



# **Colorado Department of Corrections Performance Plan**

**FY 2025-2026**

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## **Mission Statement**

We are a team of dynamic and diverse professionals building a safer Colorado by cultivating transformative opportunities for those under our supervision.

## **Core Values**

**Community Safety**

**Dignity, Diversity and Respect**

**Opportunity**

**Collaborative partnerships**

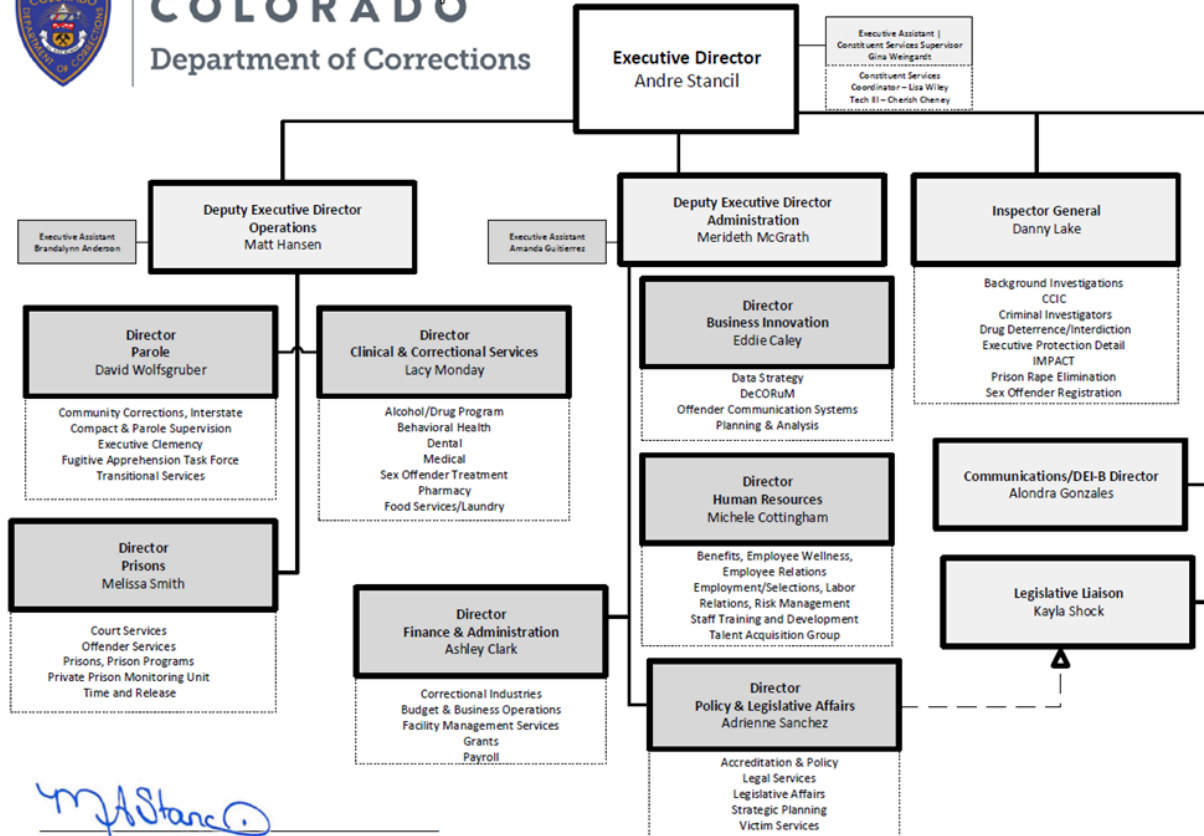
## **Organizational Chart**

This chart contains the names of the Executive Director and all of the following divisions and positions: Deputy Executive Director of Operations, Deputy Director of Community Operations, Inspector General, Director of Business Innovation, Director of Clinical and Correctional Services, Director of Human Resources, Director of Parole, Director of Policy and Legislative Affairs, Director of Finance and Administration, Director of Prisons, Director of Communications/DEI-B, and Legislative Liaison.



# COLORADO

## Department of Corrections



*Andre Stancil*

Approved: Andre Stancil, Executive Director  
Date: March 1, 2025



# Major Program Areas

The Colorado Department of Corrections (CDOC) is responsible for the management of the state's adult correctional system, which includes several major program areas. Each program area works to ensure a safe and supportive environment for our staff, incarcerated individuals who remain in our custody, as well as those individuals who are transitioning to the community. The CDOC employs approximately 5,800 people in many different fields of expertise, all working together towards the department's mission.

The following section describes the key program areas that operate within the CDOC. These programs function to provide incarcerated people with the assistance they require to successfully navigate the corrections environment and the skills and resources to successfully re-enter into the community. These program areas also exist to provide employees with the resources necessary to have a positive impact on incarcerated people and address their criminogenic needs. Major program areas are interconnected to ensure the safety and security of those incarcerated as well as those released into the community, our employees, and the public.



# **Prisons**

## **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 maintain a safe, humane, and appropriately secure living environment. Accountability is sustained in all critical areas through CDOC documentation and auditing systems, performance, response to emergencies, control of harmful materials, and the regulation of access and egress to facility property. Inmate management systems are utilized by employees to guide incarcerated people into appropriate behavior patterns, such as: classification, discipline, case planning, program opportunities, and earned time awards.

Management through professional and positive communication is emphasized. Direct employee-incarcerated person interaction includes, but is not limited to: work assignments, educational needs, behavioral expectations, explanation of rules, problem-solving, and grievance resolution. Common duties for housing and security employees include: meal service, incarcerated person recreation, cell and area searches, security inspections, facility communications, incident management systems and practices, training programs, administrative services, Incarcerated person accountability, key control, tool control, contraband control, evidence management, movement, non-routine Incarcerated person 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 of 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, post-secondary, and cognitive education, life skills, financial literacy, as well as library access. The academic program is a comprehensive competency- based education for persons in the custody of the department. It addresses the rates of illiteracy among the incarcerated and provides opportunities to obtain a GED. 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 various skill-based instruction. This program aims to provide the incarcerated with training in marketable skills that are relevant and in demand in the workforce, which aligns

with industry credentials and college credits. The post-secondary education programs focus on enabling individuals to pursue and complete an associate degree or higher. These programs aim to provide a comprehensive educational experience that supports academic achievement and career advancement. Through a curriculum designed to meet the standards of associate degree programs or higher, we strive to equip individuals with the knowledge, skills, and credentials necessary for their chosen fields of study. By emphasizing the completion of associate degrees or higher, we aim to provide our participants with a solid educational foundation that enhances their professional opportunities and long-term success. The cognitive education programs (Social Behavioral Science-SBS) offer a resource for incarcerated people to engage in identifying “criminal thinking and behavioral patterns” by improving with “societal and personal awareness”. Education programs can differ based on the correctional facility, needs of the incarcerated person, facility size, and custody level. All facilities have libraries. Customers of this program are incarcerated people. Stakeholders are incarcerated people, teachers, and potential employers.

The volunteer program is used in all CDOC facilities (including 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, CDOC employees, professionals, clergy, and laypersons. The programs provide religious support, substance abuse, and life skills education to incarcerated people. The Office of Faith and Citizen Programs provides the primary support for volunteer programs and facility guidance supporting religious practices to meet federal and state laws and regulations. Customers of 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 due to legislation enacted in a special session of the Colorado legislature. In creating YOS, Colorado was a leader in addressing the problem of sentencing violent, youthful male and female offenders. The YOS facility was designed as a comprehensive model that delivers programs and services to prepare youthful 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 before their 21st birthday. With the passage of Senate Bill 15-182, the CDOC 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 one very notable way. Although many YOS incarcerated people are chronologically juveniles, they are tried and sentenced as adults in the criminal justice system. Incarcerated people sentenced to YOS are afforded a unique opportunity to participate in a wide variety of educational, work, and cognitive programs. These programs provide them with the tools to make positive behavioral changes while serving a modified sentence structure that permits them to spend less time incarcerated, provided they successfully complete the unique components of the YOS system. 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 of this program are incarcerated people. Stakeholders are the legislature, sentencing courts, employees, and incarcerated people's families.



# Clinical Services

Within CDOC facilities, healthcare is administered by state and contract employees which includes physicians, physician assistants, nurse practitioners, nurses, dentists, pharmacists, and ancillary staff. The CDOC 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 incarcerated people with more intensive medical needs. Healthcare services that are not available in CDOC facilities are provided by a contracted third-party administrator. Emergency care is referred to local hospital districts. Transportation and security services are provided for incarcerated people who require care outside of CDOC facilities.

## Medical and Dental Programs

In addition to offering primary care, the CDOC has two infirmaries located at the Denver Reception and Diagnostic Center (DRDC) and at the Colorado Territorial Correctional Facility (CTCF) in order to provide more intensive care. 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 hospital admission. Other services provided throughout CDOC facilities include pharmacy, laboratory, and x-ray. Customers of this program are incarcerated people. Stakeholders are the medical program employees, local hospitals, the contracted third-party administrator, and incarcerated people's 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 of this program are incarcerated people. Stakeholders are the dental program employees, the contracted third-party administrator, and incarcerated people's family members.

## **Behavioral Health Services**

Behavioral health programs are available to offenders in varying levels of treatment intensity to include inpatient mental health programs and intensive mental health services. Alcohol and Drug Services provide substance use disorder treatment and education that produces long term change, increasing quality of life, reduces or eliminates substance use and criminal conduct, and facilitates successful reintegration into the community. CDOC Mental health services are provided for offenders utilizing treatment services such as group therapy, psychiatric services, and crisis intervention. The mental health team monitors symptoms and behaviors and offers increased services, if needed. The Residential Treatment Programs offer specialized programs to offenders with mental illness and/or intellectual and developmental disabilities. These programs utilize a planned incentive level system to promote prosocial behavior and treatment progress while meeting behavioral goals. Our Sex Offender Treatment and Monitoring Program is a specialized sex offender specific treatment designed to reduce recidivism and enhance public safety by providing a continuum of identification, treatment, and monitoring services throughout incarceration. Therapeutic Community Programs are available at designated facilities for offenders with histories of substance use disorder. This nine-month program utilizes treatment providers and inmates' peers to implement evidenced based substance use disorder treatment. CDOC offers Medication Assisted Treatment for individuals diagnosed with an opioid use disorder. This program offers medication to mitigate cravings coupled with behavioral health treatment groups. Our Behavioral Health Peer Program offers peer-led support groups and resources to peers to encourage the development of social and self-management skills, relapse prevention, stress management, assertiveness, cognitive skills, and wellness plans. All Behavioral Health Peer Specialists receive 60 hours of approved training and peer supervision from a certified Peer Specialist and/or a licensed therapist. Finally, Community Behavioral Health services provides clinical consultation to CDOC facility staff and the Division of Parole to prepare offenders for community transition who have been identified as having a serious mental illness and/or co-occurring diagnosis. Additionally, Community Behavioral Health Clinicians provide crisis intervention services, schedule community in-reach appointments, complete risk assessments, initiate mental health holds, and help ensure that parolees receive emergency psychiatric services if needed.





## Division of Adult Parole

The Division of Adult Parole (DAP) serves a number of populations that are under community supervision, including those on parole, those residing in community residential programs, inmate intensive supervision program (ISP-I) participants, and interstate compact parolees. Additionally, DAP operates the Transitional Services Unit, which includes Special Needs Parole, Benefits Acquisition Team, Treatment Coordination Case Managers, and RESTORE programs. DAP provides a continuum of behavioral and stabilization interventions for re-entry planning and support. DAP oversees release case managers, community reentry specialists, community care case managers, the Work and Gain Education and Employment Skills (WAGEES) partnership, community parole officers, parole case managers, and employment and training navigators.

DAP is committed to providing excellent service to our customers. Our customers include incarcerated individuals, those under supervision within the community, and a wide range of community stakeholders. DAP works collaboratively with the Colorado State Board of Parole, community, and faith-based organizations, programs, and treatment agencies, CDCO facilities/facility Case Managers, victims, the public, and families. To support our client's success, our staff use a variety of case management and intervention tools and techniques to engage and support positive behavioral change, such as risk-needs assessment; office, home, and appropriate employment contacts and treatment referrals. Interventions 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,



incentives and resource assistance and, where appropriate, electronic surveillance.

DAP programs include many different resources focused on the successful transition of incarcerated individuals into the community. Reentry begins in facilities through cognitive-based program modules facilitated by department staff. The RESTORE program works to bridge the incarcerated individual with community support through facility and community-based programming and interaction with the goal of designing an individualized roadmap to release with the incarcerated person. Through collaboration among the facility, the incarcerated individual, and community partners, the release case manager works to ensure the development of an individualized transition plan prior to an individual's return to the community. Coordination of services for offenders with significant medical and mental health needs upon release are staffed by community care case managers. These significant services continue in the community, with ongoing case management, transportation, housing, and employment services which are facilitated through a large network of agency partners and community and faith-based organizations, including the WAGEES 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 needs for creating deep relationships with the Office of Information Technology (OIT) and technology vendors.

BIG is dedicated to transforming IT delivery into highly productive solutions because the CDOC staff deserve to have decision-making information at their fingertips. The BIG mission is to be, 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 drive trusted decision-making.

Major Initiatives include implementing DeCORuM which has a primary objective of providing offender information in a comprehensive and customizable platform allowing CDOC to keep pace with new technology trends in nationwide departments of corrections. The BIG is also standing up a new offender communication platform using tablet technology to leverage video, voice, and email communication. The BIG is also responsible for Staff Time Keeping and Scheduling to reduce administrative time and reliance on legacy systems. Additionally, the BIG is transforming agency data into business information with user-level capabilities and centralized reporting with trusted sources. Finally, BIG is committed to 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.



## **Finance and Administration**

The Office of Finance and Administration provides agency-wide, comprehensive, professional fiscal and administrative management and oversight of the Department. The Division of Finance and Administration exercises leadership, coordination, and staff supervision in coordinating four main areas: Budget and Business Operations, Facility Management Services, Business Support Services and Colorado Correctional Industries.

### **Budget and Business Operations**

The Budget Office handles all department-level matters related to state budgeting and internal budget oversight, including: developing and defending the Department's annual legislative budget request, assessing the fiscal impact of proposed legislation and ballot measures, ensuring all approved funding is recorded accurately and accessible to programs timely, and overseeing the implementation of the budget to ensure financial accountability for all funds.

Business Operations provides oversight for the Department's monetary transactions and financial reporting. Within Business Operations, the Controller's Office oversees, plans and coordinates the technical accounting operations of the Department and maintains an adequate system of internal controls over the Department's assets by creating policies and procedures and monitoring financial transactions for compliance with State Statutes, Fiscal Rules and

Administrative Regulations. The General Accounting Office is the Department's central accounting office who specialize in the organization and reporting of departmental financial information. The Accounts Payable Office processes all of the Department's invoices, ensuring our vendors are paid in a timely manner. The Accounts Receivable office manages the collection of funds due to the Department and ensures that any payments obtained are posted to the correct accounts. The Inmate Bank office maintains the funds for those inmates who are incarcerated within the Department, on parole, or at community corrections and monitors the collection and disbursement of all funds pertaining to child support, filing fees, court ordered restitution, dependent support, and offender release. The Cashier's Office is responsible for depositing and reporting receipts of funds for the Department and preparing and issuing offender release checks and/or debit release cards. The Employee Compensation Unit is responsible for the accurate and timely collection and reporting of hours worked and leave taken by the Departments employees in accordance with the Federal Fair Labor Standards Act, Family Medical Leave Act, State Personnel Rules and the Department's Administrative Regulations and ensuring that employees are paid accurately and in a timely manner. And lastly, Internal Audit is responsible for conducting various financial, performance, and compliance audits of the Department's programs and functions and also manages the Department's Commercial Card (CCARD) program.

## **Facility Management Services**

The Office of Facility Management Services (FMS) provides timely and cost-effective solutions that support 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 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 power 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, interagency and intergovernmental agreements, field maintenance support, life safety program administration, CDOC asbestos coordinator and hazardous materials support, standards development, and State Buildings Programs representation and delegation.

## **Budget and Support Services**

The Finance and Administration Business Support Services is composed of five units: Fleet, Procurement, Grants, Warehouse and Scanning (special project)

### **Fleet**

CDOC Fleet Services oversee the entire operation of CDOC State Fleet-assigned vehicles involving the acquisition, rotation, utilization, maintenance, safety, compliance and decommissioning of those vehicles. Fleet Services works in conjunction with the Budget Office and Facility Management Services to help budget, develop, and program fleet management plans. Fleet Services is also responsible for maintaining compliance with all rules and regulations pertaining to the Department of Corrections, US Department of Transportation registration and Federal Motor Carrier Safety Administration regulatory compliance.

### **Procurement**

The Procurement Office is responsible for the processing of and/or the oversight of all Department of Corrections' purchases of goods and services valued at more than \$10,000. The Procurement Office processes all purchase orders, contracts, and agreements on behalf of the Department.

### **Grants**

CDOC grant specialists plan and execute the grantmaking process across all divisions of the Department to support budget and program needs and support program staff by researching funding opportunities, coordinating and submitting grant proposals, tracking deadlines, and assisting with reports and monitoring.

## **Warehouse**

The Warehouse serves to ensure safe, secure and efficient storage of State-procured inventory; ensures efficient delivery of food and other commodities to 19 prison facilities and ensures effective training and supervision of inmate warehouse workers.

## **Scanning (special project)**

The CDOC Scanning unit is a two-year term special project designed to digitize the Department's paper hard copy records into electronic format to reduce costs such as utility, maintenance and physical space simply to store hard copy records. The unit digitizes inmate records, victim notifications, hard copy facility, real estate and land documents, building contracts and utility records. Additionally, the Department is exploring adding hard copy inmate medical records to this special project.

## **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 CDOC in 1977, CCI's purpose, as defined in statute (CRS 17-24-101, Correctional Industries Act), includes 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 are required to operate on a financially profitable basis.. CCI is working to change the narrative in incarcerated employment so that the department can have a more programmatic focus instead of a revenue-focused one.





# 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 6,750 classified positions, the Office of Human Resources (OHR) consists of seven units: CAREER, Employment Services Unit, Operations, Employee Relations Unit, Labor Relations Unit, Employee Benefits Unit, and Culture Partners. The primary work units are located in Colorado Springs.





# 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 CDOC 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 CDOC 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.



# **POLICY AND LEGISLATIVE AFFAIRS**

The Office of Policy and Legislative Affairs (PAL) comprises several different units including: Legislative Affairs, Policy, Victim Services, Legal Services, Inmate Records, Compliance, and Strategic Planning.

## **Legislative Affairs Unit**

The legislative affairs unit directs the Colorado Department of Corrections' (CDOC) legislative and governmental relations by representing the Department with the Governor's office and before legislators, federal and local government, state agencies, other governmental agencies, and interest groups with respect to legislative policy and all areas of intergovernmental relations. The legislative team works at the capitol during the session to lobby for the interests of the department and assist in getting CDOC's budget passed and work directly with legislators to craft legislation that works for the department. The legislative team also works to modify or stop legislation from being enacted that would work against the department. Annually, the legislative team works with the Office of Planning and Analysis to ensure that legislative reports are submitted on time and to compile information required for the annual SMART Act hearing. The Legislative Team compiles the information for this hearing, typically held in January and reviewing the legislation implemented since the end of the prior session.

## **Policy Unit**

The policy unit is responsible for monitoring departmental compliance with applicable state and federal laws and for reviewing and revising these policies in accordance with changes in statute enacted through the legislature each year. The policy unit also responds to the need for policy improvements and modification due to court agreements, litigation and changes to the Department's philosophy and mission. Policies are critical to ensuring the practices of the department are sound and legally defensible.

## **Victim Services Unit**

The Victim Services Unit is responsible for providing post-conviction critical stage notification to victims of offenders with eligible Victims' Rights Act crimes. The various critical stages include enrollment acknowledgment, offenders' permanent facility moves, upcoming parole board hearings/full board reviews, special needs parole, early discharge consideration, parole revocation hearings, community corrections referrals, results of hearings and board

reviews, mandatory release to parole, abscond status, escape, apprehension, sentence discharge, Interstate Compact placement, Interstate Parole application, and clemency application. This office interacts daily with the public, collaborates with District Attorney Offices and other community and system-based advocates, and manages CDOC's Restorative Justice Programs.

## **Legal Services Unit**

The Legal Services Unit administers the Offender Legal Access Program, manages all offender litigation, monitors departmental court compliance, and coordinates legal inquiries by staff and outside agencies with the Attorney General's Office. The Program ensures that offenders can exercise their constitutional right of access to the courts as mandated by law. In addition, the legal services unit is also responsible for overseeing and implementing the Department's Americans with Disabilities program for inmates and visitors. The ADA unit provides accommodations to our inmates and visitors to ensure that inmates and visitors have equal access to the programs, benefits and services that the Department offers. Legal Services is also the home of the Step III Grievance office. The Step III grievance office is the last step for inmate grievances using the internal administrative process to achieve a remedy for their complaints. Inmates must exhaust the internal administrative remedy process before proceeding to court. Finally, legal services also directs the Open Record Requests process for the Department. All Colorado Open Records Act and Colorado Criminal Justice Records Act requests sent to the department are received in legal services. Legal Services then compiles, reviews and prepares the CDOC documents to be sent to the public. Legal Services then sends these responses out on behalf of the Department.

## **Inmate Records Unit**

It is the responsibility of the Inmate Records unit to maintain the official criminal record for all inmates sentenced to the CDOC. The Inmate Records unit are the official custodians of the Inmate Record. The inmate record is fully electronic at this time. Any paper CDOC documents received by the Inmate Records unit are scanned into the electronic file and stored in the appropriate location. Inmate Records is also responsible for providing files to the courts for reconsideration, information required for discovery requests and works closely with many jurisdictions on providing information and CDOC documentation for a variety of law enforcement needs. The employees in the Inmate Record unit are also called on to testify in court proceedings in order to authenticate CDOC documents from the Department and often respond to subpoenas to produce CDOC documents for civil and criminal matters.

## Compliance Unit

The Compliance Unit administers and directs the Compliance program for the CDOC. This unit develops and evaluates policy and procedure to ensure compliance to standards, codes and regulations. The Compliance Unit develops guidelines and interpretation/clarification to implement and direct the CDOC wide Compliance efforts.

## Strategic Planning Unit

The Strategic Planning unit is responsible for the development, monitoring and reporting of the Department's performance plan, and to work with the Governor's team to provide monthly and annual reporting on the Wildly Important Goals identified by the Governor and reported on the Governor's Dashboard.. The Strategic Planning Unit assists the executive team with monitoring ongoing projects within the department and with the creation and submission of the annual performance plan and performance report.



# Marketing and Communications

The Communications Team serves as the central hub for messaging and engagement across the Colorado Department of Corrections. This team is responsible for crafting clear, accurate, and professional communication that reaches internal staff, incarcerated individuals, the public, media outlets, and government partners. Whether managing crisis communications, public information campaigns, or daily updates, the team ensures that all messaging reflects the values and mission of the department.

The goal of the Communications unit is to enhance trust, build public understanding, and support operational integrity through timely and transparent storytelling. From strategic media relations to employee engagement, communications are a critical lever in supporting staff morale, organizational alignment, and department credibility.

The unit's efforts are guided by three core priorities:

1. Strategic Messaging Infrastructure – We are developing standardized communications tools, editorial calendars, and consistent messaging that align with department goals and executive priorities.
2. Proactive Media and Public Engagement – By actively managing narratives and building partnerships with key media, we protect the department's reputation and highlight the meaningful work happening across CDOC.
3. Internal Engagement and Communication Culture – We are working to cultivate a workplace culture where communication is clear, timely, and two-way—where staff are informed, acknowledged, and connected to the mission.

When communication is deliberate and values-driven, it becomes more than information—it becomes leadership.





## **DIVERSITY, EQUITY, INCLUSION, AND BELONGING (DEIB)**

The Diversity, Equity, Inclusion, and Belonging (DEIB) Coordinator is responsible for advancing equity and inclusion across all levels of the Colorado Department of Corrections and the communities we impact. This includes oversight of the GRAACE (Gender, Race, Ability, Awareness, Culture, and Equity) Alliance, a collaborative effort of CDOC staff, formerly and currently incarcerated individuals, and external reform partners. Together, this group works to evaluate CDOC's internal culture and operational practices through an equity lens, identifying opportunities for systemic improvement.

The Colorado Department of Corrections believes that a diverse, equitable, and inclusive workplace, where people feel a strong sense of belonging, is essential to safety, service, and sustainability. This belief informs every aspect of our DEIB strategic plan, which is focused on thoughtful reflection, continuous improvement, and actionable change.

CDOC's DEIB strategy is structured around three core pillars:

1. **Building Inclusive Infrastructure** – We are identifying and dismantling structural and procedural barriers, replacing them with DEIB-informed systems that are sustainable and measurable.

2. Ensuring Diversity of Representation – We are strengthening pathways to attract, support, and retain individuals who reflect the diversity of our state and who are valued for their unique identities.
3. Creating Cultures of Belonging – We are fostering inclusive environments in both workplace and living units that promote mutual respect, dignity, and shared commitment.

This work requires courage, humility, and persistence but it reflects our highest calling: to build a more just and human-centered system.





# Wildly Important Goals (WIGs)

For the fiscal year 2025-2026, the Department has selected three WIGs that align with the mission and vision of the department.

WIG 1 addresses the most pressing challenge facing correctional institutions across the country: staffing vacancies in our hard to fill positions. This WIG will decrease staff vacancies and allow the department to operate at full capacity and deliver crucial programming and services. We have filled a lot of positions over the past year that are more entry roles to decrease our vacancy numbers. Now we are focusing on our harder to fill roles. Those positions include, Food Service, Community Parole Officers, Social Workers, Addiction Specialists, Physicians, Dentists, Boiler Operators, Nurses and Teachers. Reducing vacancies also improves facility security and increases the likelihood of successful re-entry of incarcerated individuals upon release, which ultimately leads to higher levels of safety for the community.

WIG 2 furthers the department's mission to focus on lowering Colorado's recidivism rates. Successful completion of this goal will improve upon previous work by the Department to support those reentering society, help Colorado become one of the top 10 safest states, reduce victimization in our communities, and save taxpayer dollars by utilizing resources more effectively and not incurring the cost of re-incarceration. CDOC strives to connect returning residents to community networks through ongoing employment efforts and community in-reach.

WIG 3 will improve parole system compliance by holding offenders accountable through mentorship, and reduce the likelihood of future violations or new criminal behavior. It will also improve public safety for the citizens of Colorado by finding effective and efficient ways to safely manage offenders in the community. The Department is constantly exploring ways to safely manage and treat offenders in the community by guiding them to a path of prosocial behavior and self-sufficiency.

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 Statewide Priorities](#) and the [Reimagining State Government](#) initiative. The biggest challenge facing the department this year is reducing staff vacancies in hard to fill positions, and this focus will align with identified Employee Engagement efforts. The combined effects of historically unprecedented turnover rates, low application rates, and early retirement have created vacancy rates within facilities

that make it harder for facilities to have the capacity to operate critical programming and undertake new initiatives. Reducing staff vacancies will support statewide initiatives to attract and retain talent in these hard to fill areas. Reducing recidivism directly supports the Bold Priorities of Crime Prevention and Reducing Homelessness alongside education and the workforce. This priority would result in lowering the burden on the general fund by lowering reincarceration costs, 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. Ensuring returning citizens are set up for success in the community by increasing access to Medication Assisted Treatment (MAT) and new programmatic opportunities will advance longstanding efforts underway in parole and facility in-reach.

## **WIG #1: The Colorado Department of Corrections will reduce the number of vacancies in our hard to fill positions by 20% by June 30, 2027. (FY26 Goal: 10% reduction, FY27 Goal: 10% reduction)**

Recruiting and retaining top talent for the CDOC is vital to the full operation of departmental operations for our clients and the execution of agency goals. Successful completion of this goal will improve staffing across facilities, employee safety, and well-being, and allow prison operations to operate at full capacity to deliver crucial programming and services. Reducing vacancies also improves facility security and increases the likelihood of successful reentry for incarcerated individuals.

### **Strategies**

The Colorado Department of Corrections strategies to continue to decrease staff vacancies in our hard to fill positions encapsulate the highest-impact activities that will move the needle. Recruiting and retaining exemplary talent for the CDOC is a top priority to ensure the effective operation of our agency. First, the department will utilize our Retention Coaches by increasing regular contacts with staff in our hard to fill positions to ensure their professional development and success. Coaches will work with employees to help them understand opportunities for growth and strategies to navigate obstacles. The intent is to provide additional support for existing employees and improve retention rates. This strategy will allow DOC to understand if the program is having the intended impact and grow their understanding of effective interventions to improve retention, serving the overall goal of reducing vacancy rates. Contacts

will continue to be made with all staff to help in making improvements to the culture here at the Colorado Department of Corrections which are needed to make us an employer of choice. Second, CDOC will continue to establish and incorporate new effective ways to increase the percentage of staff completing their probationary period. In a high-stress environment like corrections, staff must be connected early and consistently to resources that help them navigate challenges and build stability. As a Department, we have created multiple avenues for staff to voice concerns and access services that support their performance and well-being, particularly during their critical first year. We reimaged our Basic Training Program to focus on developing Correctional Professionals, and early results show that staff are entering the field better prepared and more likely to complete their probationary period. The enhanced Basic Training places a stronger emphasis on employee wellness, introducing new hires to tailored resources, peer support, and practical tools that strengthen their early adjustment and long-term engagement. To reinforce this foundation, supervisors are also trained to recognize and respond to staff needs, creating a culture of shared responsibility for employee success. This integrated, wellness-centered approach strengthens the path to certification, boost retention, and reduces turnover – ultimately building a resilient, mission-driven workforce. Finally, the department will continue to promote hiring events which now focus on the positions in our department which are hard to fill and are necessary to ensure offenders are receiving the programming and treatment they need while incarcerated. In prior years these events were called Fast Track Events.

## **WIG #2: Decrease the percentage of monthly parole exits that are the result of a new felony conviction and sentence to the Colorado Department of Corrections by 5% by June 30, 2027. (FY26 Goal: 2% reduction, FY27 Goal: 2% reduction)**

The Colorado Department of Corrections definition of 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.

Decreasing the recidivism rate will improve overall community safety and defer general fund costs for incarcerating repeat clients. Successful completion of this goal will improve upon previous work by the Department to support those reentering society, help Colorado become one of the Top 10 Safest States, reduce victimization in our communities, and save taxpayer dollars by utilizing resources more effectively and not incurring the cost of re-incarceration.

## **Strategies**

The Colorado Department of Corrections efforts to decrease recidivism in the one-year return rate are always a primary focus of our departmental activities, but will focus this year on preparing clients inside the facilities and out in the community for success. First, the department has developed an internal Employer Driven Training program for offenders to help them successfully reintegrate back into the community. Through this training program the department will prepare offenders for success by teaching them profitable and valuable work skills and enabling them to gain employment once released. This strategy will help with lowering our recidivism rate. Second, the department will continue to monitor and increase the percentage of offenders connected to housing resources once released. Homelessness is an ongoing issue with offenders releasing to parole or discharging back to the community. Working with outside agencies to provide options for housing and opportunities to thrive once release will assist us in lowering recidivism. The Release Case Managers (RCMs) and the Community Reentry Specialist (CRES) work together, using the housing guide to appropriately match releasing offenders with the best housing option. Community Parole Officers (CPOs) will work with the CRES, who will use the housing guide when a parolee needs to locate housing. Our department will accomplish this with the help of other outside agencies in the State of Colorado. Third, we will increase the number of eligible clients enrolled in RESTORE that are assessed for Risk of Homelessness. Lastly, increasing the post-secondary education program completions will assist those offenders releasing to the community in finding better employment opportunities and expanding their options for successful careers. This will allow them to provide for themselves and their families therefore keeping them from recidivating.

## **WIG #3: Increase the percentage of people successfully completing parole with no complaints from 53% to 59% by June 30, 2027. (FY26 Goal: 2% reduction, FY27 Goal: 2% reduction)**

Successful completion of this goal will improve parole outcomes, support offender compliance through mentorship, and reduce the likelihood of future violations or new criminal behavior. It will also improve public safety for the citizens of Colorado by finding effective and efficient ways to safely manage offenders in the community. The Department is constantly exploring ways to safely manage and treat offenders in the community by guiding them to a path of pro-social behavior and self-sufficiency.

### **Strategies**

First, the Colorado Department of Corrections (CDOC) will accomplish this goal by increasing monthly peer contacts internally and among offenders on parole through the peer mentoring program. Through this program, mentors guide offenders and help them navigate the everyday stress of incarceration or life on parole. The mentor helps them in making better choices and avoiding violations and possible returns to incarceration. Secondly, we will be implementing a Crisis Intervention Virtual Reality program to train parole officers to effectively de-escalate situations in the community while responding to individuals in crisis, including people with physical, intellectual, and cognitive disabilities, and individuals experiencing a mental health and/or substance use crisis. Lastly, CDOC will continue to address the staggering need for those in our custody with a Substance Use Disorder. Our plan is to use peers in the community to provide early intervention to high risk parolees on Medication Assisted Treatment (MAT) who miss treatment appointments in the first 90 days post release. Peers in the community, who have had experience with substance abuse, will be crucial to the success of those releasing. Their assistance and mentorship in making sure those treatment appointments are made and will ensure they are successful during their transition back into the community.

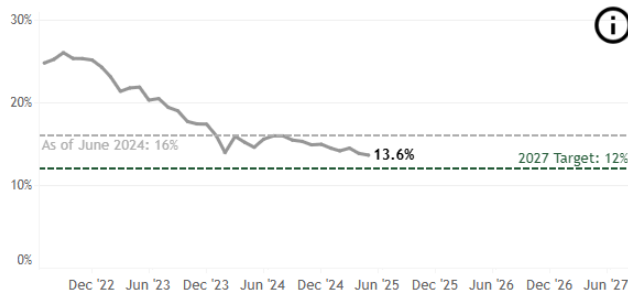
# Quarter 3 Evaluation - Fiscal Year 2024

For fiscal year (FY) 2025, the Department selected three Wildly Important Goals (WIGs). These goals were selected to increase hiring and retention for our department, give incarcerated people every opportunity to succeed while maintaining the safety and security of the community, staff, and incarcerated people and working on increasing successful parole completions. April 2025 data was last reported for the latest measures populated on the [Governor's Dashboard](#). The full fiscal year evaluation will not be available until July 2025. The following is a breakdown of progress through the last three quarters.

Nearly all of our metrics are on track to meet their goals by the end of the FY, with the exception of our lead measure for using peers in the community, provide early intervention to high risk parolees on Medication Assisted Treatment (MAT) who miss treatment appointments in the first 90 days post release. This goal will be included in our FY 26 Wildly Important Goals, which the department will continue to make progress on in the coming year.

## Decrease Staff Vacancy Rate

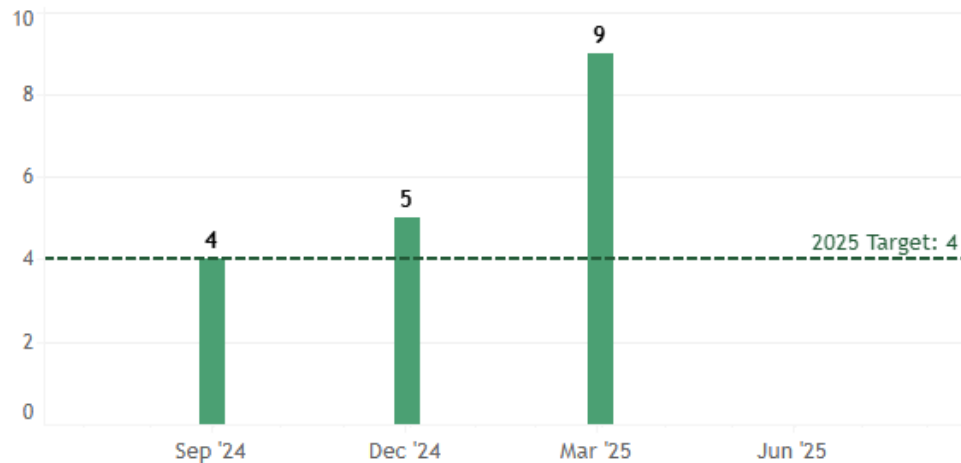
Establish and maintain a 12% staff vacancy rate through June 30, 2027.



Successful completion of this goal will decrease staff vacancies and allow the department to operate at full capacity and deliver crucial programming and services. Reducing vacancies also improves facility security and increases the likelihood of successful re-entry of incarcerated individuals upon release, which ultimately leads to higher levels of safety for the community.

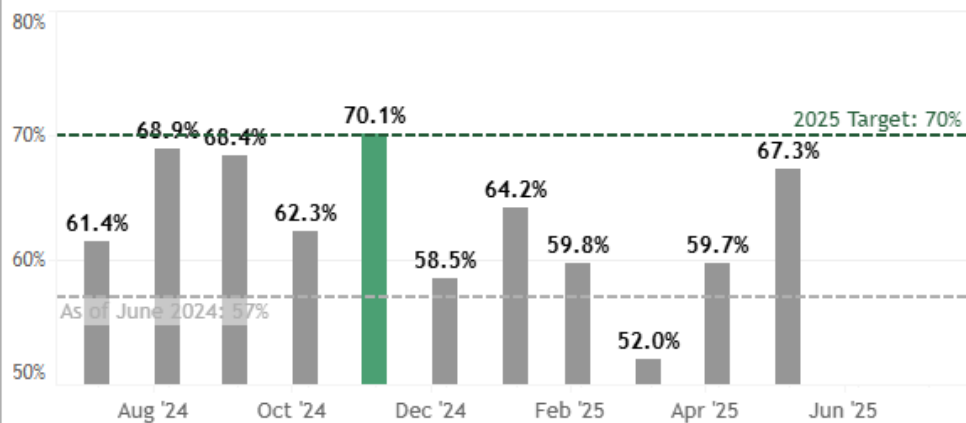
## Lead Measure: Retiree Mentorship

Hire, train, and have four retention coaches working in the four facilities with the highest staff turnover rate by June 30, 2025.



## Lead Measure: Staff Completing Probationary Period

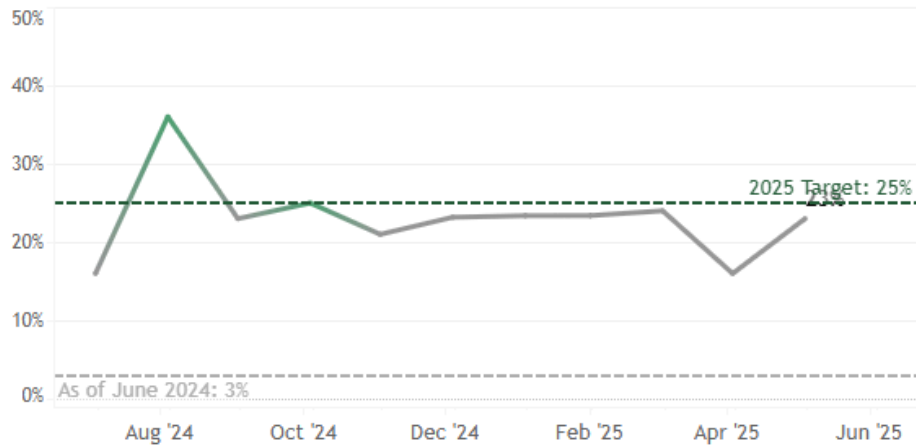
Increase the percentage of staff completing the probationary period (excluding the Basic Training period) from 57% to 70% by June 30, 2025.





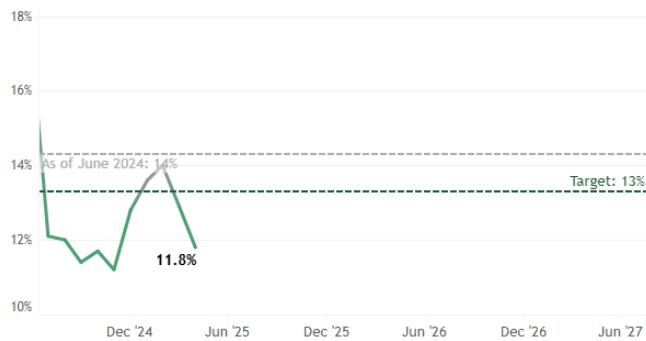
## Lead Measure: Exit Survey Response Rate

Improve the exit interview response rate from 3% to 25% by June 30th, 2025



## Recidivism

Decrease the percentage of parolees receiving a new felony conviction and sentence to the Colorado Department of Corrections by 5% by June 30, 2027.



Successful completion of this goal will improve upon previous work by the Department to support those reentering society, help Colorado become one of the top 10 safest states, reduce victimization in our communities, and save taxpayer dollars by utilizing resources more effectively and not incurring the cost of re-incarceration. The first-year post-release is often the most challenging for returning residents and their communities. DOC strives to connect returning residents to community networks through ongoing employment efforts and community in-reach.

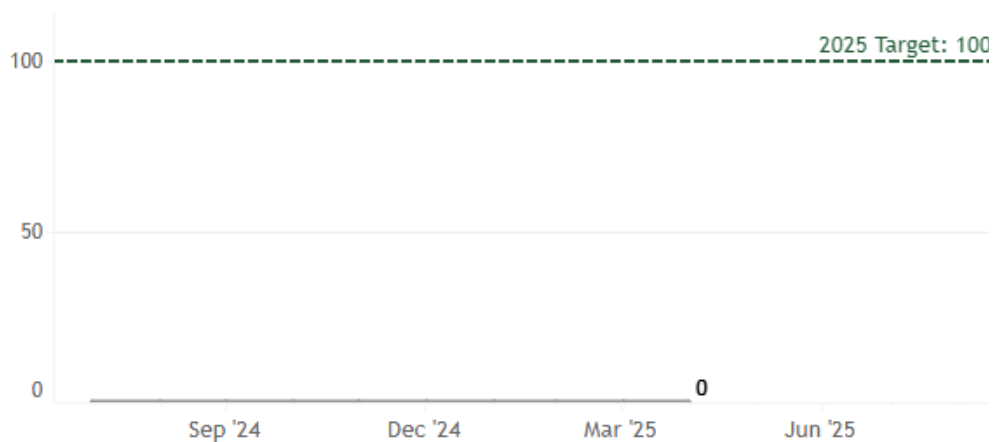
### Lead Measure: Internal Training Program

Implement at least one internal training program resulting from the Request for Proposal (RFP) and provide services to 100 offenders by June 30, 2025.



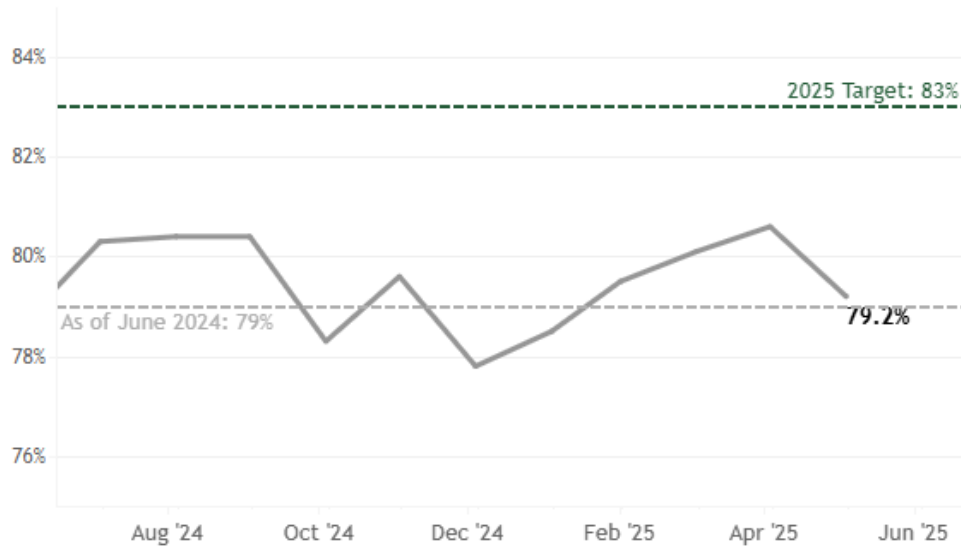
### Lead Measure: Medication Assisted Treatment Program

Using peers in the community, provide early intervention to high risk parolees on MAT who miss treatment appointments in the first 90 days post release. Make 100 peer contacts with community MAT peers by June 30, 2025.



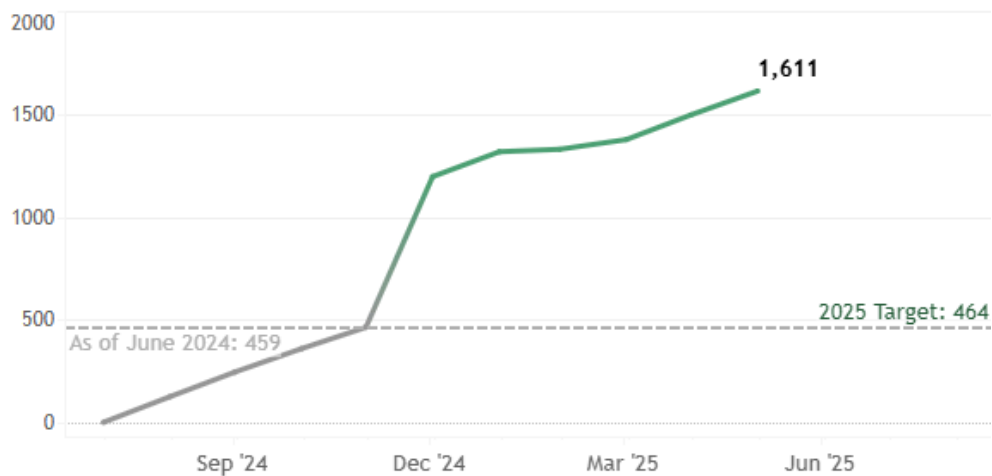
## Lead Measure: Housing Resource Connections

Increase the percentage of individuals who are connected to a housing resource upon release from 78% to 83% by June 30, 2025.



## Lead Measure: Post-secondary Program Completions

Increase post-secondary program completions that results in a credential (degree and certificates) by 1% by June 30, 2025.



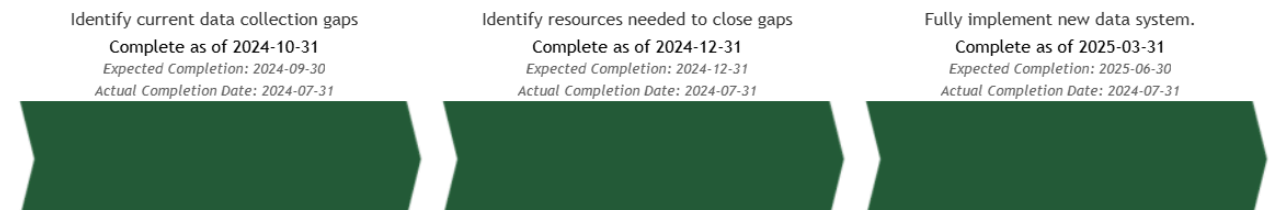
## Key Project Milestones: Workforce Training Opportunities

Launch a workforce training program with external agencies to bring workforce training opportunities in high demand areas into the department and parole by February 28th, 2025.



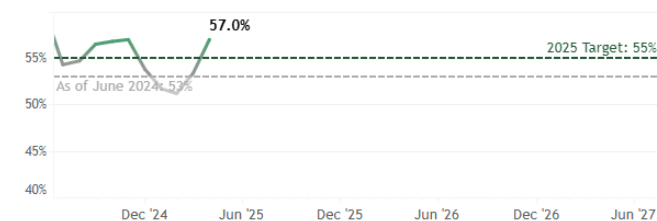
## Key Project Milestones: Degree and Certificate Data System Redesign and Implementation

DOC will redesign and implement a data system that will provide current and future detailed information on degree and certificate awards by June 30, 2025



## Parole System Compliance

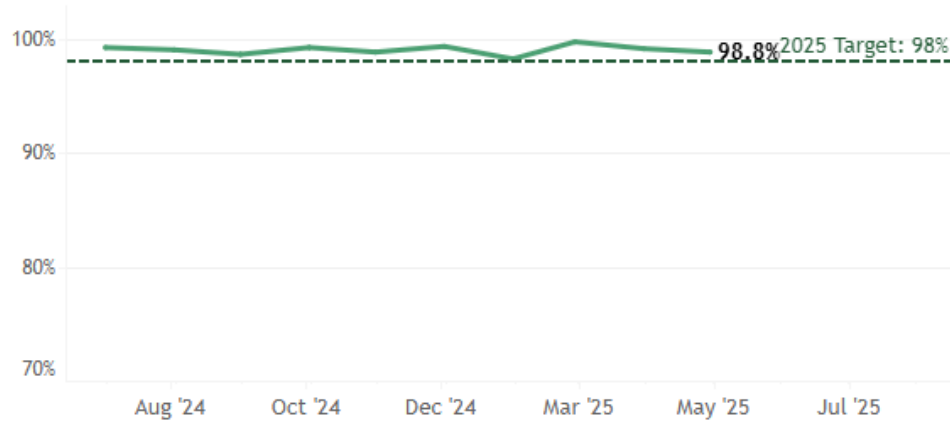
Increase the percentage of people successfully completing parole with no complaints from 53% to 59% by June 30, 2027. Annual goal of 2% for 2025, 2% for 2026, and 2% for 2027.



Successful completion of this goal will improve parole outcomes, support offender compliance through mentorship, and reduce the likelihood of future violations or new criminal behavior. It will also improve public safety for the citizens of Colorado by finding effective and efficient ways to safely manage offenders in the community. The Department is constantly exploring ways to safely manage and treat offenders in the community by guiding them to a path of pro-social behavior and self-sufficiency.

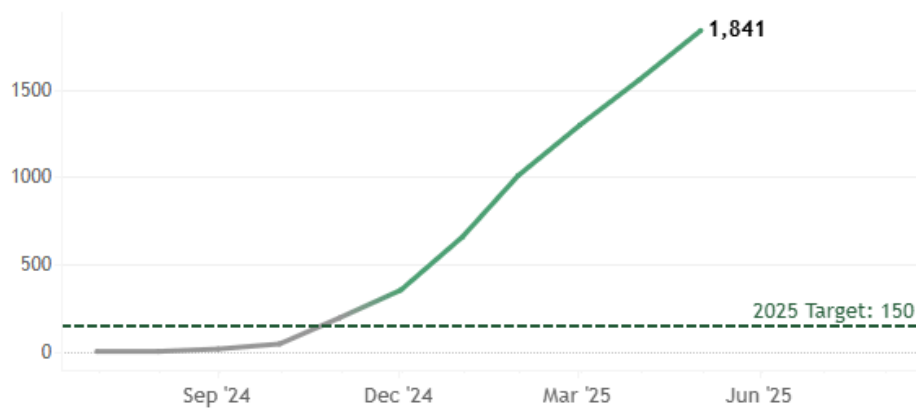
## Lead Measure: Release Documents

Ensure that 98% of eligible offenders are released to parole with a form of ID such as a Colorado State ID, Driver's License or Social Security Card by June 30, 2025.



## Lead Measure: Peer Mentor Program

Through the Peer Mentoring program provide 150 contacts internally and to offenders on parole that foster prosocial peer engagement by June 30, 2025.



## Key Project Milestones: Create a Peer Mentor Program

Create a Peer Mentor program that fosters prosocial peer engagement by December 31, 2024.



Develop program outline

Complete as of 2024-09-30

Expected Completion: 2024-09-30

Actual Completion Date: 2024-07-31

Develop communications plan for parolees and probation officers

Complete as of 2024-11-30

Expected Completion: 2024-11-30

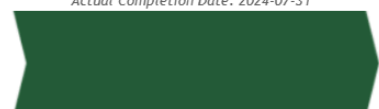
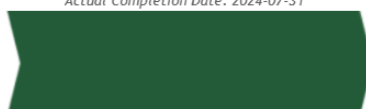
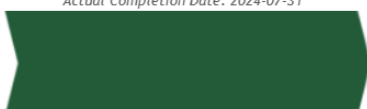
Actual Completion Date: 2024-07-31

Launch Program

Complete as of 2024-12-31

Expected Completion: 2024-12-31

Actual Completion Date: 2024-07-31







# 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 are important factors in operating an efficient agency. As the department moves into FY 2025-2026, the department will continue to seek opportunities for continuous improvement and change to increase the efficiency with which our department delivers services to our stakeholders. The improvements CDOC will continue to work on are:

1. Improving Departmental culture by creating an environment where people feel supported, heard, empowered, valued and that they belong.
2. Modernizing the Department by ensuring the department has the most up to date tools and resources necessary to efficiently perform our work and to effectively communicate the results of our work.
3. Revitalizing the image of the Department so that it is viewed both internally and externally as a partner; as a professional, human-centered agency that is transparent, solutions- oriented, and committed to educating our stakeholders about our work.

After a Department Wide Strategic Planning event in July of 2024, each facility and office were asked to brainstorm, network, and create plans for their facilities, offices, or areas, in accordance with the above improvements developed by the Governor's office and our Executive staff. After this event, the Strategic Planning department put out a vote to all DOC employees asking them what they wanted the department to work on based on the improvements listed above. This event gave staff the opportunity to be a part of the positive change in our agency by contributing to the process of creating a productive environment for staff, improving work product and communications, and reestablishing a positive image of the department by and large; achieving the ultimate goal of leaving the department better than we found it. When the voting was completed, a Strategic Planning Workgroup Committee was established to address these concepts and brainstorm ideas. We established three individual workgroup committees to address each area of improvement. These groups have been working for the last few months to develop strategies the department can work on over the next year to help achieve those goals.

# Diversity, Equity, Inclusion and Belonging DEI(B) Plan

The Colorado Department of Corrections (CDOC) is committed to advancing Diversity, Equity, Inclusion and Belonging (DEI(B)) throughout the department and communities our department impacts.

The department believes that a diverse, equitable and inclusive workplace where people feel a sense of belonging is one where all employees and community partners, whatever their gender, race, ethnicity, religion, national origin, age, sexual orientation, gender identity, citizenship status, education, disability, socio-economic status, or any other identity, feel valued and respected.

The Colorado Department of Corrections initially advances DEI(B) by asking tough questions. The only way to know is to thoughtfully review and reflect on current practices and develop a clear action plan for any areas that need improvement.

The department is now operationalizing the information our department has gained and focusing on three pillars of DEI(B):

1. Building inclusive infrastructure - our department will do this by identifying embedded procedural barriers and structural barriers to DEI(B) across the organization and replacing these with DEI(B) structures in order to create sustainable DEI(B) processes.
2. Ensuring diversity of representation - CDOC will do this by creating systems to attract, develop, cultivate and maintain a diverse range of individuals who respect and value differences and are in turn respected and valued for who they are.
3. Creating cultures of belonging - the department will do this by building and sustaining inclusive working and living environments that support respect and celebrate individual differences.

