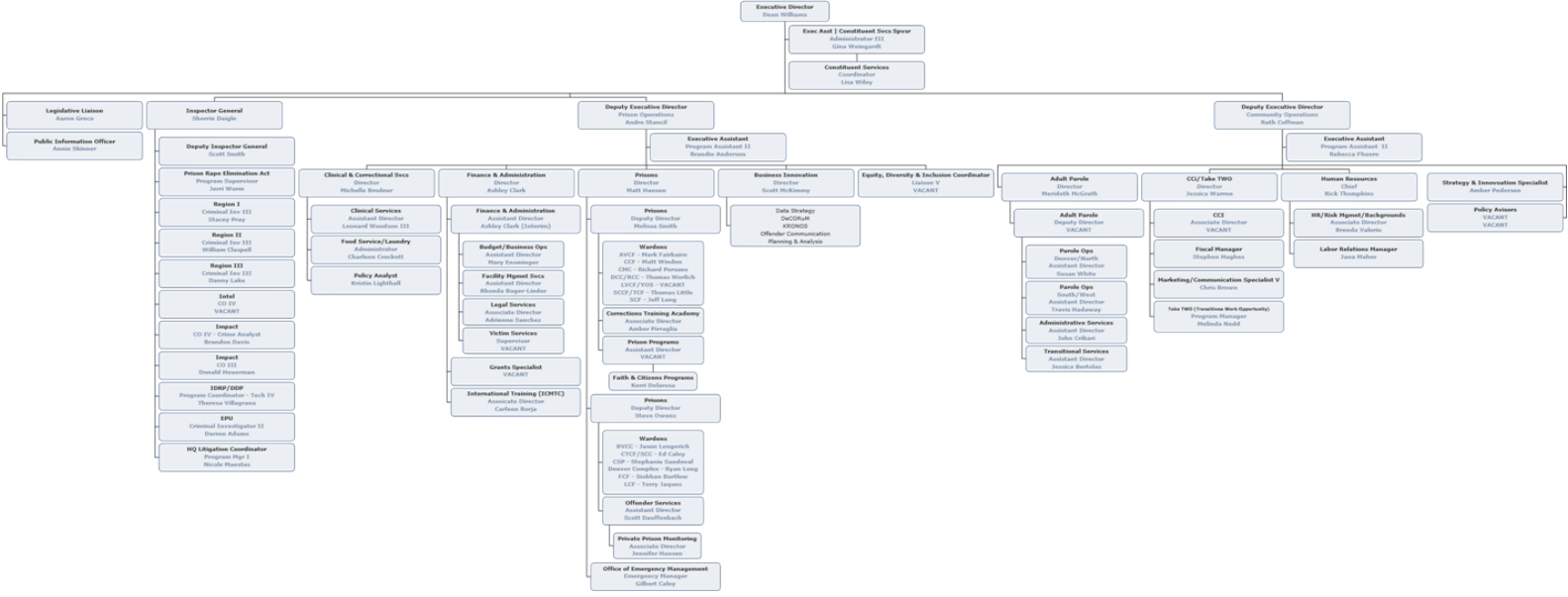
# Value Statements

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

# Organizational Chart







## 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 incarcerated persons sentenced to prison. Located throughout Colorado are 18 facilities and the Youthful Offender System that are owned and operated by the state of Colorado and two private facilities contracted by the DOC to house incarcerated people. Adult Parole is responsible for incarcerated people who transition from a facility to parole, community residential programs, and interstate compact inmates. Parole also provides transitional services through community re-entry and pre-release programs. The DOC employs approximately 6,300 employees in many different fields of expertise, all working together towards DOC's mission.

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

# Major Programs

## 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 incarcerated population as well as for the safety and security of the public, employees, and incarcerated people. 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. Inmate management systems, such as classification, discipline, case planning, program opportunities, and earned time awards to guide incarcerated people into appropriate behavior patterns, are utilized by employees. Management through professional and positive communication is emphasized. Direct employee-incarcerated person interaction includes, but is not limited to: 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, inmate recreation, cell and area searches, security inspections, facility communications, incident management systems and practices, training programs, administrative services, inmate accountability, key control, tool control, contraband control, evidence management, inmate movement, non-routine inmate 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 incarcerated people. Stakeholders are employees, victims, and the public.

## Programs for Incarcerated People

Programs for incarcerated people include 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 the incarcerated. The objective is to reduce recidivism and increase educational proficiency to allow for successful reintegration 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 incarcerated with training in marketable skills that are relevant and in demand in the workforce. The cognitive education programs (Social Behavioral Science-SBS) offer a resource for incarcerated people 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 incarcerated person, size of the facility, and custody level. All facilities have libraries. Customers for this program are incarcerated people. Stakeholders are incarcerated people, 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 incarcerated peoples. The Office of Faith and Citizen Programs provides the primary support for volunteer programs and facility guidance in support of religious practices to meet federal and state laws and regulations. Customers for this program are incarcerated people. Stakeholders are volunteers and incarcerated people's 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 incarcerated people 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 incarcerated people 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 incarcerated people aged 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 incarcerated people 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 incarcerated people are chronologically juveniles, they are considered to be adults in the criminal justice system. Incarcerated people 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 incarcerated people 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 incarcerated people. Stakeholders are the legislature, sentencing courts, employees, and inmate families.

# Medical and Dental Programs

The Colorado Department of Corrections (DOC) medical program provides unimpeded access to a continuum of health care services so that health care needs of the inmate population, which includes health education and prevention, are met in a timely and efficient manner. Within DOC facilities, medical care is administered by state and contract employees that include physicians, physician assistants, nurse practitioners, nurses, and other medical employees. DOC has two infirmaries located at the Denver Reception and Diagnostic Center (DRDC) and at the Colorado Territorial Correctional Facility (CTCF). Both infirmaries provide post-hospital care, containment of infectious diseases, specialty testing, and rehabilitation for accidents, strokes, or injuries. The infirmaries also provide end-of-life care and other treatment that does not require a hospital admission. Other services provided throughout DOC facilities include pharmacy, laboratory, and x-ray. Emergency care is referred to local hospital districts. Health care services that are not available in DOC facilities are provided by a contracted third-party administrator. Customers for this program are incarcerated people. Stakeholders are the medical program employees, local hospitals, the contracted third-party administrator, and inmate family members.

The dental program offers on-site dental services to incarcerated people which include an intake exam, x-rays, treatment of dental emergencies, extractions, simple restorations, dentures, and preventive measures as needed. These services are administered by state and contract dentists. Customers for this program are incarcerated people. Stakeholders are the dental program employees, the contracted third-party administrator, and inmate family members.

# Behavioral Health

The behavioral health program encompasses mental health services, substance use disorder treatment and evaluation needs, and sex offender treatment services. Behavioral health manages incarcerated people with mental health disorders, intellectual and developmental needs, substance use disorders, and sexual offenses. Offenders with sexual offenses are managed through the sex offender treatment and monitoring program (SOTMP). Behavioral health treatment services include individual and group therapy, psychiatric services, and crisis interventions. Upon arrival at the DRDC or Youthful Offender System (YOS) diagnostic intake unit, each inmate is evaluated for potential services. Throughout the inmate's incarceration, the behavioral health team monitors symptoms and behaviors and offers increased services as needed. Incarcerated people released to the community are linked to services through transition planning and follow-up with parole officers and mental health clinicians who are assigned to the

parole division. Customers for behavioral health programs are incarcerated people. Stakeholders are behavioral health employees, victims, the public, and inmate family members.

The substance use disorder program is designed to provide a continuum of care to incarcerated people, including evaluation and treatment services. With treatment, incarcerated people can begin and maintain their process of recovery from substance use disorders. The general assembly has recognized substance use as a significant problem contributing to the commission of crimes and is a significant factor in recidivism. Substance use disorder assessment and treatment services in DOC are designed to comply with the directives outlined in Colorado Revised Statute (C.R.S) 16-11.5-102 regarding substance use disorder 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 curriculums are approved through OBH and delivered by licensed addiction specialists, certified addiction technicians, or supervised counselors in training.

SOTMP provides evaluation, treatment, and monitoring services to incarcerated people who have been convicted of committing a sexual offense. The treatment program uses cognitive behavioral treatment groups and individual therapy to address factors associated with sexual recidivism. The program follows the standards and guidelines for sex offense specific treatment set by the Sex Offender Management Board (SOMB). Incarcerated people participating in treatment are assessed to determine their level of risk for committing another sexual offense and recommended to participate in a level of treatment based on their individual level of risk and need.

Mental health program services are accessible at every DOC facility, which include crisis services, and are provided 24 hours a day/7 days a week. Individual and group counseling services are available on-site in the majority of the facilities. Psychiatric services are also available either on-site or through tele-health. Residential Treatment Programs (RTP) are available for incarcerated people who suffer from mental health disorders and require more intensive treatment services due to self-injurious behavior patterns. Transition planning and continuity of care occurs for incarcerated people who are being released from prison in order to establish effective support and treatment services in the community while they are on parole.

# Divisions

## Adult Parole

Adult Parole serves a number of populations while on community supervision to include those on parole, in community residential programs, in the inmate intensive supervision program (ISP-I), and interstate compact inmates. 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 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.

Adult Parole is committed to providing excellent service to our customers. Our customers include incarcerated people, parolees, and a wide range of stakeholders. We work collaboratively with the Colorado State Board of Parole; community and faith-based organizations; programs and treatment agencies; victims; the public; and incarcerated people's families. To support our client's success, our staff use a variety of case management and treatment tools to engage and support positive behavior change such as risk-needs assessment; office, home, and employment contacts; and treatment referrals. Community re-entry services offered by our staff consist of motivational interviewing to encourage long-term behavior change through face-to-face contacts, home visits, employment verification, program and treatment referrals, and electronic surveillance.

Adult Parole programs include many different resources focused on the successful transition of incarcerated people 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. Coordination of services for offenders with high medical and mental health needs upon release are staffed by community care case managers. These services continue into the community with on-going case management, transportation, housing, and employment services. Our services are facilitated through a large network of agency partners and community and faith-based organizations, including the WAGEES grant program.

## **Business Innovation Group (BIG)**

The Business Innovation Group (BIG) was formed in January 2021 to bring a technology presence to the agency. BIG fills a technology gap and need for creating deep relationships with Office of Information Technology (OIT) and technology vendors.

The overall mission of BIG is to transform IT delivery into highly productive solutions because the CDOC staff deserve to have decision making information at their fingertips. Furthermore, the aim of the BIG mission is, 1) Transformative; to create a significantly more viable technology platform, 2) Productive; to provide more solutions in a shorter time without increasing overall resources, and 3) Informative; so that technology and data drives trusted decision-making.

Major Initiatives include implementing DeCORuM that is has a primary objective of providing offender information in a comprehensive and customizable platform allowing CDOC to keep pace new technology trends in nationwide department of corrections. Providing a new offender communication platform using tablet technology to leverage video, voice, and email communication. Staff Time Keeping and Scheduling to reduce administrative time and reliance on legacy systems. Transforming agency data into business information with user-level capabilities and centralized reported with trusted sources. Reducing and eliminating legacy technology debt to increase information security, integration capabilities, reduce support costs, and open new opportunities with newer technology solutions.

Customers of BIG are all of CDOC and similar agencies such as CDPS, CDPHE, and CJIS. BIG works closely with OIT, contracted vendors, all Colorado Agencies, staffing agencies, and industry technology experts.

## **Clinical Services**

The Colorado Department of Corrections (DOC) medical program provides unimpeded access to a continuum of health care services so that health care needs of the inmate population, which includes health education and prevention, are met in a timely and efficient manner. Within DOC facilities, primary medical and dental care is administered by state and contract employees which includes physicians, physician assistants, nurse practitioners, nurses, dentists, pharmacists, and ancillary staff. The DOC provides a continuum of primary health care services which include ancillary care and provider support through traditional services. A special medical needs unit and a dementia unit are available for inmates with more intensive medical needs. Health care services that are not available in DOC facilities are provided by a contracted third-party administrator. Emergency care is referred to local hospital districts. Transportation



and security services are provided for inmates who require care outside of DOC facilities. Clinical Services administration is responsible for the oversight of all aspects of inmate health care to include medical, dental, behavioral health, nursing administration, medical record administration, quality management, ACA auditing/review, staff recruiting, training, and compliance with the Americans with Disabilities Act.

## **Colorado Correctional Industries (CCi)**

Colorado Correctional Industries strives to create meaningful work opportunities for people incarcerated in 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), included providing employment to as many incarcerated people as possible and training them in job skills that increase their employment prospects upon release. Being cash funded, CCi's programs were required to operate on a financially profitable basis. This past legislative session, that statute was amended to remove this profit-oriented language and replace it with language that aligned the purpose of CCi with rehabilitation and gainful employment. CCi is working to change the narrative in incarcerated employment so that we can have a more programmatic-focus instead of being revenue-focused.

## **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 consists of three budgeted sub-programs: FMS, Utilities, and Maintenance. Customers for this program are the incarcerated people 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 Association compliance and accreditation support, standards development, and State Buildings Programs representation and delegation.

## **Office of Human Resources (OHR)**

The Office of Human Resources (OHR) is committed to promoting a progressive, inclusive, engaging culture that respects individuals and their values to enable an empowered and thriving workforce where direction and values are aligned with the department's mission and vision.

This comprehensive employee-support program includes all human resources management for employees and individuals seeking a meaningful career opportunity in public service. With over 6,300 classified positions, the Office of Human Resources (OHR) consists of six units: Talent Acquisition Team, Employment Services Unit, Systems and Records Unit, Employee Relations Unit, Labor Relations Unit and the Employee Benefits Unit; primary work units are located in Colorado Springs.

The OHR services include but are not limited to: workforce networking, talent acquisition, recruitment, selection, on-boarding; equity, diversity, inclusion and retention strategies; staffing pattern analysis and establishment; position classification, review, and creation; job analysis and evaluation; personnel and position records creation and maintenance; personnel actions; personal services contracts; employee relations; dispute resolution; ADA/religious accommodation requests; unemployment; employee claims; employment litigation and hearings pursuant to State Personnel Board oversight; rule interpretation; administration of State Personnel Board Rules and Personnel Director's Administrative Procedures; performance management; quality assurance; salary distribution analysis; compensatory mechanism analysis; workforce wellness, initiatives and strategies; pandemic management and guidance; benefits administration; risk management; leave reporting; short-term disability; family medical leave; workers compensation; health, dental, and life insurance; PERA retirement; stakeholder, employee, and public consultation; labor relations and collective bargaining guidance with respect to agreement(s) and bargaining unit negotiations; oversight for labor and practices and disagreements; workforce training; respond to labor management concerns, inquiries / complaints; provide consultation, recommendations to management regarding labor issues; employee development and succession training. The OHR is proud to serve Colorado communities in providing opportunities to stakeholders.

## **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 inmate receipts and expenses; overseeing the state procurement card program; collecting inmate restitution and child support; documenting revenues and collection of receivables and distribution; authorizing, documenting, tracking, approving, paying, and reporting expenses; documenting and tracking assets and liabilities; providing financial information to internal and external stakeholders; internal auditing to ensure internal controls are maintained and proper procedures are followed; preparing the annual budget request; and providing financial oversight to all facilities and subprograms. Customers for this program are victims, employees, and incarcerated people. 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, incarcerated people, 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 incarcerated people, 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 incarcerated people, employees, and visitors. Customers and stakeholders for this program are employees, law enforcement, the public, and incarcerated people.

# Wildly Important Goals (WIGs)

For fiscal year 2022-2023, the Department has selected three WIGs that align with the mission and vision of the department. Two of the Department's WIGs continue to focus on providing resources necessary to help currently and formerly incarcerated individuals succeed while a third is aimed at reducing the staff turnover rate. These goals are not reflective of all the work being done within the Department; rather, they highlight areas selected as priorities in fulfilling the mission of the Department.

The CDOC WIGs are in alignment with the [Governor's Bold 4 Priorities](#) and the [Reimagining State Government](#) initiative. Our biggest challenge facing us this year is staffing, and our focus will align with identified Employee Engagement efforts. The combined effects of historically unprecedented turnover rates, low application rates, and early retirement create vacancy rates within facilities that make it harder for facilities to have capacity to make progress through new initiatives and innovation. Reducing staff vacancies will support statewide initiatives to attract and retain talent. Reducing recidivism indirectly supports the Bold Priorities for tax reform and economic development, and education and workforce. Reducing recidivism will result in lowering the burden on the general fund resulting in savings for taxpayers. In addition, when incarcerated people are successful upon release, they are gainfully employed which assists the economic growth in the State. In supporting the priority for education and workforce, lead measures for reducing recidivism include; utilizing technology to enhance educational opportunities for incarcerated people, and providing incarcerated people with work opportunities prior to release through the Take TWO (Transitional Work Opportunity) program. Increasing access to virtual services aligns with the reimagining initiative goal of increasing virtual services offered to stakeholders.



## **WIG #1: Decrease the one-year return rate from a two-year average of 13.05% to an average of 10% by June 30th 2023.**

Recidivism is defined as returning to prison or inmate status for new crimes or technical violations within three years of release. This definition is in compliance with the Correctional Leaders Association (CLA). Because recidivism is based on three years of returns to prison or inmate status, the benefits of initiatives are not truly evident until the programs are well established and the Department can track those releasing incarcerated people for three years. A one year return rate is more effective in showing the immediate effects of the strategies currently in place.

Decreasing the recidivism rate will improve overall community safety and defer general fund costs for incarcerating repeat offenders. Success in decreasing recidivism, by improving the prison culture, will be measured by ensuring releasing incarcerated people have stable housing and support to avoid technical parole violation returns to prison, expanding the intentional in-reach release strategy initiative RESTORE, continuing to implement dynamic security and by increasing the number of participants in the Transitional Work Opportunity program.

The department will also create advanced learning opportunities that lead toward state and national certifications, degrees, and employment while serving a sentence and while re-entering the community post-incarceration. By bolstering peer mentoring and peer specialists, we ensure incarcerated individuals receive support services in addiction recovery, peer education, cognitive concepts, exercise, and health programs even in the face of department-wide staffing issues

Lag Measure	Baseline	1-Year Goal June 30, 2023	2-Year Goal June 30, 2024	3-Year Goal June 30, 2025
<b>One Year Return Rate</b>	23%	20%	19%	18.5%

### **Strategy #1**

The Department will continue to work with various community partners to help current and formerly incarcerated individuals overcome barriers to becoming productive, law abiding citizens. Employment is a critical factor in decreasing the probability of parolees violating their parole terms and returning to prison. Increasing parolee referrals to community support organizations and second chance employers will assist parolees in gaining employment to promote successful community reintegration.

Lead Measure	Baseline	1-Year Goal June 30, 2023
Number of RESTORE pilot facilities	3	19
Take TWO Participants	269	450
TPV Rate	18.43%	14.20%

## Strategy #2

Normalizing prisons will contribute to the improvement of community safety. The Department will expand and further develop dynamic security interactions and peer mentoring opportunities in an effort to shift the culture to one that further supports reducing criminogenic tendencies and provides support and services reflective of those available in the community.

Lead Measure	Baseline	1-Year Goal June 30, 2023
Dynamic Security Interactions	21,000	150,800
Increase Peer Specialists	1	50

## **WIG #2: Decrease staff vacancy rate from 22.25 to 20.25 by June 30, 2023, and to 18.25 by 2024.**

Recruiting and retaining top talent for the CDOC is vital to the effective operation of our agency. Decreasing vacancies leads to a more efficient and highly skilled workforce, a decrease in the cost of recruiting and training new employees and ensures necessary capacity for both facility security and program operations.

Lag Measure	Baseline	1-Year Goal June 30, 2023	2-Year Goal June 30, 2024
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<b>Decrease Staff Vacancy</b>	22.25%	20.25%	18.25%
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## Strategy #1

By increasing applications through rapid hiring events and innovative HR initiatives, we can ensure we are attracting top talent to work with us. Focusing on the key areas of improvement identified in the 2021 Employee Engagement Survey, namely increasing staff capacity through hiring, expanding retention efforts or incentives, and bolstering communication between executive leadership and staff will help reduce the turnover rate. Equally important is having a workforce that is reflective of the communities we serve, which is why we will bolster recruitment efforts at Historically Black Colleges and Universities (HBCUs), and other educational and military institutions.

Lead Measure	Baseline	1-Year Goal June 30, 2023
Increase Applications	9,288	10,000
Reduce Turnover Rate	22.4%	20.4%
Increase Recruitment at HBCUs	3	50

## Strategy #2

It is critically important the department retains new employees past their 12 month probationary period based upon the cost and time spent on recruitment and training. Increasing the number of staff who remain employed past that one year mark improves facility security and provides a more knowledgeable workforce.

Lead Measure	Baseline	1-Year Goal June 30, 2022	2-Year Goal June 30, 2023
% of Staff who Complete Probationary Period	64%	72%	75%

### **WIG #3: Increase the number of incarcerated people accessing virtual programming by June 30, 2023.**

The department will increase virtual programming access in all State facilities in an effort to provide quality and efficient opportunities to the incarcerated population. Successful completion of this goal will result in an increase in the ability to facilitate critical services such as education and behavioral healthcare remotely. This will bolster availability and access to the incarcerated population, decrease waitlists for services and improve talent retention and recruitment by decreasing the need for providers to travel to prisons for onsite instruction.

Lag Measure	Baseline	1-Year Goal June 30, 2022
Increase Virtual Programming and Education	80	200

#### **Strategy #1**

The CDOC will ensure necessary hardware, software and access to expand virtual programming across all 19 State facilities. The increase in Federal Second Chance Pell Grants will increase the availability of college enrollments, and educational opportunity centers along with improved connectivity with access points will allow new tele behavioral health and educational opportunities to flourish.

#### **Strategy #2**

Continuous improvement will be utilized to develop and expand the program implementation process from start to finish within our organization and with our external partners.

Lead Measure	Baseline	1-Year Goal June 30, 2022
Increase wireless access points	135	185



Increase facilities with telebehavioral health	6	19
Increase new virtual college enrollments	80	180
Establish educational opportunity centers	0	3

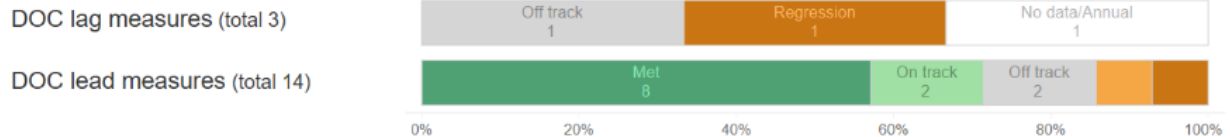
# Quarter 3 Evaluation - Fiscal Year 2021-2022

For fiscal year (FY) 2021-2022, the Department selected four Wildly Important Goals (WIGs). These goals were selected to give incarcerated people every opportunity to succeed, while maintaining the safety and security of the community, staff, and the incarcerated people. March 31, 2022, data was reported for the measures used in the April evaluation. The full fiscal year evaluation will not be available until July 2022. The following is a breakdown of progress through the last quarter.

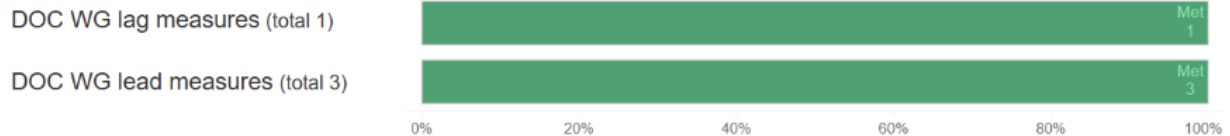
## DOC FY 21-22 Agency Scorecard

Dean Williams, Executive Director | Progress as of April 2022

### Agency measures:



### Working Group only:



## All DOC FY22 Wildly Important Goals

Progress compared to [monthly target](#)

Category Title	Department WIG	Baseline	Target	Current Progress
Decrease One-Year Return Rate	Decrease the recidivism rate by reducing the one-year return rate to 20% from the fiscal year 2017-2019 cohort average of 23% by June 30th, 2022.	23.0%	20.0%	10.8%
	Decrease the Technical Parole Violation (TPV) rate to 14.20% from the fiscal year 2019-2021 average of 18.43% by June 30, 2022.	18.4%	14.2%	10.8%
	Develop and deliver training to all department staff detailing dynamic security interactions. Increase dynamic security contacts in all facilities from 0 contacts to 150,800 by June 30, 2022.	0	150.8K	60.1K
	Evaluate mentoring program initiated at Sterling Correctional Facility in April 2021. Expand mentoring program from 1 facility to 5 facilities by June 30, 2022.	1	5	8
	Increase development and delivery of restorative justice trainings to staff and inmates from 2 to 10 trainings in all facilities by June 30, 2022.	2	10	43
	Increase the number of participants in the Transitional Work Opportunities program (Take TWO) from 125 to 225 by June 30, 2022.	125	225	314

Decrease Staff Turnover	The Department will decrease the staff turnover rate from 13% to 12% by June 30th, 2022.	13%	12%	
	Develop and implement a pulse survey to ascertain the sense of safety, opportunity and ability to thrive within the CDOC by June 30, 2022.	0%	100%	
	Develop and publish a request for information to begin building a plan to address the affordable housing shortage for staff in Buena Vista by June 30, 2022.	0%	100%	
	Develop and submit a budget plan to address pay compression issues to OSPB by June 30, 2022.	0%	100%	
	Increase the number of facility visits by executive leadership from 24 to 48 per year by June 30, 2022.	24	48	
	Increase the percentage of new employees who complete their probationary period from 69% to 72% by June 30, 2022.	69%	72%	
Increase Telehealth Access	The Department will implement telemedicine and increase access for specialty care appointments in all 19 State facilities by June 30th, 2022.	1	19	
	The Department will ensure adequate access to broadband in all 19 facilities by June 30th, 2022.	18	19	
	The Department will increase the number of facilities that have installed and functioning hardware capabilities from 14 to 19 by June 30, 2022.	14	19	
	The Department will train 19 providers (1 per facility) on telehealth practices by June 30, 2022.	1	19	
	The Department will train 38 staff (2 per facility) on telehealth practices by June 30, 2022.	2	38	
WG Only: DOC Re-entry Readiness	Develop and pilot an intentional release strategy program, which prioritizes re-entry preparation supported by the integration and in-reach of community partners behind the walls, in 3 facilities by June 30, 2022.	0	3	
	Establish case management auditing process and audit 62 case managers by June 30, 2022.	0	62	
	In order to reduce recidivism, the Department of Corrections will improve the re-entry readiness of individuals leaving incarceration and returning to the community by increasing the percentage of individuals who entered custody with a Supplemental Risk Tool (SRT) risk level of high ..	20.0%	22.0%	
	Increase behavioral health engagement for Medicaid-eligible individuals releasing from state prisons within 14 days from 13% to 19.1% by June 30, 2022.	13.0%	19.1%	

# Process Improvement

The Department continues to promote process improvement at all levels throughout the workplace and focuses on creating a positive, employee-empowered culture. Continual improvement and process refinement is an important factor in operating an efficient agency. As we move into FY2022-23, the department will continue to seek opportunities for continuous improvement and change to increase the efficiency in which we deliver services to our stakeholders. Some examples of FY 2021-22 improvements include:

- **Ameelio Pilot** – The department has implemented a pilot program offering telecommunication alternatives for incarcerated individuals and their loved ones to receive free video visitation that they otherwise would have had to pay significant rates and fees for. This program has been piloted in one facility; we are exploring other opportunities to expand access over the next fiscal year. Utilizing free telecommunication saves incarcerated people and their families time and money by supplying them with an accessible platform to connect and maintain relationships that are crucial to their reentry success.
- **RESTORE (*Reformative and Engaging System of Transitional Opportunities for Reentry*)** - In the Spring of 2021 the department worked to create a future-state reentry and transition model proposal for pilot within the prisons. Through the process, we identified system-wide process improvements related to community reentry preparation, and opportunities to begin testing those improvements through transition pilots in three facilities. The goal was to identify an intentional release strategy/system which prioritizes re-entry preparation supported by the in-reach and integration of community partners behind the walls to support community release. The pilot was designed in partnership between prison and parole teams, with the intention of bridging our divisions while incorporating an in-reach collaborative of community-based providers. The pilot also includes the perspectives of those with lived experience and is in partnership with the WAGEES Community Connections Pilot. We are linking the best components of our past with the incorporation of new ideas and promising practices for the future. Initial pilot sites are Denver Women’s, Sterling Correctional Facility and Fremont Correctional Facility, and expansion to all remaining facilities will be tracked as a WIG lead measure.

- **Data Transformation Program** - This program covers using both the legacy and new application data as multiple systems undergo full scale transformation so there is no interruption in service. The program is responsible providing an ever increasing visibility toward trusted data as legacy system are retired and new systems are implemented. Furthermore, CDOC historically has operated from lagging data trends. This new program will move information decision-making from reactive to predictive and ultimately to prescriptive allowing CDOC to leverage information to make decisions based on future trend data. This new approach aims to reduce rework, resource cost, and overall staff frustration.

While the data origin encompasses all of CDOC there tends to be a concentration of need in prison operations, parole, clinical, and correctional services. In addition to internal CDOC data needs there are needs across agencies, community requests, legislative, legal, and administration areas. To a lesser but still important extent data is used to support education, national corrections, and research initiatives.

The Data Transformation Program began with implementing DeCORuM (eOMIS) over time and retiring DCIS/PCDCIS legacy tables in concert with eOMIS production releases. During the eOMIS release of the Parole module CWISE will be retired. Internally HRMES (DCIS) Time and Leave will be retired this year and the remainder of HRMES in the following year. The smaller portions of legacy will be retire over the next two year. The overall objective is by the start of FY25 all legacy systems will be retired with new technology solutions in place

# EDI Plan

The Colorado Department of Corrections (DOC) is committed to advancing Equity, Diversity, and Inclusion (EDI) throughout the department and communities we impact. As part of the department's efforts to advance equity, diversity and inclusion, we formed the GRAACE (Gender, Race, Ability, Awareness, Culture and Equity) Alliance. GRAACE is a gathering of people who work for the department in various positions, formerly and currently incarcerated people, and partners from outside organizations dedicated to justice reform. All are united to educate, inform and inspire everyone in CDOC to change our culture for the better.

Additionally, the Department is in the process of creating and implementing a new position, the EDI Coordinator, who will help spearhead and sustain initiatives related to equity, accessibility, and more to ensure EDI values permeate all work throughout the Department.

You can view our Department's EDI Action Plan below or on the CDOC website.

# EDI Action Plan



## CDOC Dedication to Equity and Justice



The CDOC is committed to fostering a progressive, inclusive environment with greater understanding and awareness while enabling a workforce that reflects diversity and facilitates active engagement. We are committed to creating a culture that values open communication and respects individual differences.

All stakeholders within our agency are deserving of the opportunity to thrive. With a comprehensive approach, the CDOC will take purposeful steps to ensure that our agency models a concurrent focus on individual behaviors and organizational systems that are inclusive. Our nucleus shall include reducing barriers to overcome inequities within systems of education, health, criminal justice and public service.

CDOC commits to far-reaching focus on the following six components:

- Leadership
- Policy and Program Assessment
- Communication
- Recruitment and Hiring
- Education and Training
- Employee and Community Engagement

The timeline for this initial plan is 3-12 months. However, many of these strategies are ongoing. We will review and adjust as needed to ensure efficiency and effectiveness in reaching our intended outcomes.





# Leadership

Strategy	Lead	Timeline
Demonstrate commitment to progressively become an employer of choice to build a workforce that models the diversity of the communities that we serve	Department Leadership	Ongoing
Identify departmental needs and implement strategies to decrease disparities and create better outcomes for all	Department Leadership	Ongoing
Sustain a multidisciplinary group of individuals who work collaboratively to review all agency practices through the lens of EDI	Moses Stancil/ GRAACE Alliance	Ongoing
Update Department staff on EDI plan progress through email/townhalls and listening sessions	GRAACE Alliance/ Department Leadership	Ongoing

## GRAACE Alliance

### Gender, Race, Ability, Awareness, Culture, Equity

Working group comprised of CDOC employees and partners from VERA Institute and M.I.L.P.A., developed to evaluate and examine the current climate of our culture through the lens of equity for all and identify opportunities to improve our system.

**Vision:** To foster a culture and environment that gives everyone an opportunity to thrive.



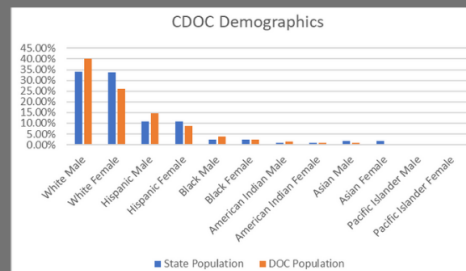




# Policy and Program Assessment

Strategy	Lead	Timeline
Review and suggest updates to department's policies and procedures through an equitable lens, informed by data, and a diverse range of experiences and perspectives, including incarcerated people	GRAACE Alliance Policy Subcommittee	Ongoing
Increase language accessibility in all written communications	EDI Coordinator	May 2022 / Ongoing
Conduct a department wide assessment based on survey data to measure organization culture and staff and inmate experiences with equity, diversity, and inclusion in order to prioritize strategies	GRAACE Alliance Research Subcommittee	By end of 2022
Report WIG benchmarks	All Divisions	Ongoing (Monthly)

CDOC employee demographic data as it relates to statewide demographics.





# Communication

Strategy	Lead	Timeline
Implement a diverse and inclusive communications campaign, ensuring equitability in all social media platforms	PIO/ EDI Coordinator	Ongoing
Review department communications through an equity lens, ensuring images reflect diversity, framing of information is supportive and non-biased, and messages are reaching all communities and underrepresented groups	PIO / EDI Coordinator	June 30, 2021 / Ongoing
Update a list of equity resources to share on website, intranet, and through social media	PIO / EDI Coordinator	June 30, 2022 / Ongoing
Develop and distribute monthly EDI newsletters with relevant topics, discussions and training/involvement opportunities	GRAACE Alliance	Ongoing



CDOC has reached out to 100+ Historically Black Colleges to expand our Equity, Diversity, and Inclusion outreach. Our goal is to collaborate and partner with these colleges to share employment opportunities with their students and to participate in future recruiting events.

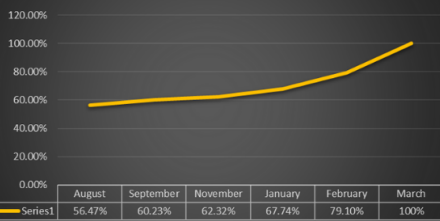




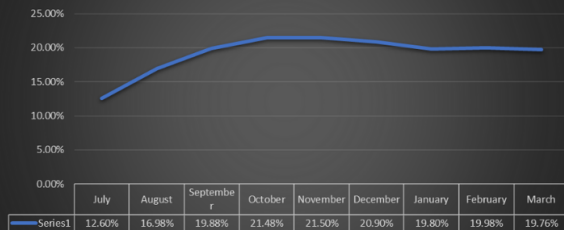
# Recruitment and Hiring

Strategy	Lead	Timeline
Review of HR data and reporting (demographics) to identify disparities.	OHR	Ongoing
Implement plans to increase diversity in recruitment and retention. <ul style="list-style-type: none"> <li>Increase the recruitment of Correctional Officers in protected class from 60% to 65%.</li> <li>Reduce turnover of Correctional Officer in protected class from 19.76% to 16%*UPDATE*</li> </ul>	OHR	Ongoing
Create and implement the Talent Acquisition Unit	OHR	August 1, 2022
Screen for EDI competency in interview/hiring process	Appointing Authorities	Ongoing

CO I Recruitment Protected Classes



CO I Turnover Protected Classes (Annualization)





# Education and Training

Strategy	Lead	Timeline
EDI Training (4 modules) / Deliver equity, diversity, and inclusion training for employees and supervisors	DPA	March 31, 2022 / Ongoing
Offer and promote EDI learning opportunities	Training Academy	Ongoing
Maintain equity and inclusion competencies, goals, and IPO's into PMP process	Department Leadership / OHR	Ongoing
Deliver agency-specific GRAACE training <ul style="list-style-type: none"> <li>100% new hires in basic training</li> </ul>	Training Academy / GRAACE Alliance	Ongoing

## GRAACE Training Objectives for CDOC Staff

- Understanding my mindset and foundation of beliefs and how that impacts my engagement with others.
- Understanding the expectations and importance of diversity as a CDOC professional.
- Identify and practice appropriate communication techniques.
- Learning to sympathize before reacting
- Recognize how diversity makes an organization safer, stronger and better.
- What color are you - *True Colors*.



# Employee and Community Engagement

Strategy	Lead	Timeline
Create a central location to voice concerns and experiences without fear	GRAACE Alliance	Ongoing
Develop community engagement standards of practice that ensure meaningful dialogue, feedback, and partnership with community residents	GRAACE Alliance	Ongoing
Establish and maintain a cohesive partnership with COWINS and respect the parameters of the CDOC side agreement	OHR	May 1, 2022 /Ongoing
Employ formerly incarcerated individuals for CDOC to enhance our community connectedness and promote reentry success	OHR	Ongoing
Implement facility-based teams who are trained and available to promote engagement with EDI strategies at the facility level	GRAACE Alliance	July 1, 2022
Recruit incarcerated individuals and community members as core members in the GRAACE Alliance to ensure the voices of those with lived experience are heard and included in decision making.	GRAACE Alliance	Ongoing

