



Department of Corrections April 2015 Performance Evaluation

Strategic Policy Initiatives

The Department of Corrections has identified several strategic policy initiatives for FY 2014-15 and beyond. For this performance evaluation, the Department has updated progress on the selected initiatives used in the November 3, 2014 Annual Performance Report that best capture some of the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of March 31, 2015.

Additional detail for these, and other, strategic policy initiatives is available in the Department's Performance Plan, which may be accessed [here](#).

Administrative Segregation Reform

In 2011, an initiative was implemented to reform administrative segregation through ensuring the management of seriously mentally ill offenders in appropriate treatment settings. The initiative included: transferring seriously mentally ill offenders from administrative segregation into appropriate treatment programs; reducing the number of offenders released from administrative segregation directly to the community; limiting the amount of time offenders spend in administrative segregation; and ensuring the use of defined criteria and appropriate reviews for placement into administrative segregation. The initiative utilizes programs, philosophies, and practices to enhance the safety of the public, staff, and offenders. A key measure for this initiative is to ensure that the percent of offenders in maximum security is less than 2 percent by the end of FY 2014-15 and FY 2016-17.

Intensive Supervision Program (ISP) Contact Standards for Parolees

With limited resources, funding, available treatment, and manpower, it is critical to focus supervision and management on parolees with the highest needs, and this can be most effectively accomplished through the Risk-Need-Responsivity (RNR) supervision model. The RNR is an evidence-based model through which parolees' criminogenic needs have been identified such that the level of service and treatment matches the risk of re-offense. DOC has defined appropriate contact standards based upon a validated risk assessment. Supervision and accountability will be based upon evidence-based practices devoting more resources to highest risk offenders. One measure of the deployment of this model is the rate of new crime revocations, at 8.3 percent for FY 2014-15 and 8.2 percent for FY 2016-17.

Program Consistency and Case Planning

DOC is implementing an evidence-based approach to case management. Colorado Transitional Accountability Plan (CTAP) utilizes a risk/needs assessment to identify criminogenic needs and develop individual case plans for offenders. The assessment assists the case manager and offender in having meaningful, collaborative dialog regarding programming needs and re-entry planning. CTAP has aided the DOC in identifying training needs for staff, identifying areas for expansion of evidence-based programs, and assisting with the design of a centralized offender management system. A significant measure for this initiative is the percentage of successful Prison Rape Elimination Act (PREA) audits: 66 percent for FY 2014-15, and 100 percent for FY 2016-17.



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Use of Electronic Monitoring for Parolees

DOC established initiatives supporting National Institute of Corrections recommendations for parolee monitoring. In FY 2013-14, a process to review Intensive Supervision Program (ISP)/electronic monitoring decision-making and imposition was created, and the policy for intensive supervision was updated and implemented in June 2014. DOC set specific criteria based upon a validated risk assessment, institutional behavior, and criminal conviction to establish a matrix of offenders placed on ISP and electronic monitoring, and the length of time on ISP. For FY 2014-15, DOC will monitor processes implemented and modify policies and practices as dictated with a goal of ISP program parolee failures at 19.5 percent, and a three-year goal of 15 percent.

National Institute of Corrections (NIC) System Mapping Analysis

Offender success can be positively impacted by focusing on individual programming needs and re-entry efforts. DOC has concentrated on reducing offender movement to assist offenders in completing programs. DOC is also striving to improve re-entry services by ensuring offenders are released from prison with state identification, which will aid them in accessing community services; arranging and making programs available in facilities; and utilizing an inter-departmental steering team to guide re-entry initiatives. A key measure for this initiative is the percentage of eligible offenders released with a state ID; the one-year goal is 60 percent, and the three-year goal is 80 percent.

Operational Measures

Major Program Area – Behavioral Health

Process - Provide sex offender treatment and assessment services to offenders

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	1-Year Goal	3-Year Goal
Number of successful treatment completions per sex offender treatment criteria	N/A	103	148	68	150	200

The data is reported on a one month delay; the data as of March 31, 2015 was collected on February 28, 2015.

Offenders needing maintenance programming have been housed in sex offender treatment beds. Eighty beds have been opened at Cheyenne Mountain Re-Entry Center (CMRC) for maintenance programming. This has allowed for the transition of offenders needing sex offender treatment into appropriate beds.



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Major Program Area – Colorado Correctional Industries Process - Employ offenders and teach marketable skills through CCI businesses

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	1-Year Goal	3-Year Goal
Offenders employed at CCI	1,516	1,515	1,567	1,588	1,700	1,700

Tracking is established to determine how many offenders are employed by Colorado Correctional Industries (CCI) and to determine if there is a correlation between working for CCI and lower recidivism rates.

Process - Refer offenders to community corrections boards and community corrections facilities

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	1-Year Goal	3-Year Goal
Total number of community corrections referral processed	27,622	23,547	26,367	17,825	26,991	28,880

The reason for the reduction in community corrections referrals is two-fold. First, DOC is reviewing policies to ensure the appropriate offender is referred and accepted to community corrections to improve community corrections outcomes. Second, the community referral unit encountered technology issues with obtaining and uploading requested documents as an attachment in the referral application process. Therefore, DOC has experienced a small backlog.

Process - Supervise community corrections offenders

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	1-Year Goal	3-Year Goal
Percent of offenders on electronic monitoring in a six month period; July 1 to December 31, and January 1 to June 30	87.0%	88.0%	95.0%	92.0%	90.0%	92.0%

The DOC tracks the number of offenders on electronic monitoring and intensive supervision to determine if intensive supervision affects outcomes.

Major Program Area – Parole and Parole ISP Process - Assess parolees' risks and needs

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	1-Year Goal	3-Year Goal
Percentage of new parolee Level of service Inventory-Revised (LSI-R) assessments completed within 30 days of release	90.0%	89.0%	96.0%	94.0%	92.0%	95.0%

In reviewing the data during the July 2015 evaluation, it was discovered that the measure description was inaccurately listed. The given results reflect the percent of parolee Level of Service Inventory-Revised (LSI-R) re-assessments completed every six months versus those completed within 30 days of release, as previously reported.

* Please Note: The November 2014 annual performance report submitted per requirement of the SMART Act will not be revised to reflect this revision due to reporting requirements.



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Process - Supervise and respond to parolee violations

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	1-Year Goal	3-Year Goal
Rate of intermediate sanctions as compared to revocations back to prison	22,055:4,532	25,483:5,409	24,229:5,136	18,711:3,497	25,500:400	26,500:380

The Division of Adult Parole is re-examining the current 1- and 3-year goals and will revise to reflect a more accurate rate.

Process - Match parolees with available services

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	1-Year Goal	3-Year Goal
Percentage of offenders receiving ISP support services	34.0%	31.0%	33.0%	32.0%	35.0%	38.0%
Percentage of offenders receiving ATP support services	22.0%	24.0%	26.0%	27.0%	26.0%	30.0%
Percentage of offenders receiving TASC support services	53.0%	56.0%	58.0%	52.0%	56.0%	60.0%
Percentage of offenders receiving psychotropic medication support services	9.0%	7.0%	4.0%	Tracked annually	6.0%	6.0%
Percentage of offenders receiving housing support services	12.0%	11.0%	11.0%	11.0%	10.0%	12.0%

Tracking these measures allows the DOC to determine if offenders are receiving appropriate risk assessment as well as correlating services.

Major Program Area – Pre-Release and Community Re-Entry

Process - Pre-release delivery of the 10 program modules one-on-one services, career and community resource center

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	1-Year Goal	3-Year Goal
Number of inmates who have completed the pre-release class	N/A	969	957	715	1,090	1,211

The DOC is striving to ensure that more releasing parolees are receiving the maximum benefits provided from community reentry services. This performance measure allows the DOC to monitor the number of offenders receiving the services and adjust accordingly.

The data is reported on a one month delay; the data as of March 31, 2015 was collected on February 28, 2015.