

Joint Judiciary Committee Presentation



Tom Clements
Executive Director
January 20, 2012

COLORADO DEPARTMENT OF CORRECTIONS

“Building a safer Colorado for today and tomorrow.”





Our Values

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 in 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.





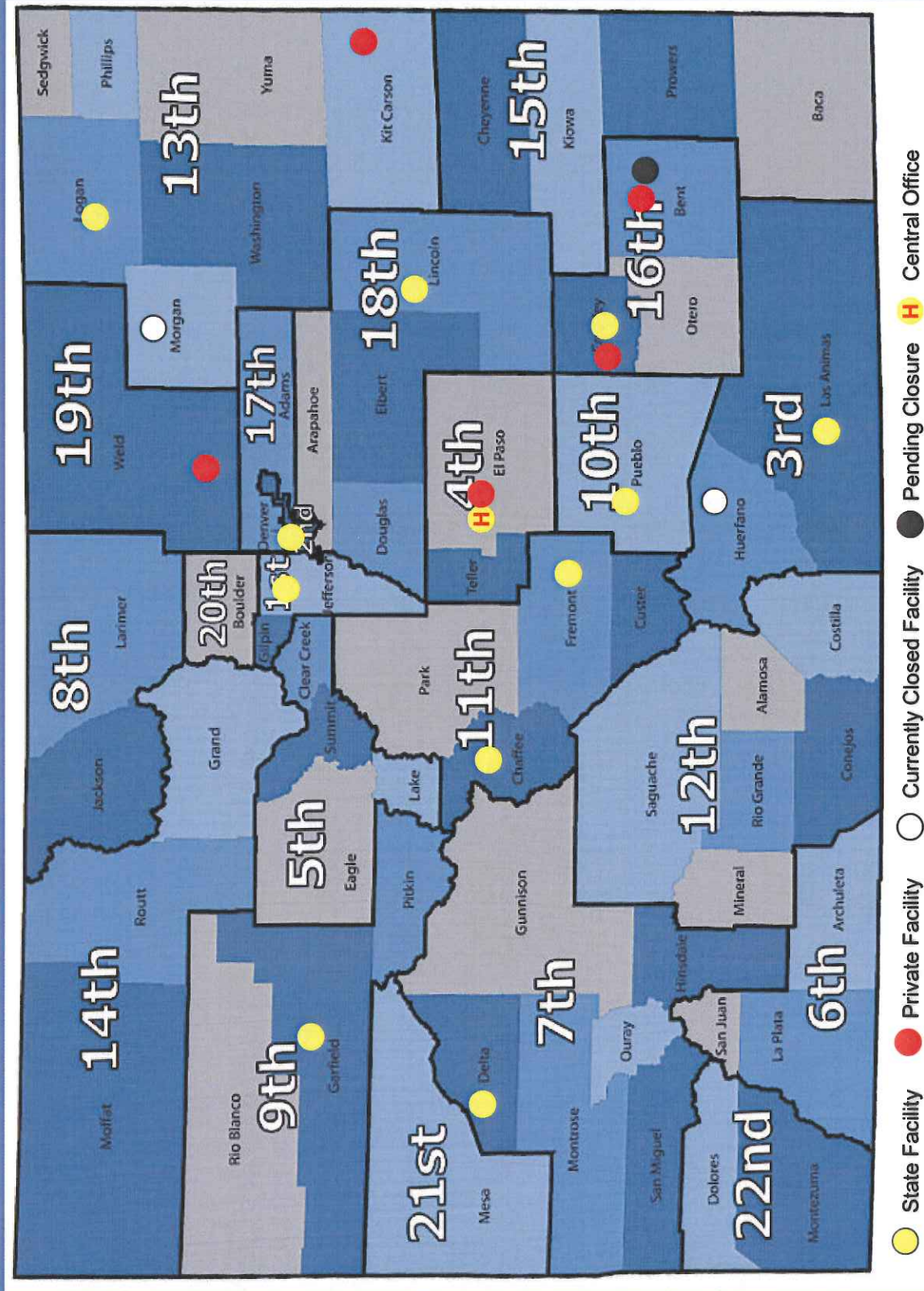
Our Mission

“To protect the citizens of Colorado by holding offenders accountable and engaging them in opportunities to make positive behavioral changes and become law-abiding, productive citizens.”





Colorado Prison Facilities



State:

22

Private:

4

CDOC

Staff:

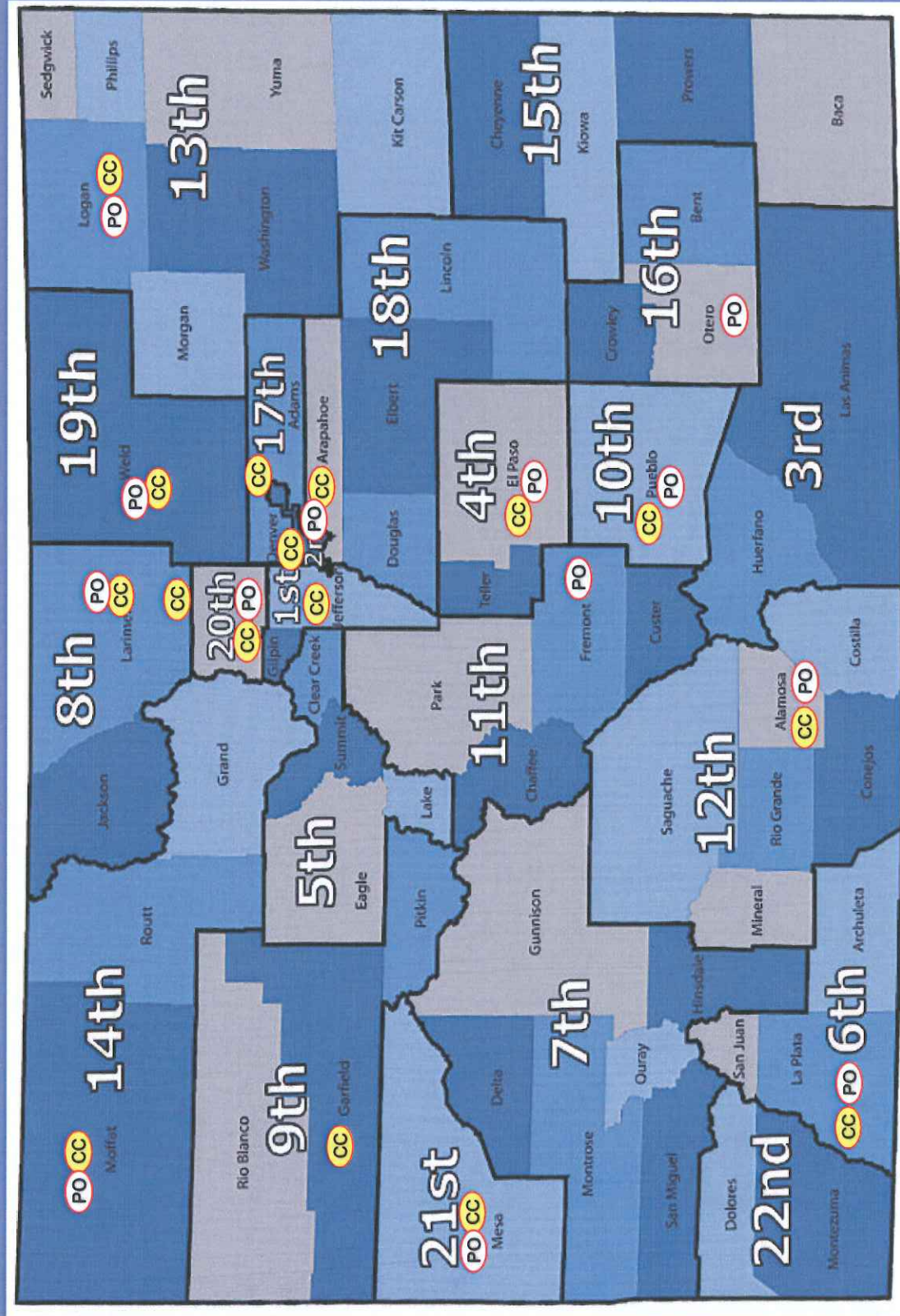
6,446

Inmates:

22,610

(as of June 30, 2011;
includes Community
Corrections and ISP)

Colorado Parole Locations



PO Parole Office CC Community Corrections Center



Offices: 17
CPOs: 274
Parolees: 10,696
ComCorr and ISP and Inmates: 3,047
ComCorr Facilities: 34
 As of June 30, 2011

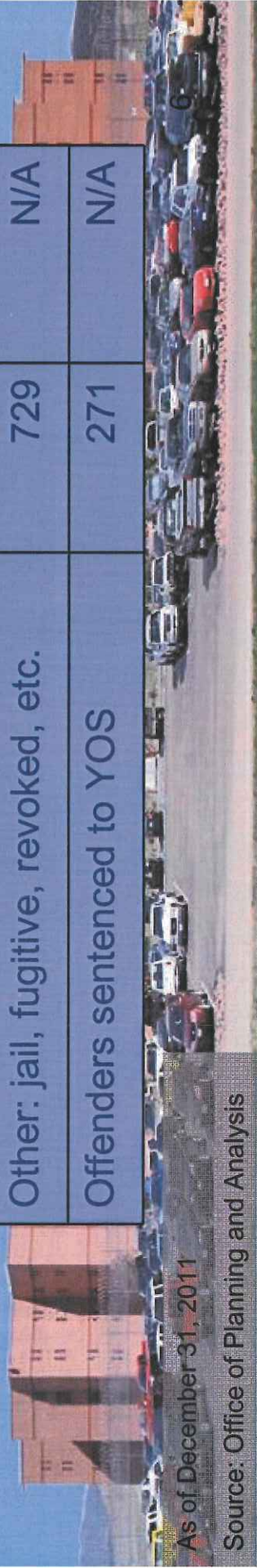


Inmate Data

Inmates = 21,887	Inmates	Percent
Male Inmates	19,852	91%
Female Inmates	2,035	9%
Classification:		
Administrative Segregation	1,162	5.5%
Close	3,570	16.9%
Medium	4,829	22.8%
Minimum - R	5,260	24.9%
Minimum	6,253	29.6%
Unclassified (new admits)	84	0.4%
Other: jail, fugitive, revoked, etc.	729	N/A
Offenders sentenced to YOS	271	N/A

As of December 31, 2011

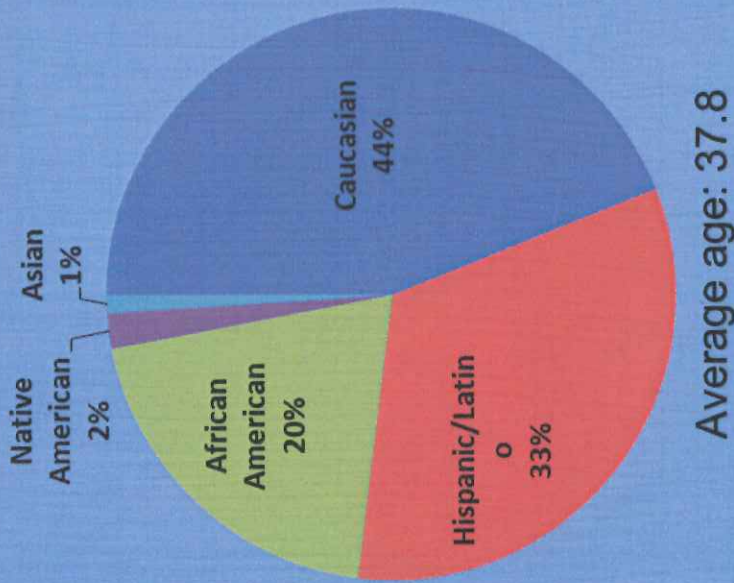
Source: Office of Planning and Analysis





Male Data

Crime Type:
Violent offenses: 54%
Non-violent offenses: 46%



Average age: 37.8



As of December 31, 2011

Source: Office of Planning and Analysis

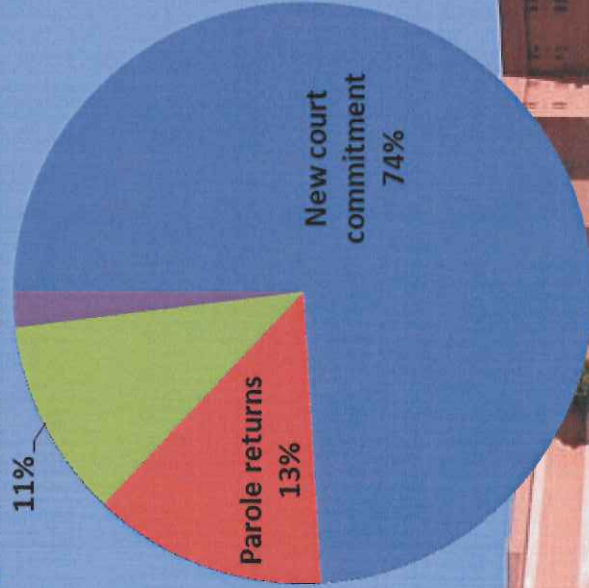
Female Data



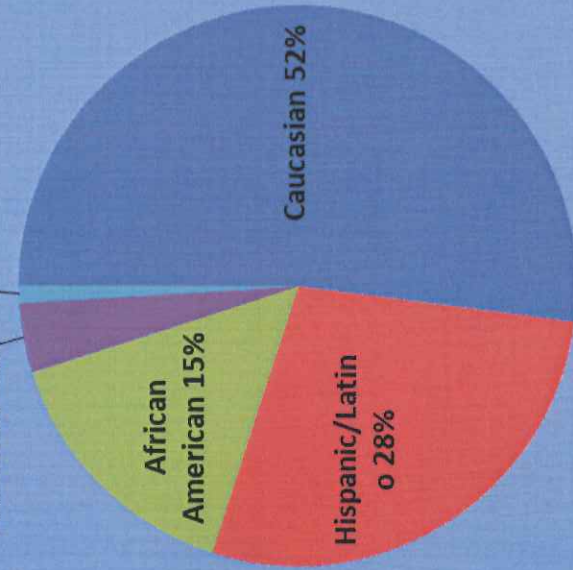
Crime Type:
Violent offenses: 31%
Non-violent offenses: 69%

Status Type:

Technical parole returns 11%
Other 2%



Native American 4%
Asian 1%



Average age: 36.3



As of December 31, 2011

Source: Office of Planning and Analysis



Inmate Data

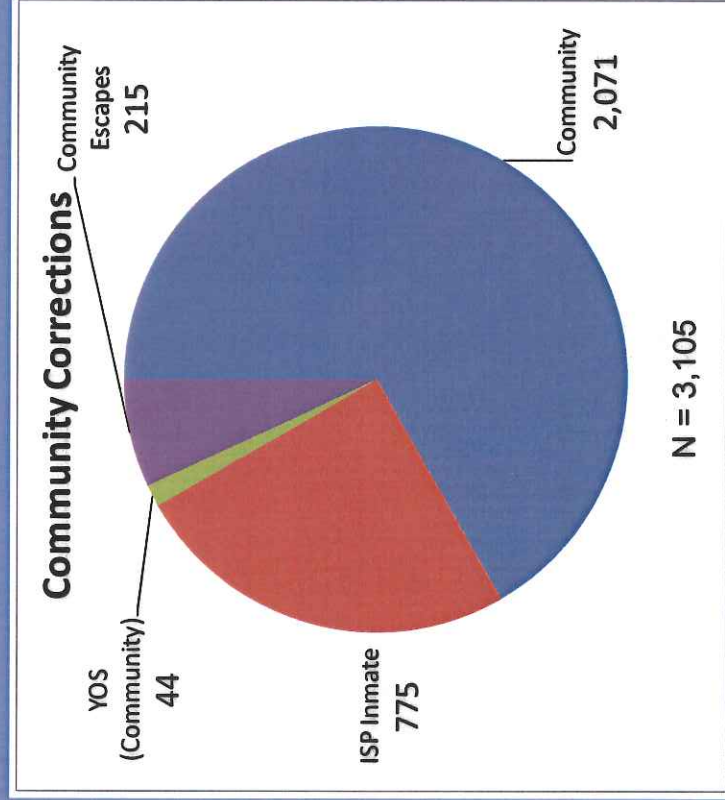
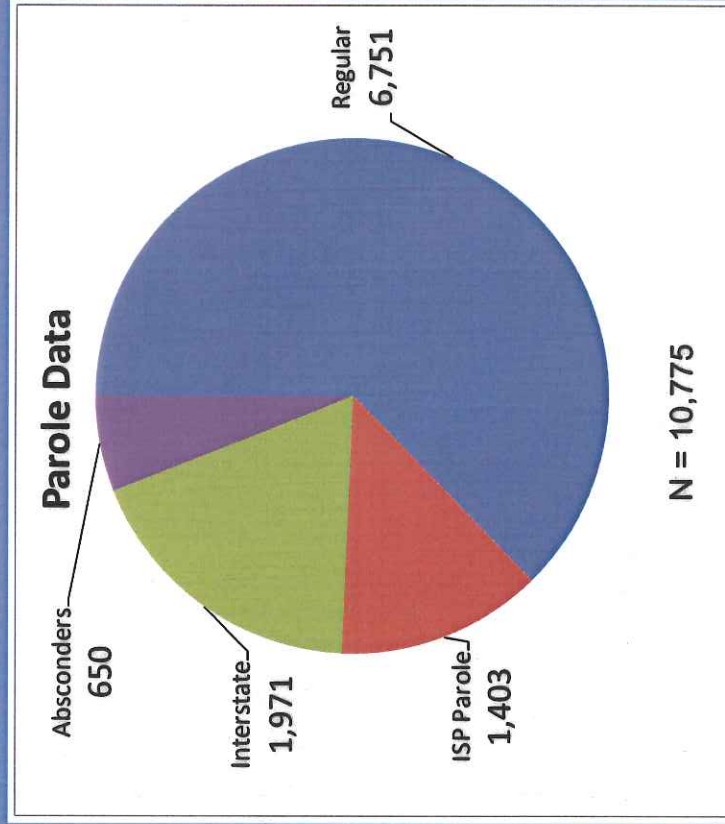
Adult Jurisdictional Population 21,887	Inmates	Percent
Security Threat Group (STG) Offenders (members, associates, and suspects)	6,155	28%
Death Penalty Offenders	3	0%
Life Sentence Offenders	2,616	12%
- Life w/o Parole	589	3%
- Life with possibility of parole	381	2%
- Indeterminate or lifetime supervision for sex offenders	1,646	8%



Offenders Serving Life Sentences Report 12/31/2011
Source: Office of Planning and Analysis



Parole/Community-Based Population





Western States Total Crime Rates per 100,000

Current State Ranking ^a	State	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	Change from 2000-2010
1	New Mexico	4,024	4,346	4,559	4,390	4,580	4,778	4,885	4,756	5,078	5,319	5,519	-27.1%
2	Washington	4,020	4,016	4,090	4,364	4,826	5,236	5,193	5,102	5,107	5,147	5,106	-21.3%
3	Arizona	3,942	4,016	4,738	4,897	5,129	5,339	5,845	6,147	6,386	6,078	5,830	-32.4%
4	Hawaii	3,577	3,943	3,844	4,498	4,512	5,055	5,047	5,547	6,044	5,375	5,199	-31.2%
5	Alaska	3,491	3,574	3,584	4,041	4,293	4,247	4,017	4,360	4,310	4,245	4,249	-17.8%
6	Nevada	3,435	3,769	4,172	4,528	4,830	4,853	4,823	4,903	4,498	4,283	4,269	-19.5%
7	Utah	3,392	3,510	3,579	3,735	3,740	4,062	4,322	4,506	4,452	4,226	4,476	-24.2%
8	Oregon	3,265	3,261	3,539	3,814	3,952	4,689	4,930	5,060	4,868	5,043	4,845	-32.6%
9	California	3,076	3,204	3,444	3,556	3,703	3,847	3,971	4,006	3,944	3,893	3,740	-17.7%
10	Colorado	3,005	3,010	3,192	3,354	3,843	4,438	4,293	4,298	4,348	4,206	3,983	-24.5%
11	Montana	2,816	2,833	2,861	3,053	2,941	3,428	3,230	3,461	3,513	3,685	3,533	-20.3%
12	Wyoming	2,658	2,837	2,949	3,105	3,220	3,389	3,564	3,577	3,581	3,522	3,298	-19.4%
13	Idaho	2,217	2,266	2,330	2,486	2,666	2,954	3,039	3,175	3,172	3,134	3,186	-30.4%

^a Ranked from highest to lowest per 100,000 residents

Note: Total crimes were calculated by combining Violent Crimes (murder and non-negligent manslaughter, forcible rape, robbery, and aggravated assault) and Property Crimes (burglary, larceny-theft, and motor vehicle theft) as reported by the FBI Uniform Crime Reports.

Source: FBI, Uniform Crime Reports 2000-2010



Western States Incarceration Rates per 100,000

Current State Ranking ^a	State	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	Change from 2000-2010
1	Arizona	572	580	567	554	509	521	534	525	513	492	515	11.1%
2	Idaho	474	476	474	483	480	472	454	427	461	451	430	10.2%
3	Nevada	472	470	486	509	503	474	474	462	483	474	518	-8.9%
4	Colorado	445	450	467	465	469	457	438	430	415	391	403	10.4%
5	California	439	458	467	471	475	466	456	455	452	453	474	-7.4%
6	Wyoming	385	377	387	394	408	400	389	372	348	340	349	10.3%
7	Montana	378	368	368	356	374	373	416	393	361	368	348	8.6%
8	Oregon	361	373	371	369	367	365	365	354	342	327	316	14.2%
9	Alaska	340	357	430	447	462	414	398	401	396	300	341	-0.3%
10	New Mexico	323	316	316	313	323	323	318	314	309	295	279	15.8%
11	Hawaii	302	317	332	338	338	340	329	325	308	298	302	0.0%
12	Washington	269	271	272	273	271	273	264	260	261	249	251	7.2%
13	Utah	238	232	232	239	246	252	246	240	233	230	254	-6.3%

^a Ranked from highest to lowest per 100,000 residents

Source: BJS Bulletin, Prisoners 2000-2010





SMART Act – H.B. 10-1119

- Links budget requests and allocations to long-range outcome-based performance measures
- The Strategic Plan provides a structured and coordinated approach for developing long-term departmental goals and objectives with the means to accomplish them.
 - a roadmap for annual decision items and budget requests and with performance-based measures to justify resource allocations.





Strategic Planning Process

- Spring planning sessions with 70 DOC leaders revealed opportunities for improvement.
- At the Fall Reentry Symposium, the DOC partnered with DHS, DPS, CDLE, OIT and community collaborators.
 - With support of Governor Hickenlooper established an Interdepartmental Reentry Steering Team in November 2011.
- Created and posted dashboard measures on the DOC website.





Strategic Goals

- Maximize the use of State resources
- Improve safety inside our facilities
- Reduce recidivism by 10% by June 30, 2014
- Reduce technical parole revocation rates by 4% in FY 2012





Strategic Action Initiatives

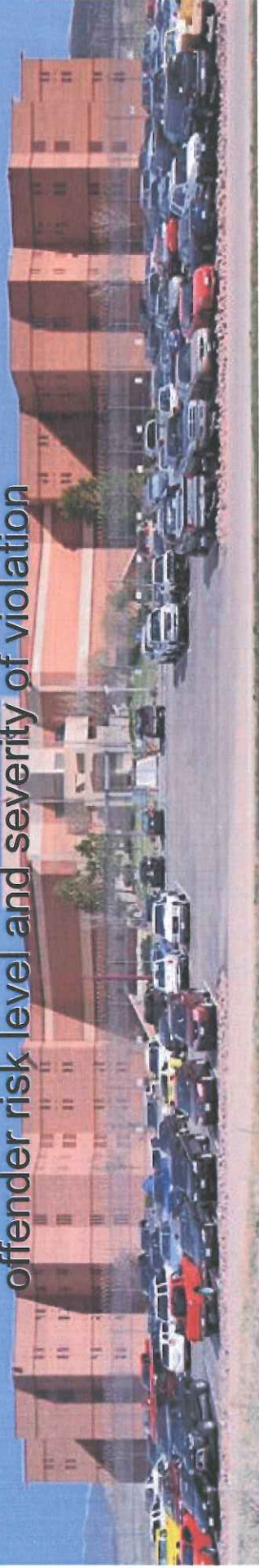
- Implemented strategic action subcommittees and team charters
- Increase energy efficiency for FY2012
 - Reduce electricity consumption by 1.2%
 - Reduce gas consumption by 1.8%
 - Reduce water consumption by 2%
- Increase the utilization of video court appearances
- Installed technology in Parole Board member offices for video hearings
- Interdepartmental Reentry Team
- Reduce red tape





Strategic Action Initiatives

- Revalidate the DOC classification system
- Review Administrative Segregation
- Collaborate with the Department of Health Care Policy and Financing to obtain Medicaid reimbursement for hospitalization for DOC offenders who meet eligibility requirements.
- Colorado Violation Decision Making Process
 - Identifies appropriate responses to each violation based on offender risk level and severity of violation





Dashboard Measures

Colorado Department of Corrections Dashboard Measures

Population Measures	Nov-11		Dec-11		Prison Measures		Nov-11		Dec-11		Parole/Community Measures	
	Nov-11	Dec-11	Nov-11	Dec-11	Administrative Segregation		Nov-11	Dec-11	Transition Placements		Nov-11	Dec-11
End-of-Month Population												
State prisons	14,325	14,374			# inmates classified	1,303	1,162			# inmates transferred to community corrections	240	200
Private prisons	4,404	4,303			# Incidents ¹					% Positive Drug Tests ^{1,4}		
Jail backlog	109	90			Inmate-on-inmate assault	24	23			ISP inmate	2.52%	2.67%
Jail contracts	49	59			Inmate-on-staff assault	13	15			Regular parole	10.26%	9.98%
Escapes/walkaways	213	215			Fighting	53	50			ISP parole	6.14%	6.85%
Community – on grounds	2,609	2,579			% Positive Drug Tests ¹					% Parolees Employed Full-Time and Part-Time		
Community – off grounds	355	267			State prisons	0.17%	0.00%			Regular parole – F/T	46%	46%
Community Subtotal	22,064	21,887			Private prison	0.44%	0.00%			Regular parole – P/T	12%	12%
Parole – domestic	8,180	8,154			# Enrolled in Programs					Regular Parole Subtotal	58%	58%
Parole – out of CO	1,971	1,971			Academic	2,038	2,009			ISP parole – F/T	29%	27%
Parole – absconders	651	650			Vocational ²	1,571	1,557			ISP parole – P/T	11%	10%
Parole Subtotal	10,802	10,775			Substance Abuse					ISP Parole Subtotal	40%	37%
YOS total population	280	271			Outpatient	388	308			CPO Response to Parole Violations per CVDMP⁴		
# Releases from Inmate Status					Therapeutic community	523	545			# CVDMPs submitted	2,050	2,099
Discretionary paroles	297	241			Sex Offender					Low	65%	64%
Mandatory paroles	326	271			Phase I	102	87			Medium	16%	17%
Reparoles	200	214			Phase II	256	261			High	2%	2%
Sentence discharges	122	102			Mental Health	685	695			Jail/Revocation hearing	17%	17%
Other ³	16	21			Pre-Release	211	285			Parole Terminations¹		
					# Employed					Successful completions	395 (53%)	371 (55%)
					Labor/work crews	8,613	8,686			Early parole discharges	12 (2%)	7 (1%)
					Correctional Industries	1,457	1,496			Technical Returns	283 (38%)	236 (35%)
										Returns with New Crime	58 (8%)	61 (9%)

NOTE: Sum of monthly reports may not equal year-end totals due to record updates.

¹ Reported on a 1-month delay for data quality assurance purposes.

² Includes vocational programs offered in conjunction with Correctional Industries jobs.

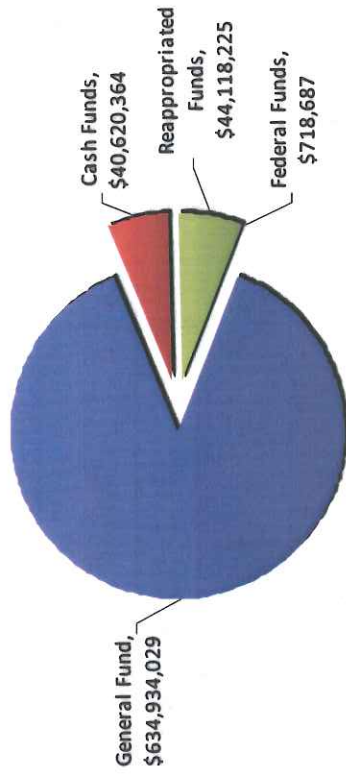
³ Includes releases to probation, court ordered discharges, deceased, appeal bond, and dual commit to ICC/new crime.

⁴ The November numbers have been revised since originally reported. A year-end audit discovered inconsistencies with previously reported numbers.



Budget Overview

DOC Budget FY 2011-12

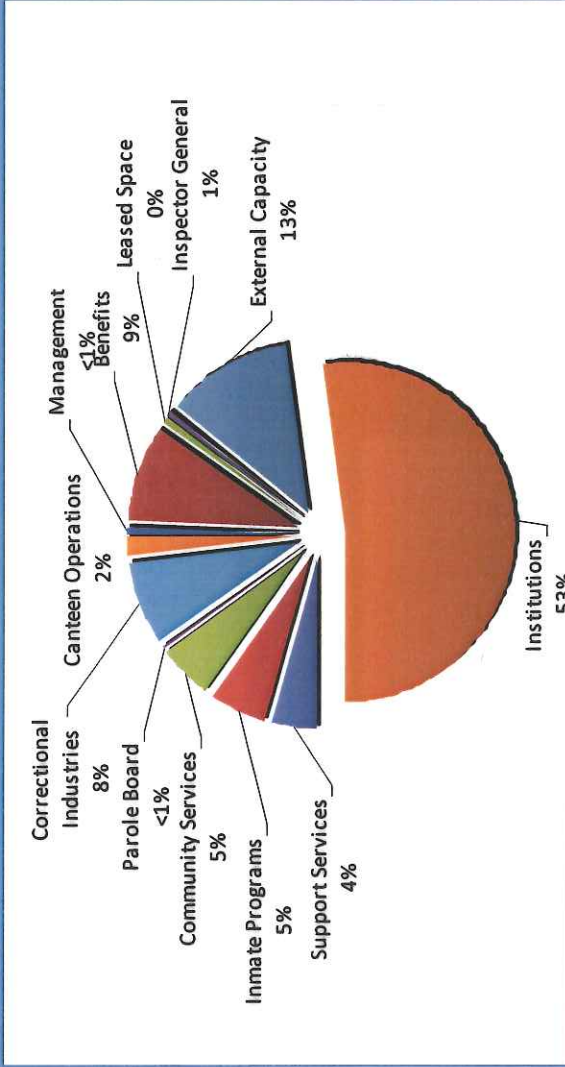


General Fund	88.1%	Reappropriated Funds	6.1%
Cash Funds	5.6%	Federal Funds	0.1%
		Total	\$720,391,305





DOC Budget by Division

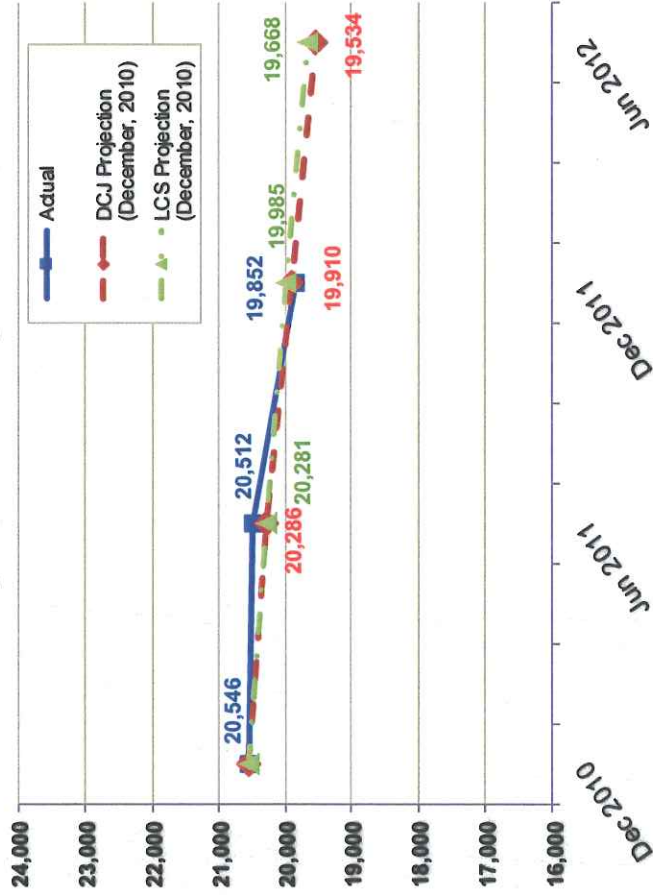


Institutions	\$377,885,301	Management*	\$ 3,242,780
Support Services	\$ 31,372,339	- Benefits/Risk Management	\$67,442,634
Inmate Programs	\$ 37,494,108	- External Capacity	\$85,047,050
Community Services	\$ 39,063,989	-Inspector General	\$ 3,962,877
Colorado Correctional Industries	\$ 55,130,159	- Leased Space	\$3,537,438
Parole Board	\$ 1,536,823	Total Management Program	\$163,232,779
Canteen Operations	\$14,675,807	*Management line without Benefits, External Capacity, IG, and Leased Space	

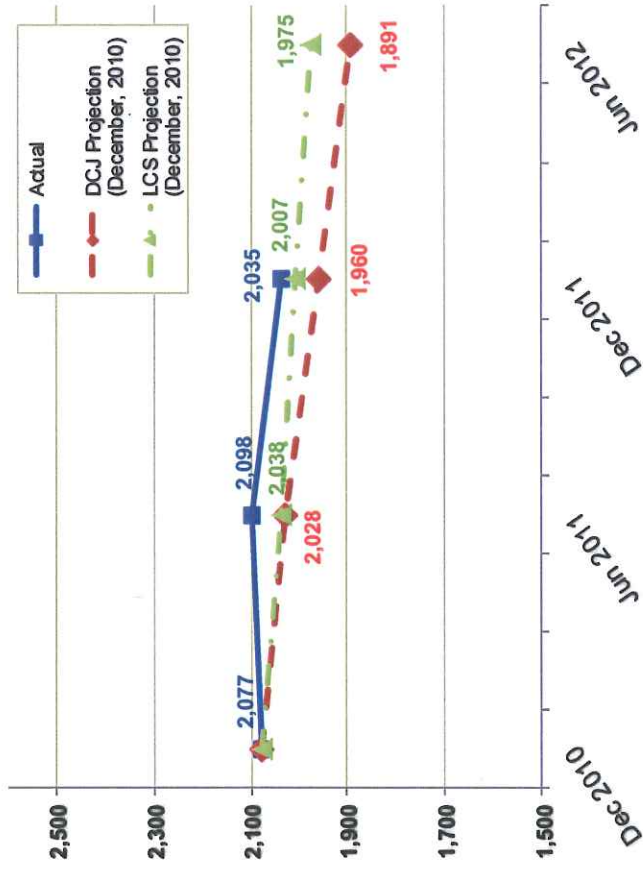


Prison Population Projections

Male Population Projections



Female Population Projections





Populations: Funded Compared to Actual

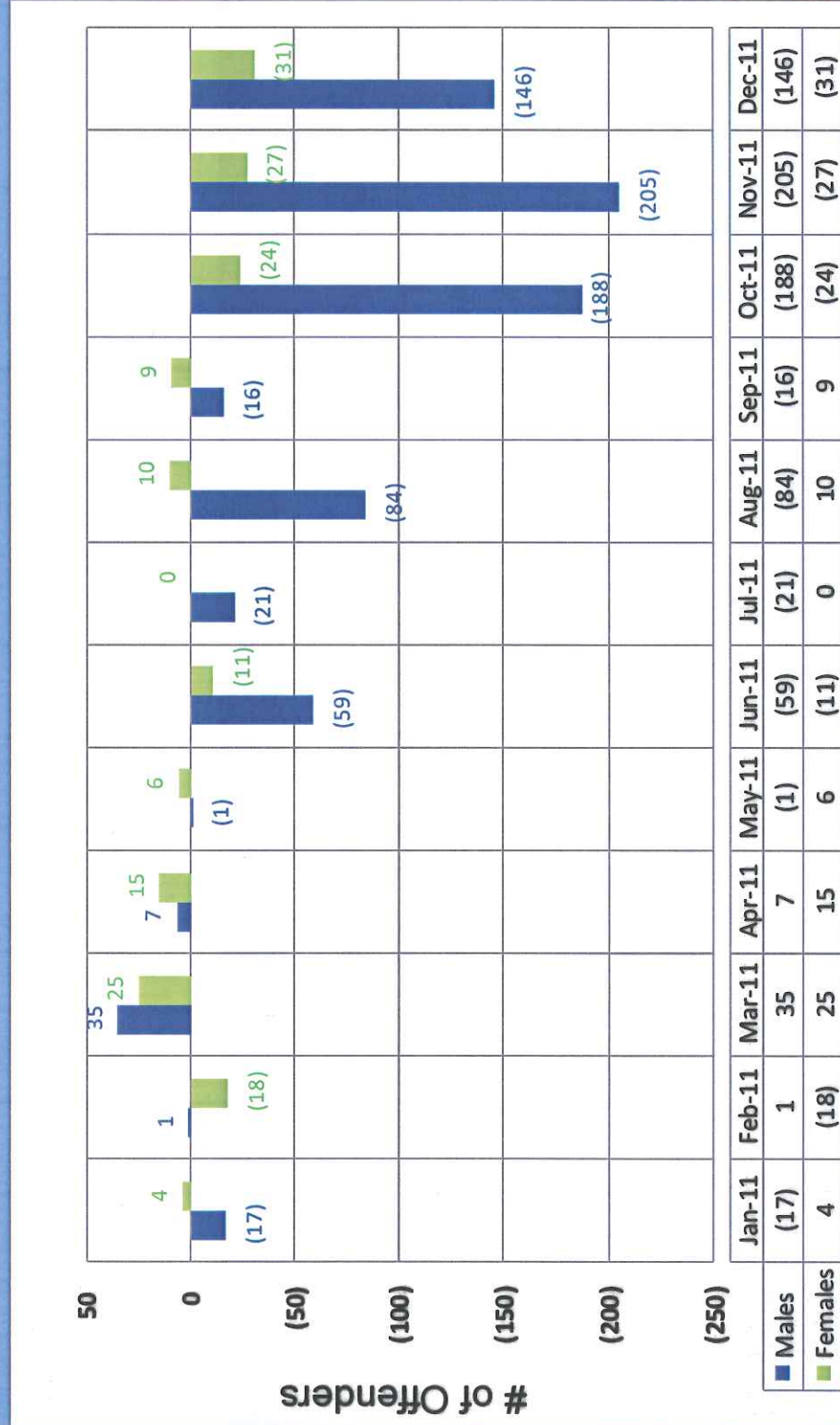
	FY 08-09	FY09-10	FY10-11	FY11-12
Figure Setting Funded Population	24,327	24,024	21,900	21,425
Actual Population	23,186	22,860	22,610	21,887*
Difference	1,141	1,344	(710)	(462)



*FY11-12 is 12/31/11 Actual



Monthly Offender Population Change by Gender





Admissions and Releases

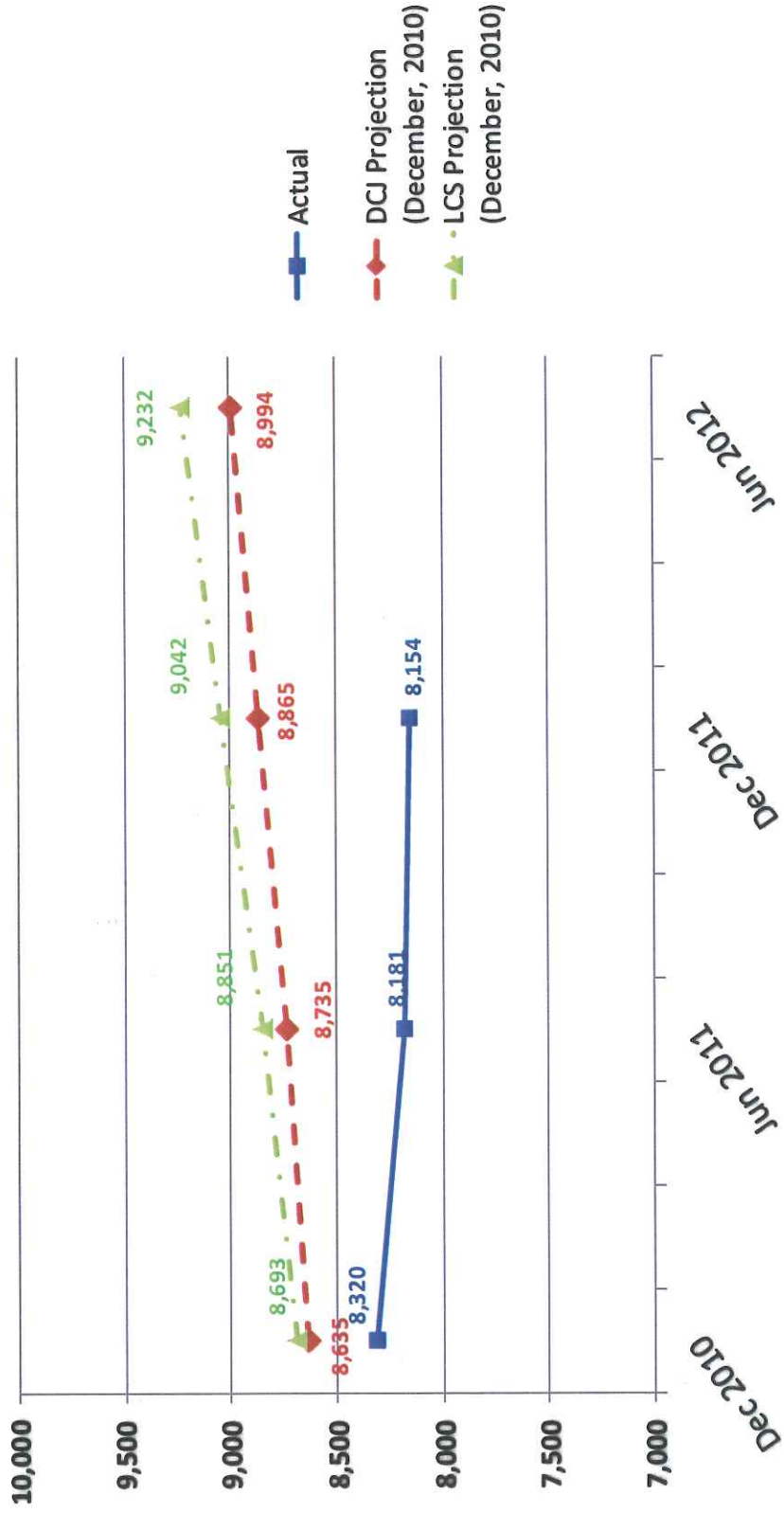
Fiscal Year 2010 Through Fiscal Year 2012 (preliminary)

	Male						Female						Total					
	2010		2011		2012		2010		2011		2012		2010		2011		2012	
ADULT																		
ADMISSIONS:																		
New Court Commitments	4,707	4,490	-5%	2,109	-6%	636	663	4%	312	-6%	5,343	5,153	-4%	2,421	-6%			
Technical Parole Returns	3,685	3,237	-12%	1,393	-14%	479	441	-8%	207	-6%	4,164	3,678	-12%	1,600	-13%			
Parole Returns New Crime	946	846	-11%	329	-22%	93	116	25%	43	-26%	1,039	962	-7%	372	-23%			
Other	147	128	-13%	53	-17%	11	14	27%	9	29%	158	142	-10%	62	-13%			
TOTAL ADMISSIONS	9,485	8,701	-8%	3,884	-11%	1,219	1,234	1%	571	-7%	10,704	9,935	-7%	4,455	-10%			
RELEASES:																		
Discretionary Parole	2,598	1,754	-32%	1,269	45%	557	342	-39%	224	31%	3,155	2,096	-34%	1,493	42%			
Mandatory Parole	3,300	3,586	9%	1,597	-11%	409	408	0%	189	-7%	3,709	3,994	8%	1,786	-11%			
Mandatory Reparole	2,172	2,123	-2%	1,012	-5%	298	296	-1%	144	-3%	2,470	2,419	-2%	1,156	-4%			
Discharges	1,285	1,285	0%	589	-8%	130	142	9%	75	6%	1,415	1,427	1%	664	-7%			
Other	260	197	-24%	43	-56%	24	28	17%	44	214%	284	225	-21%	87	-23%			
TOTAL RELEASES	9,615	8,945	-7%	4,510	1%	1,418	1,216	-14%	676	11%	11,033	10,161	-8%	5,186	2%			

As of December 31, 2011

Source: Office of Planning and Analysis

Parole Population





State & Private Costs

Per offender, per day

- Level III facility
 - Private prison \$52.69
 - Comparable cost of state prison \$66.26*

*Reflects average state costs of \$77.35 minus \$11.09 in costs attributable to all offenders

State-borne costs include:

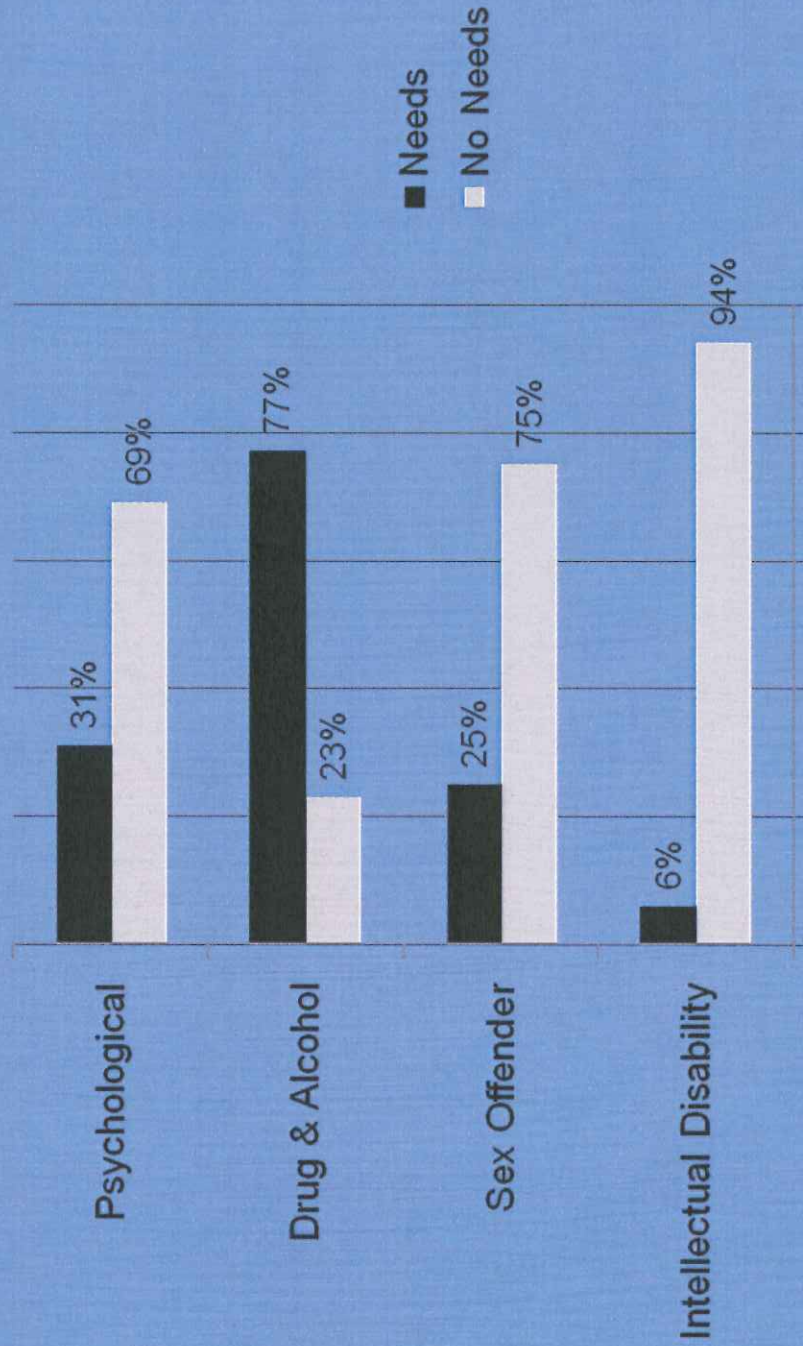
- medical care
- sex offender treatment
- transportation
- private prison monitoring unit; payments to DAs
- offender services
- Research
- Inspector General's Office
- dress out and inmate banking; information systems
- parole board
- executive director's office



Source: CDOC, January 3, 2012



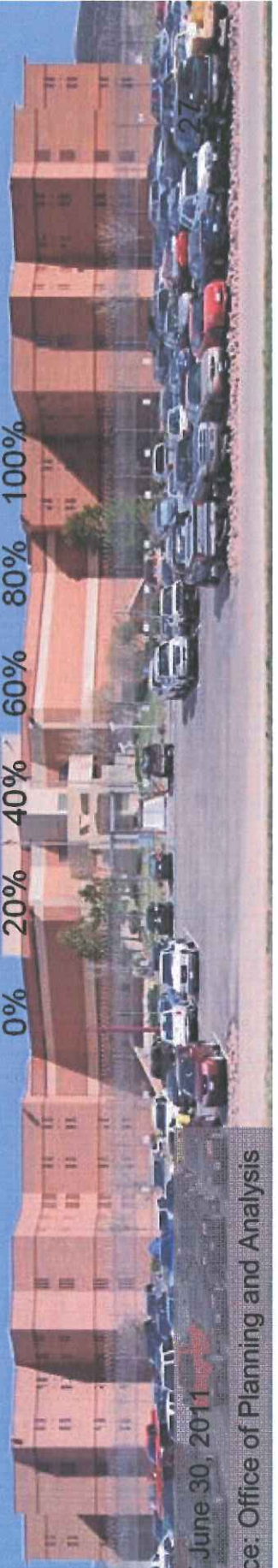
Offender Needs



0% 20% 40% 60% 80% 100%

As of June 30, 2011

Source: Office of Planning and Analysis





Administrative Segregation

- Executive Directive 28-11 was signed on August 30, 2011.
 - Offenders who have been classified Administrative Segregation for more than a year will be reviewed by a Deputy Director of Prisons.
- Additionally, a multidisciplinary working group was formed to accomplish the expectations of the legislature and the requirements in SB11-176.





Ad Seg Review

- Deputy directors have reviewed all offenders assigned to Administrative Segregation for longer than 12 months -- a total of 870 offenders.
 - 321 reclassified to general population
 - 94 retained in the Offenders with Mental Illness (OMI) program
 - 88 recommended for the OMI program
 - 24 offenders recommended for protective custody
 - 38 refused to participate
 - 305 to remain in Ad Seg and be reviewed monthly





Ad Seg (cont.)

Admissions, Releases, and Population Statistics

	FY 2009	FY 2010	FY 2011	FY 2012*
Placements (monthly average)	51	57	65	39
Overall releases (monthly average)	49	53	51	92
Releases to community (monthly average)	46%	38%	47%	22%
Ad Seg population (end of fiscal year)	5.2%	5.5%	6.8%	5.5%



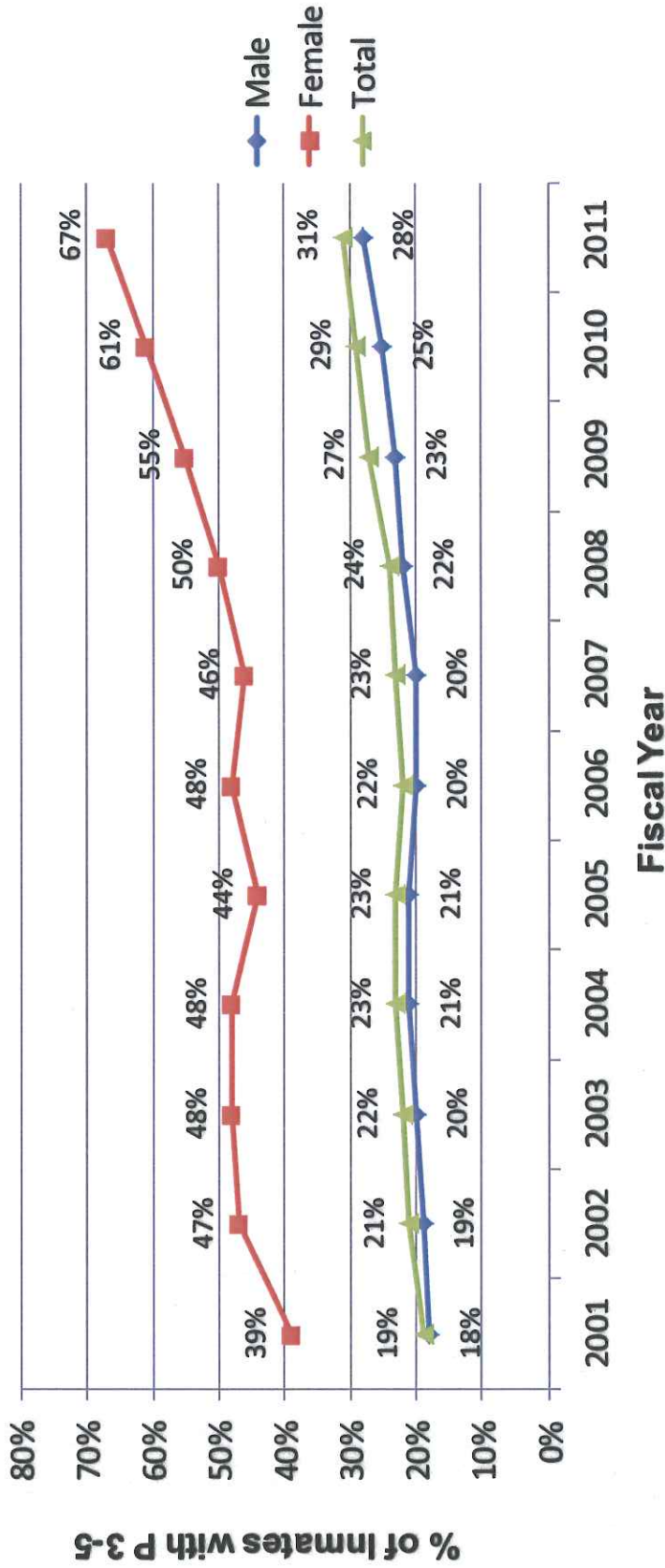
* To date

Source: Office of Planning and Analysis



Offenders with Severe to Moderate Mental Health Needs

Colorado Inmate Population



Note: Needs levels are as of June 30 each fiscal year
 Source: Office of Planning and Analysis



PREA Standards

- 2009 proposed standards were released.
- 2010 U.S. Dept. of Justice (DOJ) solicited public input to publish final rules.
- 2010 study was conducted and CDOC was compared with other prison systems, county and city jails, police lock-ups, juvenile facilities, and community corrections centers.
- January 2011 the DOJ released its version of the PREA standards for public review and comments.
- Early 2012 the DOJ is expected to publish final standards.





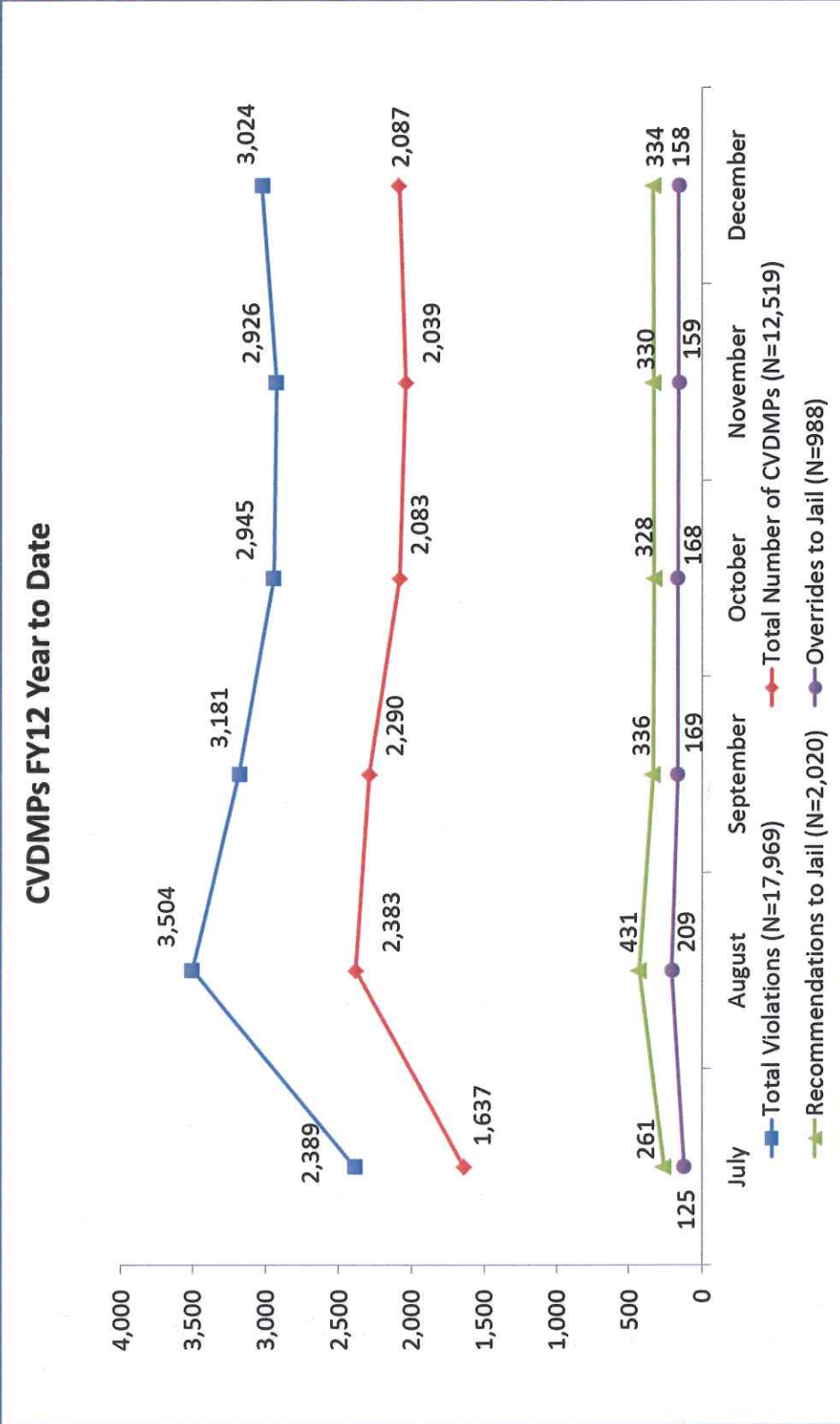
PREA Compliance

- 2011 Department of Justice *draft* standards
 - DOC is compliant or in the process of being compliant with all but three of the standards.
- October 2011 DOC was awarded a federal grant which will support compliance with the remaining standards.





Colorado Violation Decision Making Process



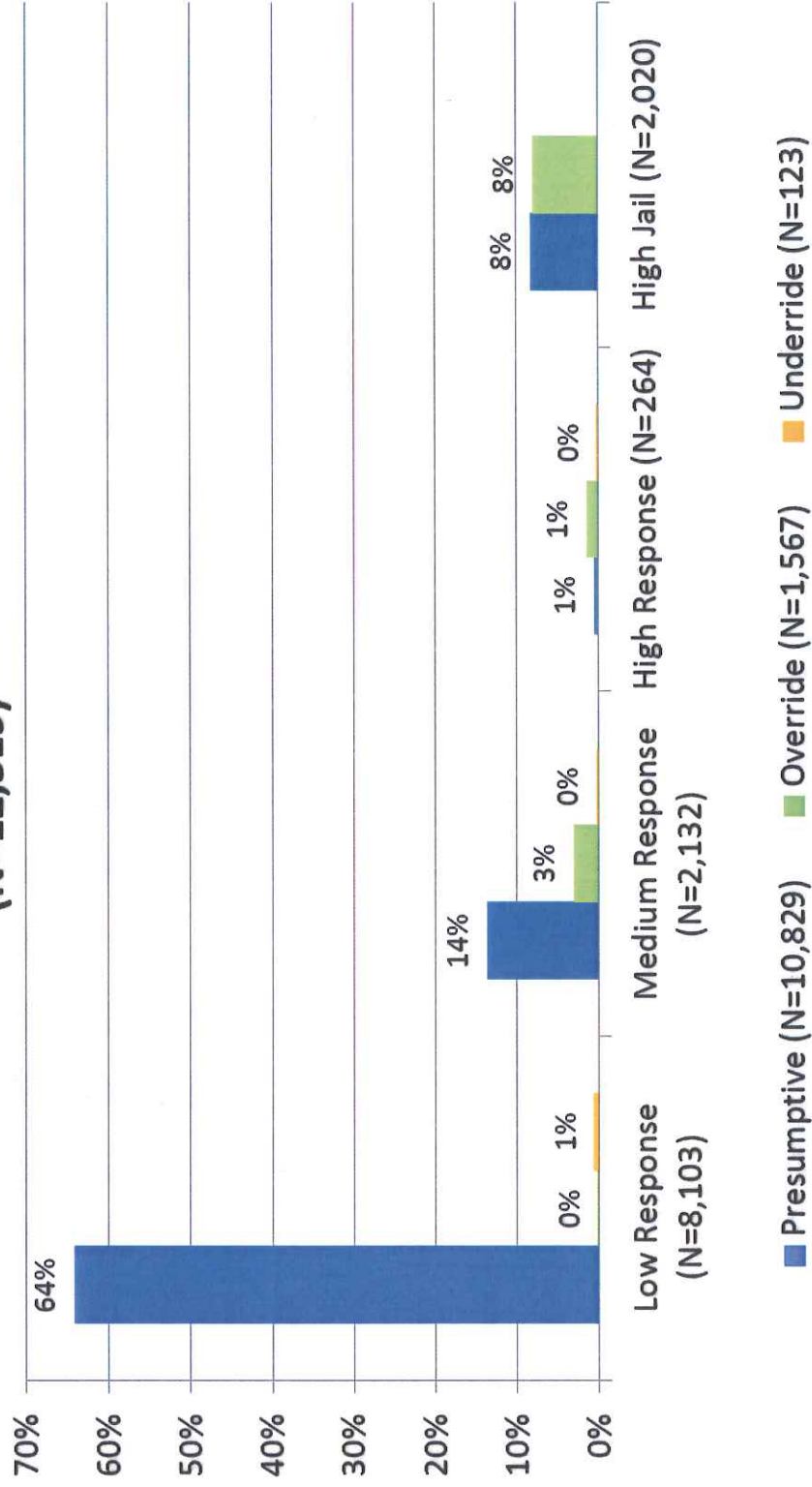
As of December 31, 2011.

Source: Office of Planning and Analysis



Colorado Violation Decision Making Process

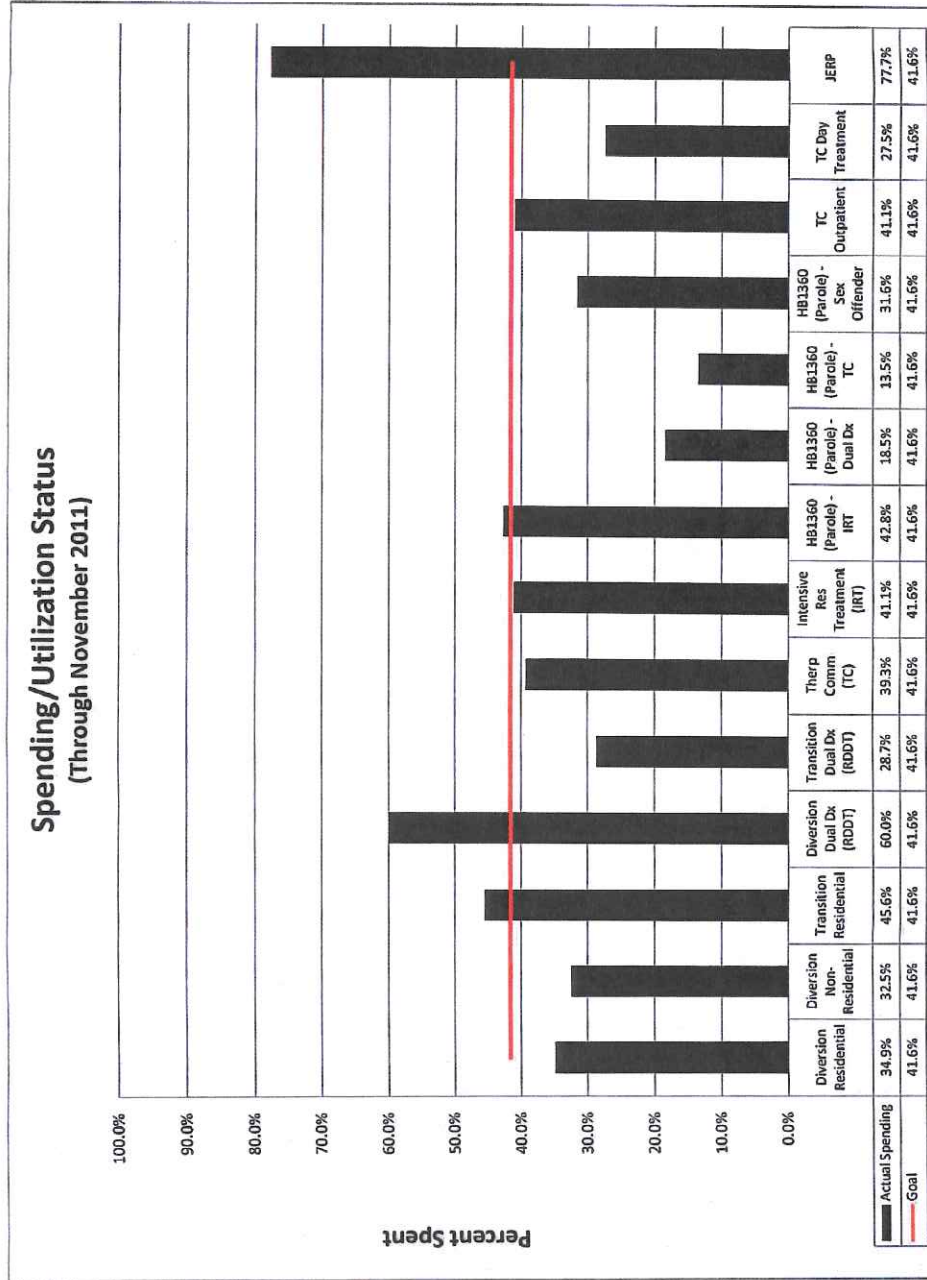
Highest Level of Sanction Imposed by Response Type FY12 to Date
(N=12,519)





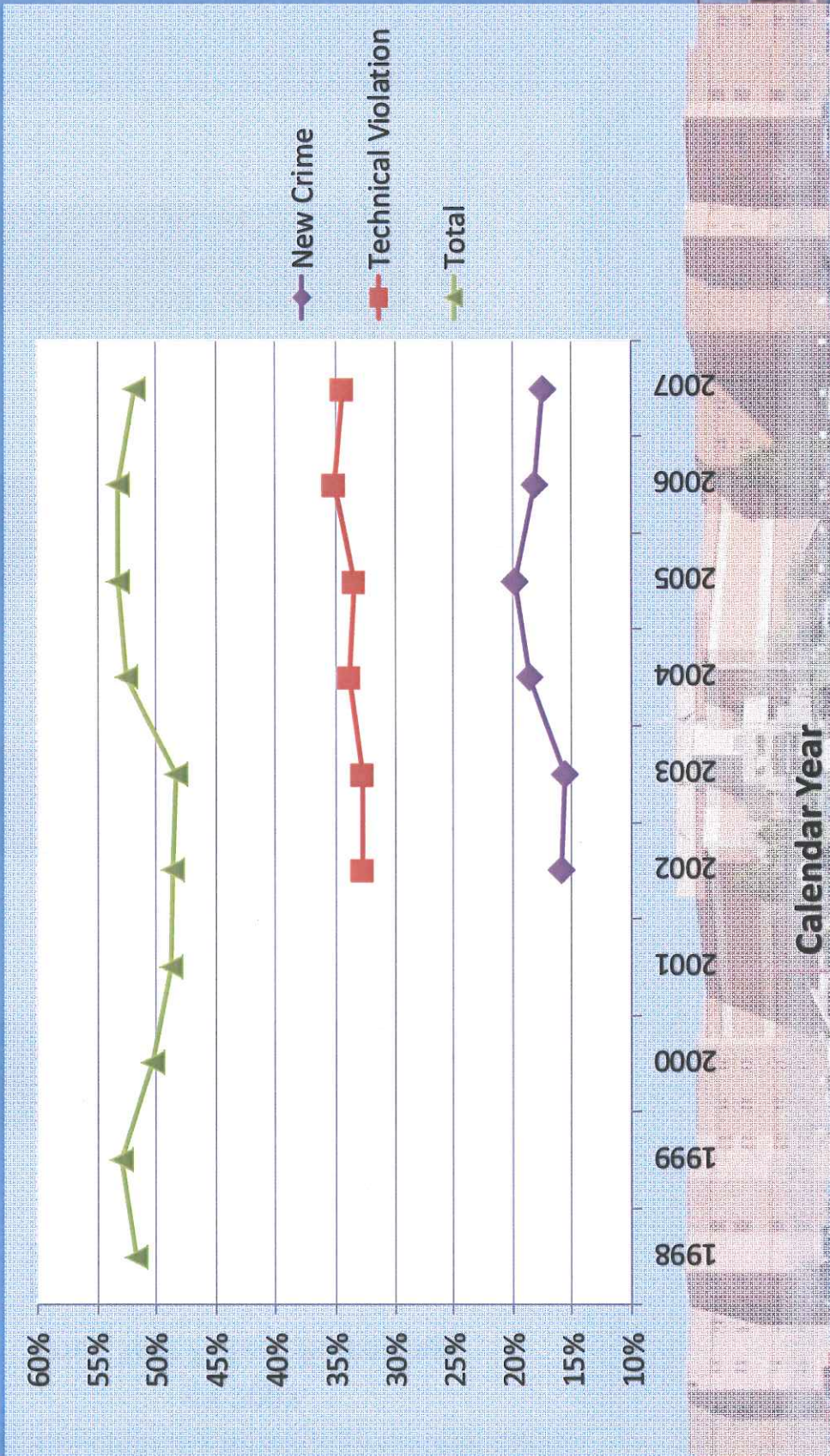
HB1360

Spending/Utilization Status
(Through November 2011)





3-Year Return to Prison Rates

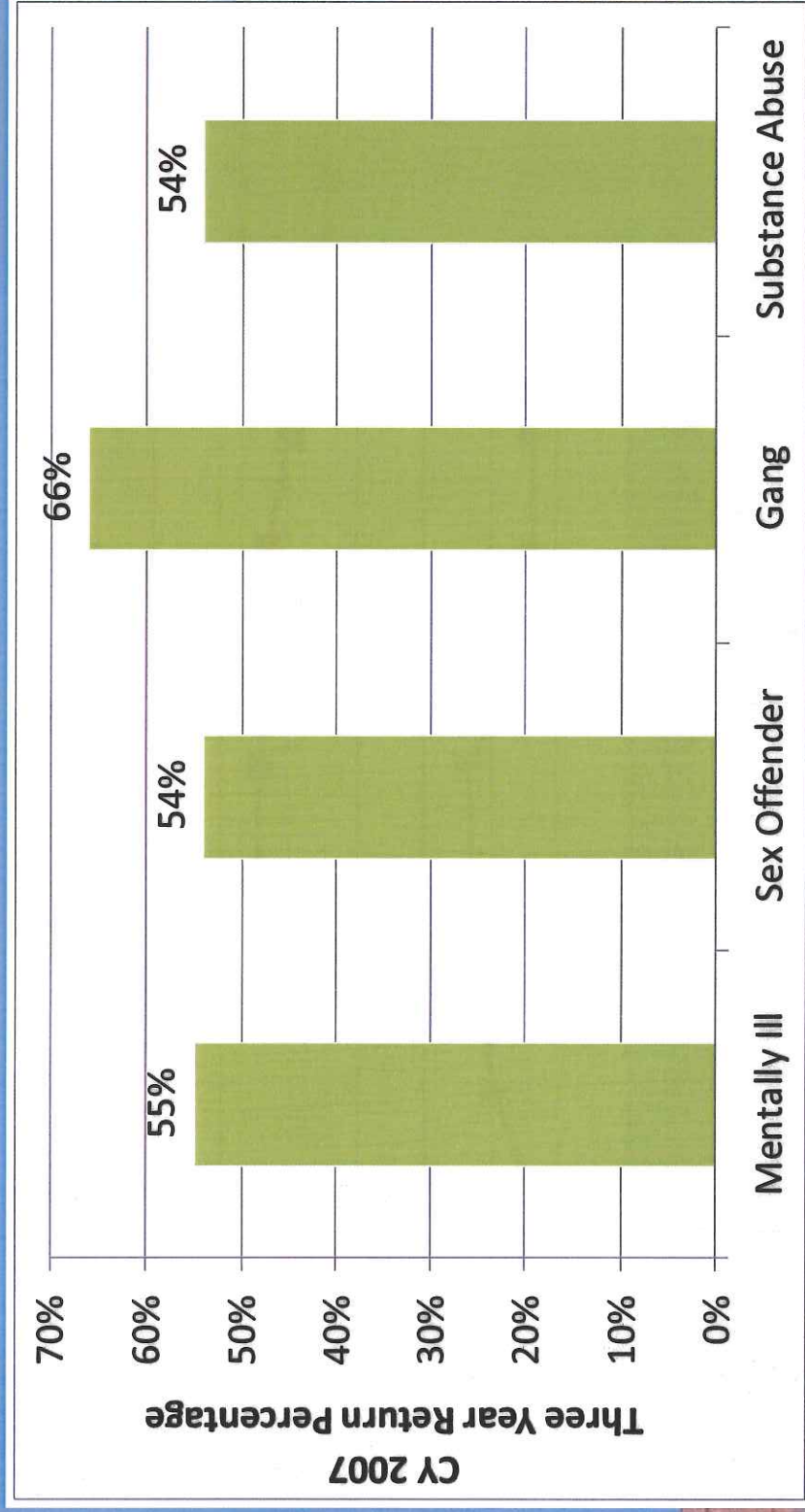


Source: Office of Planning and Analysis



Recidivism by Needs

- Recidivism higher for gang-involved offenders.
- Recidivism rates similar for mentally ill, sex offenders, and substance abusers.





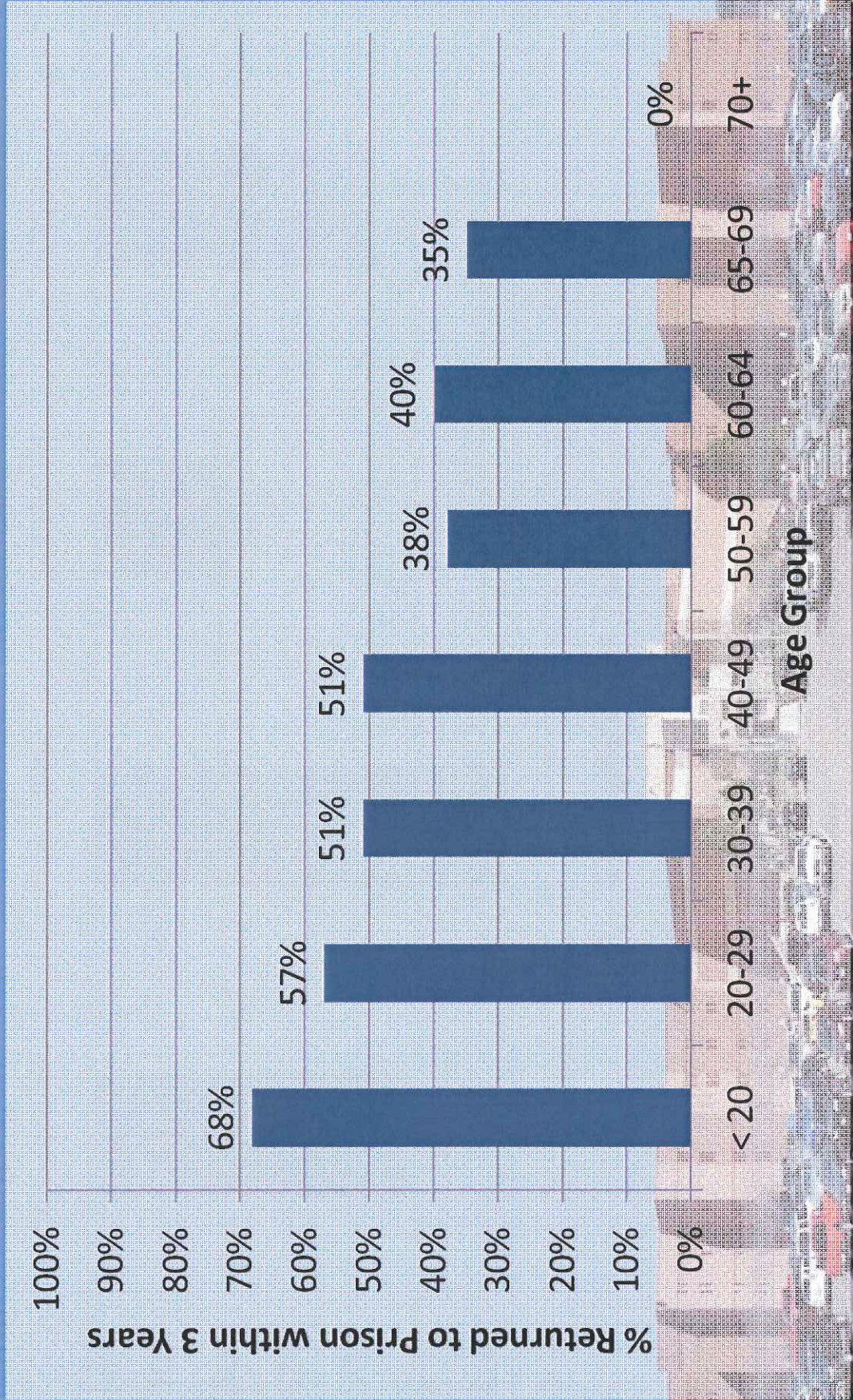
Recidivism by Release Type



Source: Office of Planning and Analysis



Recidivism by Age



Source: OPA CY 2007 releases



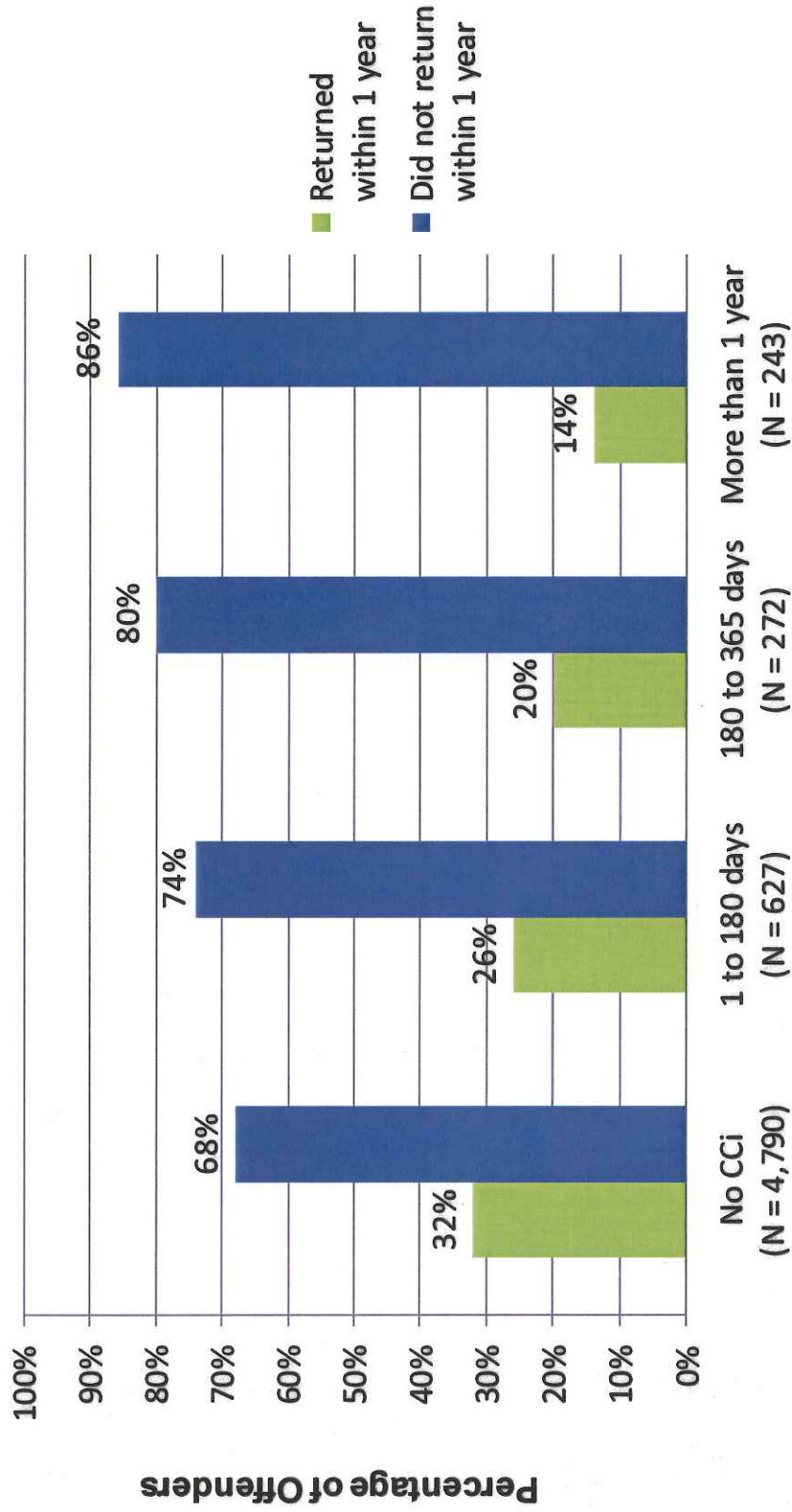
Reentry and Recidivism

- Establish baseline data in FY12 on the number of offenders receiving direct reentry services
- Reduce recidivism by 10% over 3 years
 - 51.3% to 46.6%
- Utilize programs that are evidence based and proven to be effective
 - Therapeutic communities
 - Colorado Correctional Industries
 - Education





CCi Employment & Recidivism



Length of Offenders' CCi Employment



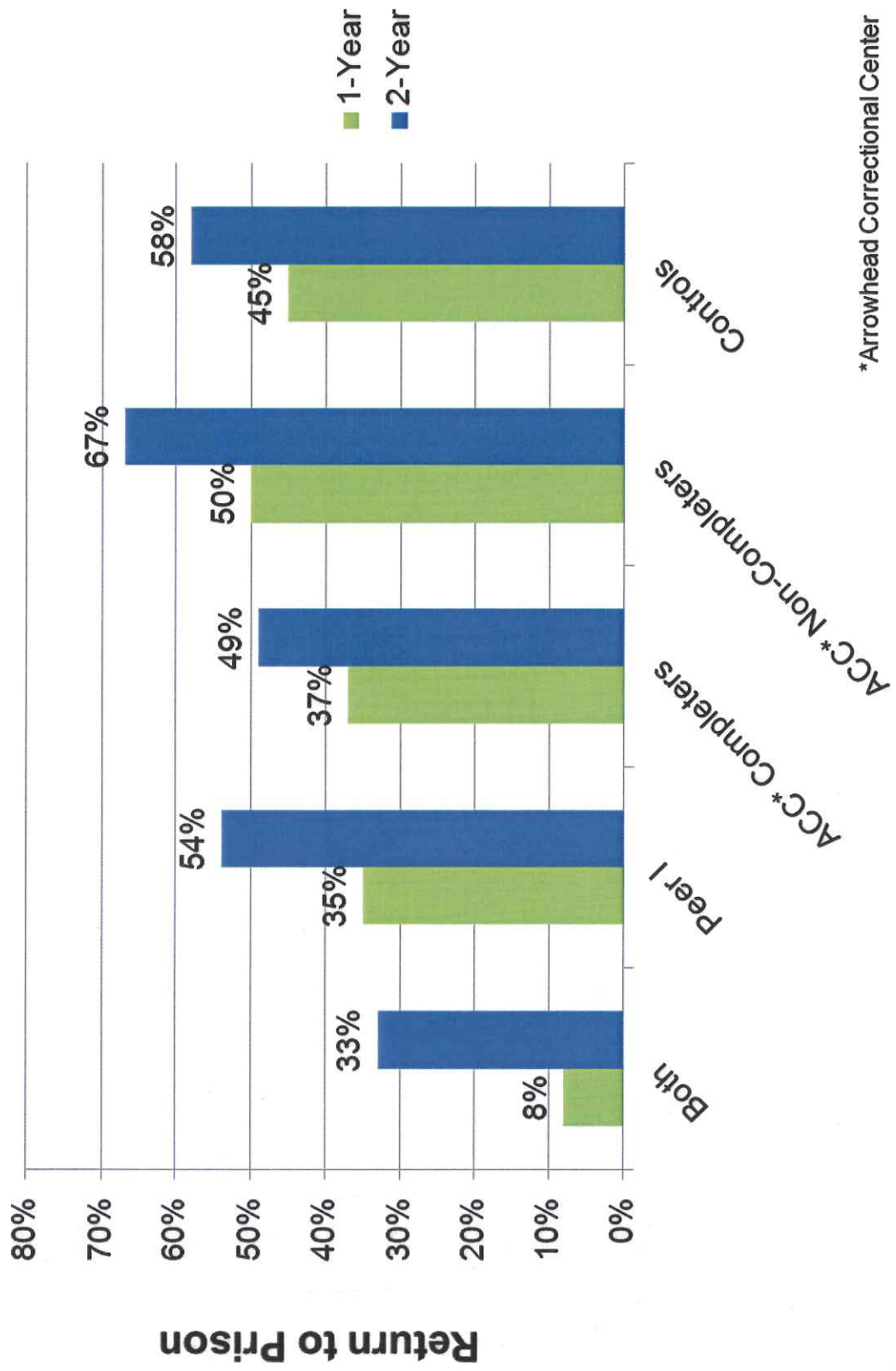
CCi vs Matched Comparison

- A comparison group that did not participate in CCi was created by matching the CCi group on the following:
 - Disciplinary violations
 - Education
 - Program compliance (SOTMP or substance abuse)
 - LSI-R score
 - Gang status
 - Ever in administrative segregation
 - Vocational needs level
 - Final custody level
 - Offense degree
- Even after controlling for type of release from prison, offenders who worked for CCi for 90 days or more had a lower recidivism rate than the matched comparison group (21% vs. 26%), and the difference was statistically

significant.



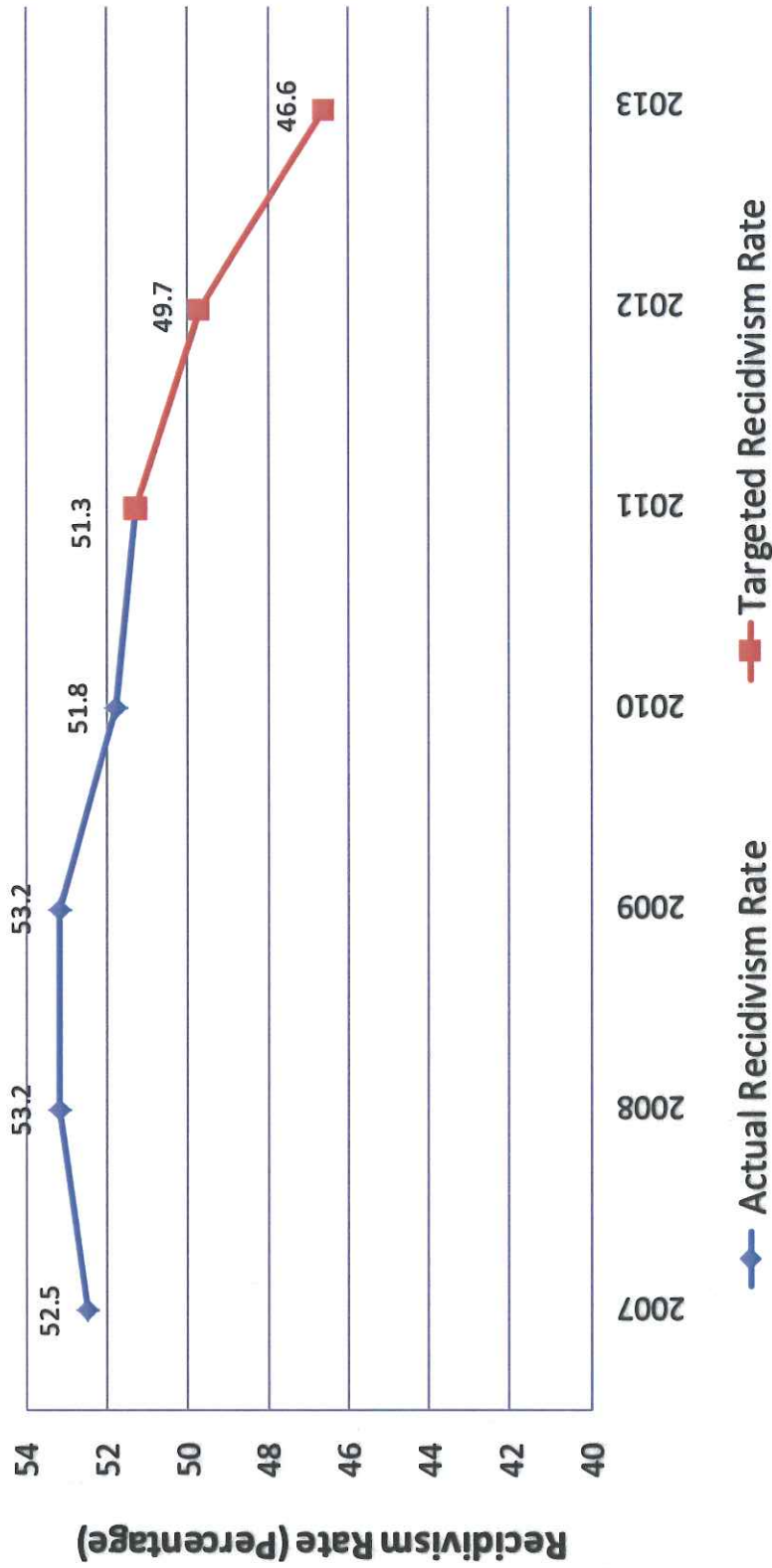
Recidivism in Therapeutic Communities





3-Year Recidivism Reduction Goals

Recidivism Rates





OUR VISION

*~ Building a Safer Colorado for
Today and Tomorrow. ~*

