

Department of Corrections

July 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 captures some of the Department's strategic and operational priorities, and reflects the overall direction as identified by Department leadership. The updates reflect data as of June 30, 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. **The DOC met its goal with 0.8% reported for FY15**

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. **The DOC reported 10% for FY15 as of May 2015**

DOC Justification: It is always the goal of supervision to ensure there are no new victims. Adult Parole has partnered with local law enforcement and federal agencies to immediately respond to gang and gun violence. With sophisticated technology, these crimes are solved more quickly and with a higher rate of case closure. Additionally, the ISP failure percentage may be impacted by the success of the Fugitive Apprehension Unit in capturing high risk parolees. The division continues to work to reduce ISP failures.

Program Consistency and Case Planning

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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. **The DOC met its goal with 100% reported for FY15**

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 monitored implemented processes and modified 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. **The DOC reported 22% for FY15**

DOC Justification: Adult Parole has partnered with local law enforcement and federal agencies to immediately respond to gang and gun violence. Additionally, the 2-hour response to strap tampers may impact the overall technical parole violation figures as well as the success of the Fugitive Apprehension Unit in capturing high risk parolees. The division continues to work to reduce ISP failures by implementing additional intermediate sanctions and expanding partnerships with community-based organizations to provide additional services and a continuity of services for this high risk high needs population.

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. **The DOC reported 51% for FY15**

DOC Justification: Prior to December 2014, the primary method of ordering state IDs was utilizing Department of Revenue's (DOR) online renewal process (which allowed for online renewal only once). The online method resulted in a rate of 45% of offenders releasing with state IDs. On December 15, 2014, facility-based DOR driver's license offices were implemented (staffed and operational) at the Denver Reception and Diagnostic Center and on December 18, 2014, at Colorado Territorial Correctional Facility. Since the implementation of those offices, there has been a steady increase of offenders releasing with state IDs. For the month of May 2015, 62% of offenders released with a state ID and in June 2015, 63% released with a state ID. Even though the entire fiscal year's release stats do not meet the 60% goal, the goal of 60% releasing with a state ID has been met since the implementation of the DOR facility-based driver's license offices.

Operational Measures

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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	06/30/2015	1-Year Goal	3-Year Goal
Number of successful treatment completions per sex offender treatment criteria	N/A	103	148	68	104	150	200

The data is reported on a one month delay; the data was collected as of May 31, 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. Although the DOC did not meet its 1-year goal, during the last quarter of FY15 there was a significant increase in the number of offenders who successfully completed treatment, demonstrating focused efforts toward successful treatment completions.

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	06/30/2015	1-Year Goal	3-Year Goal
Offenders employed at CCI	1,516	1,515	1,567	1,588	1,670	1,700	1,700

Tracking has been established to determine the number of offenders employed by Colorado Correctional Industries (CCI) and to determine if there is a correlation between working for CCI and lower recidivism rates. There were several reasons the DOC did not meet its 1-year goal. A coffee roasting program that was proposed to the advisory board has been delayed, accounting for 15 offenders. This program is still being considered as a program for the future. A game bird program has been temporarily put on hold until a viable customer can be found, accounting for five new offender jobs. The fiberglass program is in danger of being closed down because of a lack of workload reducing the amount of offenders being hired in this program. This program accounts for ten offender positions.

Major Program Area – Community Corrections and Community Corrections ISP

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

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	1-Year Goal	3-Year Goal
Total number of community corrections referrals processed	27,622	23,547	26,367	17,825	24,862	26,991	28,880

The DOC is finalizing its evaluation of the referral process for offenders to successfully transition from prison to community corrections and then parole. The DOC is committed to ensuring the local community corrections boards are reviewing the appropriate offender population pool for transition to community corrections and then ultimately parole supervision. The goal is offender success for re-entry and public safety.

Process - Supervise community corrections offenders

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	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%	93.0%	90.0%	92.0%

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

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	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%	94.0%	92.0%	95.0%
Percent of parolee Level of Service Inventory-Revised (LSI-R) re-assessments completed every six months							

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In reviewing the data during this time frame, 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.

Process - Supervise and respond to parolee violations

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	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	25,906:4,718	25,500:400	26,500:380

Adult Parole re-examined the 1- and 3-year goals previously provided and revised them to reflect a more accurate rate. The 1-year goal should be 25,500:4000 and the 3-year is 26,500:3800. The number of intermediate sanctions is on target to goal and should have been even higher based upon the higher number of revocations. However, overall, the division reached an 18% rate of revocation to violation whereas in the previous two fiscal years the rate was 21%. Moving forward, Adult Parole wants to focus on the rate of intermediate sanctions and percentage to revocation as it applies to the overall parole population versus comparing aggregate numbers.

Process - Match parolees with available services

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	1-Year Goal	3-Year Goal
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Percentage of offenders receiving ISP support services	34.0%	31.0%	33.0%	32.0%	35.0%	35.0%	38.0%
Percentage of offenders receiving ATP support services	22.0%	24.0%	26.0%	27.0%	29.0%	26.0%	30.0%
Percentage of offenders receiving TASC support services	53.0%	56.0%	58.0%	52.0%	62.0%	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%	13.0%	10.0%	12.0%

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

* Billing for FY15 was not finalized before the report due date.

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	06/30/2015	1-Year Goal	3-Year Goal
Number of inmates who have completed the pre-release class	N/A	969	957	715	960	1,090	1,211

The DOC is striving to ensure that more releasing parolees are receiving the maximum benefits provided from community re-entry 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 was collected as of May 31, 2015.

With 11 months of data reported, Adult Parole has achieved 88% of the 1-year goal. Factors impacting the results may include delays in the expected expansion of pre-release program; including but not limited to, opening pre-release classrooms in private prisons and opening an additional pre-release classroom at Limon Correctional Facility. The challenges encountered in the program expansion have been resolved and the division is confident in meeting the 3-year goal.

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