Colorado Department of Corrections

Strategic Plan 2011 - 2012

Tom Clements, Executive Director

Building a Safer Colorado for Today and Tomorrow

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Message from the Executive Director

The mission of the Colorado Department of Corrections (CDOC) reflects our overarching goal "to protect the citizens of Colorado," which we do by "holding offenders accountable and engaging them in opportunities to make positive behavioral changes and become law-abiding citizens."

Holding offenders accountable includes providing safe, secure and humane correctional confinement where offenders serve the incarceration portion of their sentence. It also includes providing risk reduction oriented parole and community corrections based supervision for offenders released from prison, ensuring that released offenders comply with the conditions of their release and behave responsibly. Ninety-seven percent of all incarcerated offenders are released from prison at some point. Therefore, it is essential that we engage both incarcerated offenders, as well as those under community parole supervision, in rehabilitative programs and

Above: Tom Clements meets staff and the community at Limon Correctional Facility

interventions that effectively address criminogenic needs, promote positive behavioral change and ultimately reduce the risk of future crime. Programs like academic education, vocational training, Correctional Industries work programs, sex offender treatment, therapeutic community substance abuse treatment, cognitive restructuring programs like Thinking For A Change and pre-release programming, improve safety inside our correctional institutions and in the community.

Currently 9% of the state's general fund goes into operating the CDOC. As stewards of the public's tax dollars, it is our obligation to constantly seek opportunities to improve efficiency within correctional operations, to increase measurable effectiveness, and provide elegant customer service. We are all familiar with the call to do more with less. Today, I believe the leadership challenge we face is to work smarter with available resources to improve the public value of correctional services. This Strategic Plan represents an objective organizational analysis of where we are, where we need to go and our roadmap to get there. Staff throughout the organization contributed to the development of this plan. It is an honor to serve alongside the men and women of the Colorado Department of Corrections-- working together, working smarter to deliver the greatest public value for every dollar invested into Colorado corrections.

Mission focused collaboration with volunteers, contractors, sister state agencies, local communities and concerned citizens across Colorado helps to achieve shared goals, to decrease future crime and create healthier, safer communities for Colorado families.

Together, we are building a safer Colorado for today and tomorrow!

Tom Clements
Executive Director

Foundation for Success

VISION STATEMENT

"Building a Safer Colorado for Today and Tomorrow"

MISSION STATEMENT

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

VALUE STATEMENTS

1. Our staff is our greatest resource.
2. We support a professional, empowered workforce that embodies honesty, integrity and ethical behavior.
3. We honor and respect the rights of victims.
4. We respect the individual differences of our staff and offender populations and seek to safeguard the safety, dignity and well-being of all.
5. We strive to deliver correctional services with optimal efficiency.
6. We engage in effective correctional practices that produce measurable outcomes.
7. We are committed to exceptional customer service.
8. We are dedicated to providing opportunities for offender success.
9. Our success is achieved through mission-focused collaboration.

Above: Staff at Denver Women's Correctional Facility

Below: Community Parole Officer Conducting an Employment Contact

Who We Are

The mission of the CDOC reflects our work and the purpose that inspires us. ***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.***

The CDOC is the largest agency in state government with approximately 6,200 employees, security staff, maintenance workers, food service, teachers, parole officers, case managers and others who work in our facilities and community parole offices. Within the prison system, we incarcerate 20,000 offenders. We have an obligation to engage offenders in *positive behavior change*. We cannot accomplish this component of our mission unless we challenge the offender population to make a change. Behavior change for anyone requires hard work and commitment. So, we work with the offender population, in prisons and the community, to correct errors in thinking and decision making and to develop pro-social life skills. Through the implementation of evidence-based programs and practices we can improve offender outcomes!

Ninety-seven percent of our incarcerated population will return to live in communities across Colorado. We supervise 12,500 offenders in community corrections and on parole. Our public safety efforts while supervising offenders in community settings focuses on holding offenders accountable for compliance with the conditions of community placement and parole that include working with offenders to change behavior that would otherwise undermine their success.

Colorado faces difficult budgetary challenges. There are limited opportunities to expand programs for offenders under the Department's jurisdiction. It is the Department's obligation, as accountable stewards of the taxpayers' money, to be efficient and effective with the resources that are available to us.

Public safety is our first concern in correctional institutions and community supervision. We hold offenders accountable for their actions so that facilities operate safely and securely. Improving successful offender outcomes helps us meet our public safety commitment to the citizens of Colorado. Improved success means fewer crimes committed, fewer crime victims and fewer returns to prison. The door to the Colorado prison system need not be a revolving one.

Staff is truly our greatest resource. CDOC staff work 24/7/365 managing convicted felons. Our staff constantly demonstrates the highest standard of professionalism, often in unpredictable situations. Staff must balance the demands associated with both security and rehabilitation. In prisons, a safe and secure environment provides the foundation for delivery of services and programs that prepare offenders to re-enter society as law-abiding citizens. Community corrections and parole staff provide pre-release services and community supervision focused on public safety risk reduction and offender success. In collaboration with our many public and private partners, we achieve greater success. It is a complex mission, and our staff is commended for their dedication and service to Colorado.

The Strategic Planning Process

Strategic Planning and Budgeting

In an effort to link the budget requests and allocations of state government to long range outcome based performance measures developed through strategic planning; the Colorado General Assembly passed H.B. 10-1119 *Concerning the Process by which the State Annually Allocates Moneys for its Budget, et seq.,* and the "Smart Act" was signed by Governor Ritter.

Overview

The strategic plan provides a structured and coordinated approach for developing long-term Departmental goals and objectives with the means to accomplish them. With an outcome based strategic plan, the Department can develop a roadmap for annual decision items and budget requests, with performance-based measures to justify resource allocations.

Strategic planning includes an assessment of an agency's performance and accomplishments using a multi-year outlook. It also provides a solid basis for priority-based resource allocations and decisions using a decision-making process that relies on careful consideration of an agency's capabilities and environment. In developing a strategic plan, an agency identifies policy and other issues that the agency faces or will face over the course of four or more years.[1]

As good stewards of the taxpayers' funds, it is our obligation to identify *efficiencies* and to improve the *effectiveness* of our operations in all areas. Through transparency in our daily business we are *elegant* as public servants executing our public safety mission for Colorado.

Historical Perspective of Budget Reductions

It is important to consider the cycle of economic decline and corresponding state budget adjustments since the turn of the 21st century. Colorado experienced the first economic downturn in the fall of 2001 and state agencies were required to freeze capital construction projects and tender general fund base budget reductions. This began a cycle of base budget reductions that would encompass the next three fiscal years.

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[1] Boulter, David E. (1997, Fall). Strategic planning and performance budgeting: A new approach to managing Maine state government. *Journal of the American Society of Legislative Clerks and Secretaries, 3(2),* 3–14.

From September 2001 through the fiscal year ending in 2004, the Department's base budget was reduced by ten percent (10%), approximately $56.4 million, and the Department abolished 588 positions.
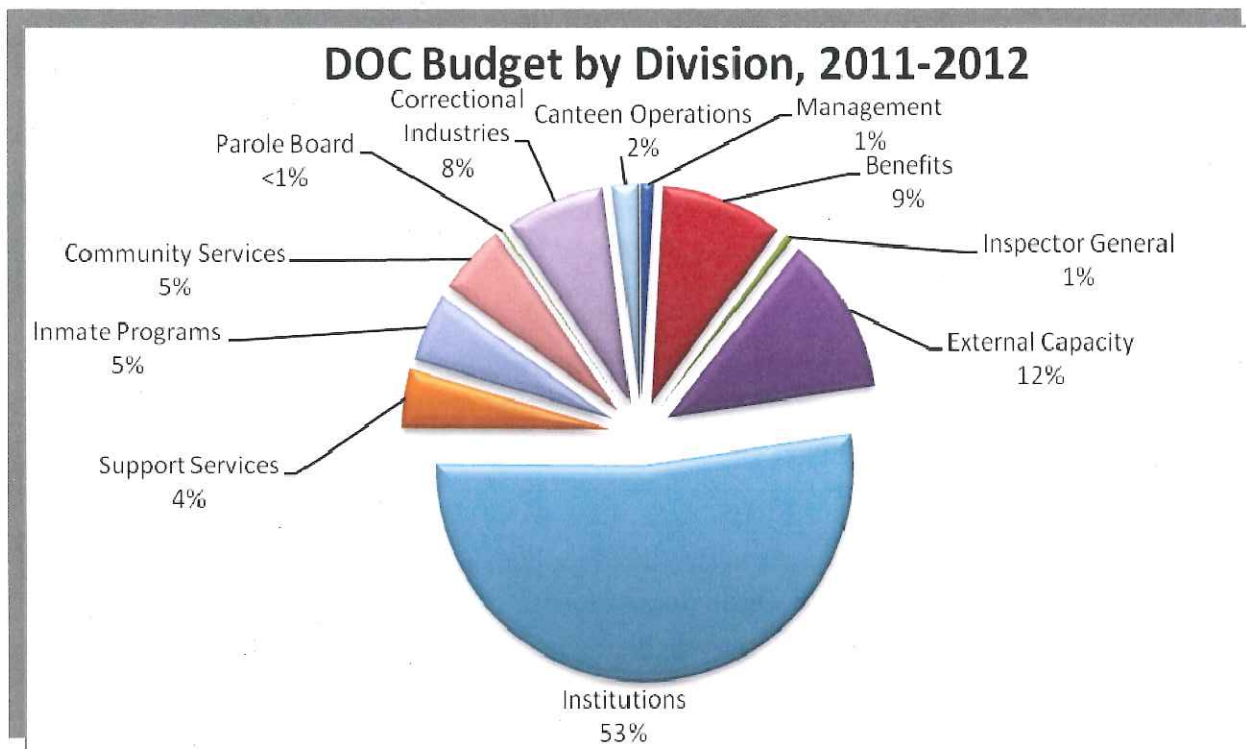
The Department was part of the solution to the state's economic crisis while the offender population increased annually by 1,000 offenders. In retrospect, the Department's decisions to reduce budget appropriation lines addressed the short-term need to reduce our budget, but the reductions could be viewed as arbitrary and without consideration of long-term impacts. For example, the Department determined that public safety was to be maintained as a priority and therefore housing and security lines were impacted last. This resulted in deep cuts to offender programs and treatment services, community services and administration. In subsequent years, after the loss of the programming funds, the offender recidivism rate increased thus impacting the Department's overall budget.

In more recent years, as the state has experienced another economic downturn, the Department has made a greater effort to link budget reductions to objective data. For example, in 2009 the Colorado Women's Correctional Facility in Canon City was decommissioned based upon the decline of the female offender population, and the private prison for female offenders in Brush, Colorado closed. The boot camp program, Colorado Correctional Alternative Program, at the Buena Vista Correctional Complex, was suspended in 2010 based upon data of felony convictions and type of offender committed to the jurisdiction of the Department. Additionally, as the male population has declined our private prison partners have reduced beds and even closed one facility, Huerfano County Correctional Facility, in Walsenburg, Colorado.

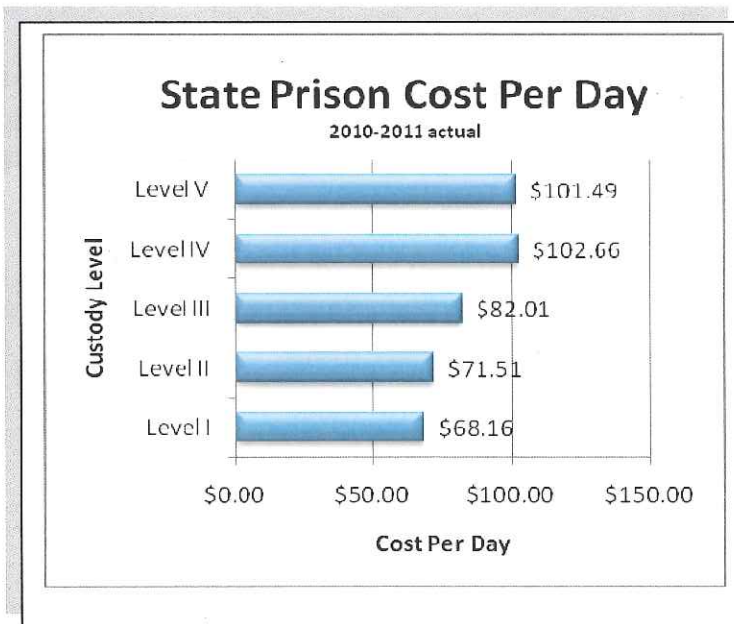**Linking Goals and Objectives with Budget Decisions – The Smart Act (2010)**

The Colorado Department of Corrections is proactively focusing on promoting offender success with a keen awareness of budgetary constraints, and developing programs that promote long-term reductions in recidivism, in an environment of limited fiscal resources. As shown in the chart (next page), *DOC Budget by Division, 2011-2012,* the majority of Department costs are directly related to state-owned (Institutions) and related personnel expenses, and private (External Capacity) contract prison beds. Provided the number of incarcerated offenders continues its current downward trend, these related costs and services will also decrease.

In order to maximize financial efficiencies, while retaining a long-term offender success focus, the Department continually monitors measures related to decreasing the cost of housing offenders, while promoting offender success within the parameters of Colorado Statutes. This is a holistic focus, and is centered on housing the right offender in the right bed at the right time. Budgetary considerations are primarily driven by decisions in a highly fluid environment as to how to coordinate facility planning and offender programs such that long-term success is attained while retaining a fiscally responsible year-to-year spending pattern.

DOC Budget by Division, 2011-2012

- Correctional Industries 8%
- Canteen Operations 2%
- Management 1%
- Parole Board <1%
- Benefits 9%
- Community Services 5%
- Inspector General 1%
- Inmate Programs 5%
- External Capacity 12%
- Support Services 4%
- Institutions 53%

An example of measures tracked by the Department is the cost per offender per day for each facility; this is calculated and reported as part of the annual budget submission. The average cost for facility categories range from $101.49 for level V facilities to $68.16 for level I facilities.

Numerous Key Performance Indicators (p. 51) and programs discussed in this report are intended to drive costs down, as per Section 2-7-201(c) CRS, as amended by H.B. 10-1119, including strategies such as decreasing the number of positive urinalysis tests, increasing the number of successful parole completions, increasing the pass rate of GED testing and related areas.

State Prison Cost Per Day
2010-2011 actual

Custody Level	Cost Per Day
Level V	$101.49
Level IV	$102.66
Level III	$82.01
Level II	$71.51
Level I	$68.16

Metrics required by H.B. 10-1119 are included in this plan; these will have a resulting budgetary impact. An example is an operating cost reduction directly related to the target of lowering recidivism. In prior decades, the Department of Corrections successfully managed the offender population through a detailed planning process. However, the effectiveness of the planning process was recently enhanced, in great measure due to

the decline in prison populations. Two primary factors have influenced the prison population decline. First, the Department gained flexibility, through expansion into private prison facilities, derived from paying these facility operators on a per-person, per-day basis, thereby eliminating the economic inefficiencies of operating partially occupied state-owned facilities. Second, in recent years, the prison population has not followed previously consistent trends, a factor that the Department has proactively addressed through the bed planning process and altering the total number of state-owned and private facilities. For example, in recent years, decisions were made to close some facilities, including Brush and Huerfano (private) and Ft. Lyon (state-owned).

The complexity of measuring the success of Department programs, while relating this to cost effectiveness, is that frequently these goals are oppositional in the short-term; programs that require greater fiscal resources in the short-term are among those demonstrably most effective at reducing recidivism and the prison population in the long-term.

For this reason, the metrics selected by the Department in this strategic plan incorporate short-term fiscal conservatism while targeting a long-term decrease in prison population.

CDOC Strategic Planning Process

To operate effectively and efficiently, it is vital for the Department to establish a performance-based strategic plan with measurable outcomes. This strategic plan will serve as our roadmap for the months ahead and years to come.

In February 2011, the Executive Staff established a steering committee to oversee the strategic planning process. We partnered with the Center for Effective Public Policy (CEPP) to facilitate a strategic planning event. Executive Staff met weekly over a period of a month to revise our vision and mission and value statements that guide the Department.

Staff from across the Department provided initial input through an online survey which helped to focus the strategic planning effort. From that information, the Steering Committee identified eight topics to explore during a three day strategic planning event:
1. Administration/Community Education
2. Assessment/Case Management
3. Staff Development/Recruitment
4. Prison Operational Issues
5. Parole Supervision
6. Special Populations
7. Community Re-Entry/Pre-Release
8. Programs

On April 13, 14 and 15, 2011, 70 senior managers, a representative from the employee partnership group, and representatives from the Colorado Parole Board met at the Federal Bureau of Prisons in Florence, Colorado, to engage in a strategic planning process. Plenary sessions provided general information about

strategic planning, relevant data on the Department and staff survey results. Breakout sessions were conducted, and each work group focused on:

- Breakout Session 1: What we are doing well
- Breakout Session 2: Critical issues
- Breakout Session 3: Prioritize the critical issues
- Breakout Session 4: Provide initial recommendations

For each session, the groups identified the impact to efficiency, effectiveness and elegance. From that work, the Executive Staff initially identified twenty-four (24) recommendations to move forward for further development.

Twelve teams were established to develop implementation plans and address the twenty-four issues identified during the strategic planning session. In May 2011, representatives from each work group made presentations to Executive Staff clarifying the preliminary recommendations. The CDOC Executive Staff then distilled the recommendations into twelve individual strategic projects with implementation plans to be developed by September 1, 2011.

In September 2011, in collaboration with the Departments of Public Safety, Labor and Employment and Human Services, the CDOC hosted a statewide Re-Entry Symposium aimed at improving successful outcomes for offenders returning to Colorado communities. The two-day symposium was well attended by a wide range of stakeholders from the four hosting agencies, treatment providers, law enforcement, the Parole Board, community corrections board members and offender advocate groups. The participating Department Executive Directors are committed to advancing collaborative offender re-entry recommendations from the symposium breakout groups. An inter-departmental Re-Entry Steering Team was subsequently established to guide the inter-agency effort.

Closely linked with our strategic plan is the need to establish quantifiable processes and outcome measures related to our mission. Key performance indicators (p. 51) are measures the Department monitors to assure we achieve our mission of protecting the public through the provision of safe, secure and humane correctional institutions, providing evidence-based self-improvement program opportunities and effectively supervising offenders in community corrections and on parole. Key performance indicators monitor trends in vital areas that identify whether our strategic plans are on target to improve efficiencies and effectiveness in operations, programs and resource management.

The Department recently identified a number of key performance indicators that are published monthly on our public web site as "dashboard measures." These measures are available on the Department's public web site at http://www.doc.state.co.us/opa-publications/175. Additional dashboard measures will be identified and monitored as our strategic plan and data collection capabilities evolve. Dashboard measures are updated monthly to provide transparency, and are published on the Department's internal and external websites. Following is the CDOC strategic plan. Objectives, performance measures and target dates are included to frame the work of the twelve implementation teams, inter-departmental charters, key projects and other strategic objectives of the CDOC. Strategic planning teams, guided by their respective division directors will implement, monitor and ensure progress for each strategy. As a living document, this strategic plan will evolve based on completed objectives, new information and the changing environment of corrections.

Team Implementation Projects

Outcome-Based Objectives & Measures

The spring strategic planning process revealed areas for improving Department operations, programs, policies and procedures. This portion of the Strategic Plan addresses objectives and outcome measures to forward the work of the spring planning process. Planning, by nature, is a dynamic and evolving process. Therefore, the following objectives and measures are a snapshot of the current state of the Department's strategic initiatives. These objectives and measures will evolve as some are completed, new issues emerge and evidence suggests that initial objectives should be modified.

Each of the twelve work groups, established following the spring strategic planning session, was charged to address challenges identified in the spring strategic planning meeting. Below is a brief description of each strategic project and its current objective(s), target date(s) and expected measurable outcomes.

1. **Improve Community Education**. This strategic project will improve community education and awareness between the CDOC and communities, civic agencies and other organizations, by developing and implementing a Speakers Bureau to be comprised of selected CDOC staff members.

    Feedback from our public constituents suggests the Department should improve communication and understanding between community officials, the public and the CDOC. Through a concerted effort to provide Department presentations, understanding of prison policy, procedures and operations can be enhanced. At the same time, the CDOC can improve its knowledge of concerns raised by community officials and the public.

    Objective: Implement a Speakers Bureau to enhance the public's knowledge of the CDOC.
    * Write policy for Speakers Bureau process, speaker selection and training guidelines.
    * Develop presentation format and handouts.
    * Develop and train select staff for Speakers Bureau presentations.
    * Advertise availability of Speakers Bureau to civic organizations, and manage requests.
    * Conduct surveys of Speakers Bureau recipients, and adjust program accordingly.

    Target Date: June 30, 2012   Responsibility: Division of Finance & Administration
    Project Team Leaders: Brent Parker, Deputy Associate Director, CDOC Training Academy, and
    Katherine Sanguinetti, Public Information Officer

2. **Coordinate Constituent Services Responses**. This strategic project will effectively develop and implement a prioritization plan for agency response to constituents through a centralized coordination point.

The Department of Corrections can improve organizational response to constituent requests. Timely and consistent information to Department stakeholders will enhance public trust and increase knowledge about agency policy, procedures and operations.

Objective: Implement a Constituent Services Office.
  * Establish a constituent services coordinator position using existing staff resources.
  * Develop a constituent services program, to include: receive, respond, track and measure constituent inquiry outcomes.
  * Establish baseline data to analyze timeliness of constituent responses.

    Target Date: June 30, 2012   Responsibility: Division of Finance & Administration
    Project Team Leader: Alison Morgan, Deputy Director, Business Systems & Services

3. **Improve Management Communications.** This strategic project will improve internal education and ongoing communication throughout the Department. Timely, informative and transparent internal communication is essential to a healthy work culture. The Department management team is committed to enhance communication with line staff. Trust and cooperation among all Agency staff will enhance trust and cooperation, while improving service to the public for whom we work.

Objective: Establish diverse mechanisms to communicate the Department's goals and objectives to staff.

  * Establish quarterly inter-division meetings to collaborate and share information.
  * Survey staff to clarify how information is best received at the line staff level; implement at least one new strategy to improve communication.
  * Establish weekly Executive Director's e-mail message to all staff.
  * Implement quarterly Executive Director's video message to all staff.
  * Implement an annual Executive Staff "town hall" meeting at each prison facility and regional parole office meetings.
  * Conduct one town hall meeting at each prison facility and each regional parole meeting this fiscal year.

    Target Date: June 30, 2012   Responsibility: Executive Staff/Management Team

Objective: Implement at least ten training sessions at the Corrections Training Academy (CTA) using the Career Development program to educate and instruct staff on the Department's goals and objectives as part of staff development. Partner with the Office of Human Resources to verify through

promotional testing that at least 25% of staff trained understand and can articulate the Department's goals and objectives

> Target Date: June 30, 2012   Responsibility: Divisions of Prison Operations and Finance & Administration
>
> Project Team Leaders: Karl Spiecker, Director, Division of Finance & Administration, and Tony Carochi, Director, Division of Prison Operations

4. **Improve Program Consistency.** This strategic project will improve offender program participation and completion by establishing a comprehensive, consistent programming plan based on: offender needs, facility custody level and evidence based program curriculum, all with an increased focus on an offender risk/need principle.

Building on a solid foundation of offender programming, the Agency will enhance consistency in programming, internally, between facilities and between facilities and the community. These efforts will improve continuity of care and increase program completions.

Objective: Assess and improve the master program schedule (MPS) to:
- Ensure an accurate listing of programs offered throughout the CDOC.
- Develop and implement a plan to evaluate programs in accordance with evidence-based practices.
- Develop and implement a plan that ensures facilities with similar custody levels offer comparable programs.
- Develop and implement a plan that aligns facility programming with corresponding programming for released offenders.
- Determine whether MPS is delivered through the most effective information technology (IT) strategy, and make appropriate recommendations to the CDOC Executive Staff.
- Write policy governing the MPS or other IT structure used to track CDOC offender programs.

> Target Date: December 31, 2012   Responsibility: Division of Prison Operations

Objective: Increase the number of volunteers in facilities by 5% from the current base number of 1,300 with emphasis in support of educational programs.

> Target: June 30, 2012   Responsibility: Division of Prison Operations
>
> Project Team Leaders: Ross Kimbrel, Associate Director, Education Services, and Heather Salazar, Associate Director, Offender Programs, APCCYOS

5. **Improve Continuity of Health Care Services.** This strategic project will develop strategies to improve communication and delivery of medical and mental health care from incarceration to community supervision, particularly for moderate-to high risk-cases. Efforts will enhance consistency and continuity of care, reduce litigation and increase success rates for offenders.

The Department has a legal obligation to provide evidence-based, community standard health care. The health care budget is a substantial portion of the Department budget, and striving for efficiencies in delivery of health care is critical to budget management and the well-being of offenders entrusted to the CDOC's care. Strategies to continuously improve delivery systems will be the focus of this work group's effort, including but not limited to medications management, tele-health and transitional services.

Objective: Implement in-reach transition appointments for at least 25% of high-risk (Psychology (P) codes of 3-5) mentally ill offenders within 90 days of release to parole in Denver County, involving Lincoln, Englewood and Sherman parole offices. In-reach transition appoints will be conducted using a teleconferencing system with community hospitals/clinics.

> Target Date: June 30, 2012   Responsibility: Division of Prison Operations
> Project Team Leader: Kellie Wasko, Associate Director, Clinical Services

6. **Improve the Release/Pre-parole Investigation Process.** This strategic project will enhance the release/pre-parole investigation process by decreasing the standard time frame to process these investigations. Barriers to improvement will be identified and strategies for improvement will be implemented. The result will be increased efficiency of staff time, streamlined release processing and better service to the stakeholders.

Objective: Develop a flow chart including explicit time frames to create an efficient, effective and eloquent pre-parole process.

> Target Date: December 31, 2011   Responsibility: Division of APCCYOS

Objective: Clarify duties and responsibilities of relevant unit/staff members; modify duties as needed for efficiency and clarity; train/educate staff accordingly.

> Target Date: April 30, 2012   Responsibility: Divisions of Prison Operations and APCCYOS

Objective: Increase collaboration and communication between and among departments, parole division and parole board.
- Develop implementation teams to improve collaboration by identifying best practices.
- Conduct survey targeting case managers, community parole officers (CPOs), pre-release specialists and community re-entry specialists with suggestions for improvement.
- Increase communication and collaboration among case management, CPOs, clinical staff, pre-release, community re-entry, parole board, community and faith-based collaborators and family support systems through meetings and by providing cross training opportunities.
- Increase collaboration with pre-release specialists in the development of pre-parole plans through meetings and by providing cross training opportunities.

- Increase understanding of special programs, such as training for staff on Denver Homeless Transition Program (DHTP), C-SCHARP (Second Chance Act grant), Condition of Parole (COP) beds, sober living and long-term care (LTC) facilities, through meetings and by providing cross training opportunities.

  Target Date: June 30, 2012   Responsibility: Division of APCCYOS

Objective: Review, update and develop policy, manuals and guidelines affecting pre-parole process to ensure accuracy and eliminate duplications or conflicts between policies. Train staff affected as updates are approved and distributed.
          Target Date: December 31, 2012   Responsibility: Division of APCCYOS

Objective: Research, assess and recommend an integrated case management software program or interface of software programs that enhances access to data and improves efficient approval of parole plans. Collaborate with the Intake-Release strategic planning work group and the Office of the Governor's Office of Information Technology.

  Target Date: September 30, 2014   Responsibility: Divisions of Finance & Administration and
                                       APCCYOS
  Project Team Leader: Susan White, Assistant Director, Region III

7. **Reduce Homelessness**. This strategic project will decrease the number of offenders that return to facilities due to homelessness by providing increased housing stability for longer periods of time. This will include enhanced partnerships, internally, with Case Management, Community Re-Entry, Community Parole and Pre-Release, as well as greater collaboration with community partners and stakeholders.

Parole supervision of "homeless" offenders presents a multitude of concerns. Housing resources vary based on the local communities (not parole regions). Factors to consider are urban vs. rural, individual communities' political climate and policies regarding the homeless population in general, zoning and ordinances, community resources (shelters, housing assistance programs), predominant industries within those communities, cost of living, employability and transportation availability.

Objective: Increase long-term housing stability opportunities for offenders released through parole and community corrections to enhance offender success and reduce recidivism.
   - Develop a statewide definition of homelessness; obtain CDOC Executive Staff approval for use.
   - Eliminate policies and procedures that could possibly contribute to homelessness and/or delay approval of parole release plans:
       - Authorize staff to review release plans simultaneously (primary, secondary, and alternate plans).
       - Reprogram IT systems (DCIS & CWISE) to allow simultaneous reviews (primary, secondary, and alternate plans).
   - Research and develop a proposal to implement offender re-entry savings accounts, including legislative action, if required.

- Improve available long-term stable housing through increased access to Section 8 and Housing and Urban Development (HUD) funded housing: in collaboration with the Colorado Department of Local Affairs (CDOLA), Division of Housing, survey existing Housing Authority public housing; collaborate on access to existing public housing; provide marketing and education to reduce administrative barriers to public housing through collaboration with housing authorities and landlords.
- Build upon newly formed collaboration with CDOLA through a C-SCHARP, second chance act grant. Utilize the housing first model, a national, evidence-based program, to focus on offender housing stability first, and then focus on other criminogenic needs.
- Develop a proposal for the CDOC Executive Staff to repurpose positions and implement SSI/SSDI Outreach Access and Recovery (SOAR) model, a benefits acquisition program designed to increase acceptance rates and decrease time for acceptance. This model is currently being piloted through the Governor's Office.
- In conjunction with the SOAR model and through a collaborative grant with Colorado University School of Medicine, conduct a gap analysis of the availability of special needs offender housing needs, aging population, long-term care, mental health high risk and medical high needs, that will connect offenders to health care systems.
- In collaboration with the Attorney General's Office, review existing federal and state statutes regarding the use of funds for non-documented persons released under supervision to Colorado communities (Senate Bill 11-241), and develop department-wide policy.

  Target Date: December 31, 2013   Responsibility: Divisions of APCCYOS, Prison Operations (Clinical Services) and Finance & Administration

Objective: Establish a data collection system to track homelessness.

  Target Date: December 31, 2012   Responsibility: Division of APCCYOS
  Project Team Leader: Heather Salazar, Associate Director, Offender Programs

8. **Increase Evidence-Based Practices in Parole Supervision**. This strategic project will improve positive, professional relationships between offenders and CPOs by addressing criminogenic needs and improving continuity of supervision practices throughout the division. It is believed that focus on criminogenic needs and reinforcement of positive behaviors will increase successful outcomes for parolees, reduce recidivism, reduce victimization and enhance public safety. Parole staff is improving offender success through greater focus on reinforcing positive behavior by offenders. Likewise, institution staff can achieve similar results with motivational interviewing (MI), improving offender success prior to parole

Objective: Increase parolee success and decrease parole violation complaints by aligning parole supervision practices with evidence based practices through a series steps as outlined below:

- Enhance application of the level of service inventory-revised (LSI-R), validated assessment instrument to assess offender needs and risk through: additional LSI-R training for staff; development of in-house LSI-R trainers; increasing staff time to complete quality assessments,

and quality assurance program of LSI-R assessments; using LSI-R results to set supervision conditions.

- Review and assess the current curriculum of approved treatment providers to determine if current models of assignment, treatment and other behavioral health interventions are consistent with best practices. Identify gaps in these services and if appropriate, seek additional intervention/treatment resources.
- Research evidence based practices (EBP) to determine if the current model for delivery of case management and program services for substance abuse treatment requires modification. If appropriate, prepare solicitation for EBP treatment model.
- Increase EBP, Thinking for a Change and training opportunities for parole and community corrections staff trainers and offenders.
- A 4 to 8 hour basic introduction to MI training will be developed by the Correctional Training Academy and RECLA and be made available to all department staff.
- Evidence-Based Practice Implementation for Capacity (EPIC) staff will take 'to scale' two sites, Buena Vista Correctional Facility (various levels of training for 379 staff) and Larimer County (five agencies including an additional eleven CPOs). Thus a predetermined number of staff will receive training, coaching and feedback to reach competency.
- Restructure parole initial office visits to enhance consistency of information to offenders, to enhance positive first contacts and create efficiencies for staff. Pilot test and report results to Executive Staff.
- Pilot an alternative supervision strategy for low-risk offenders to enhance offender success and create efficiencies for staff. Present pilot results to Executive Staff for decision-making whether to expand the program.
- Research and propose for Executive Staff decision-making alternative, cost-efficient methods to electronic monitoring for intensive parole supervision of lower risk parole cases.
- Develop and implement cost-neutral positive incentives to improve offender outcomes. Educate stakeholders on the benefits to public safety.
- Expand use of the Colorado Violation Decision Making Process (CVDMP) (refer to key project #3, p. 25).
- Enhance effective quality assurance monitoring of division projects through "one person, one project" concept. Eliminate duplication of work and improve reliability of data for analysis.
- Establish performance measures that accurately and reliably inform management whether performance outcomes are achieving our mission. Gain consensus on what will be measured, develop reliable data sources and establish benchmarks for measuring success.

Target Date: December 31, 2012   Responsibility: Division of APCCYOS

Objective: Within available appropriations, increase program completions in evidence-based programming in prisons and parole/community corrections. Increase the number of staff trained to teach offenders the Thinking for a Change (T4C) curriculum by 50 over the next year.

Target Date: December 31, 2012   Responsibility: Divisions Prison Operations and APCCYOS
Project Team Leader: Kelly Messamore, Assistant Director, Region IV

9. **Reduce Offender Transports**. This strategic project will reduce the number of offenders being transported outside of the hard perimeter of CDOC facilities, and ensure efficiencies in scheduling when transports must occur. Statewide, the department engages in a large number of offender transports which can pose potential risks to the public, staff and offenders. Decreasing offender transports outside the confines of secure facilities can be achieved through increased use of technology and in-house services. Efficiencies can be achieved through a systemic assessment of the transportation process and implementation of new in-house services traditionally delivered by contractors in the community.

Objective: Conduct a system-wide evaluation of transportation routes, offender movement, programs and operations and develop up to five strategies to reduce or eliminate transportation runs. Present recommendations to the CDOC Executive Staff for decision-making.

Objective: Amend policy to establish permanent multi-departmental committee to monitor and manage offender transportation.

Target Date: February 1, 2012   Responsibility: Division of Prison Operations

Objective: Implement approved transportation/offender movement improvement strategies approved by the CDOC Executive Staff.
  • Implement central scheduling unit

Target Date: December 31, 2012   Responsibility: Division of Prison Operations

Objective: Identify up to five medical clinics suitable for tele-health. Assess the fiscal, technical, and contract vendor/provider requirements for implementation. Prepare and present an implementation plan to achieve this objective. Present the plan to CDOC Executive Staff.

Objective: Research and provide recommendations to Executive Staff regarding the ability to coordinate block scheduling with some health care providers to reduce the number of transports.

Target Date: May 1, 2012   Responsibility: Division of Prison Operations

Objective: Implement an ambulatory surgical unit within the secure confines of the Denver Reception and Diagnostic Center (DRDC).

Target Date: April 1, 2012   Responsibility: Division of Prison Operations

Objective: Reduce medical transports to community hospitals/clinics by 25%, through implementation of ambulatory surgical unit.

Target Date: March 31, 2013   Responsibility: Division of Prison Operations

Objective: Reduce outside ambulatory surgical expenditures by 25%, from FY 11-12 to FY 12-13.

Target Date: June 30, 2013   Responsibility: Division of Prison Operations
Project Team Leader: Chuck Hildebrand, Manager, Office of Emergency Management

10. **Develop a Prison Bed Management Plan**. This strategic project will produce a comprehensive and flexible Department bed management plan in response to trends in the offender population, policy requirements, budget constraints and resource availability. The focus of this effort is to place the right offender in the right bed at the right time.

    Due to changing offender population trends, demographics and characteristics, it is vital to the CDOC to develop a comprehensive departmental bed plan. This plan should maintain the flexibility to prepare for either increasing or decreasing populations and ensure efficient and effective use of state resources. This project is critical to the Department as it will drive state bed use as well as the occupancy of private sector beds. It is also a fundamental component of Department and state budget planning process. Efficient bed use results in efficient use of fiscal and other resources.

    Objective: Conduct an in-depth analysis of bed utilization throughout the CDOC and private prison contractors. Initial focus will be high security beds to ensure higher cost beds are used by appropriately classified high security offenders. Where discrepancies exist, realign high security beds with the correct offender.

    > Target Date: May 1, 2012   Responsibility: Division of Prison Operations

    Objective: Following the National Institute of Corrections (NIC) report on offender classification validation, and the findings of the continuity of programs work group, conduct another analysis of bed use to formulate a systematic strategy for offenders to move from high security to lesser security and participate in appropriate evidence-based programs to prepare for re-entry to society. Develop recommendations for the CDOC Executive Staff regarding this systematic strategy. In collaboration with other work teams, formulate strategic plans to implement approved recommendations.

    > Target Date: May 1, 2012   Responsibility: Division of Prison Operations
    > Project Team Leader: Larry Reid, Deputy Director, Division II

11. **Create Staff Development Opportunities**. This strategic project recognizes that staff is our most important resource. Therefore, the Department strives to improve opportunities for staff to develop in their current positions and/or advance through promotional opportunities, as well as improve overall staff satisfaction.

    Staff feel appreciated and valued when opportunities for training and career advancement are available. Staff satisfaction is a relevant strategic objective as it directly translates to efficient use of fiscal resources. Hiring and training staff is a necessary but costly endeavor. High morale equates to improved staff retention.

    Objective: Improve staff morale and employee engagement through training and cost effective incentive programs.

- Review employee engagement survey results.
- Identify and prioritize issues contributing to staff turnover.
- Develop action plans in response to issues identified.
- Design and implement a five-level career development program addressing professionalism, leadership, communication and teamwork--advertise through existing systems. Register 1,500 staff to participate in career development programs.
- Implement two Motivational Interviewing (Basic & In-Service) courses.
- Implement National Institute of Corrections (NIC) e-learning courses, up to 200 on-line development programs available to 6,800 staff.
- Implement two WebEx classes for supervisors and executive level administrators.
- Present cost effective staff recognition programs to Department Executive Staff for review/approval. Implement up to two new, approved recognition programs.
- Present cost effective staff wellness concepts to the Department Executive Staff for review/approval. Implement up to two new, approved wellness concepts.

Target Date: December 31, 2012   Responsibility: Division of Finance & Administration
Project Team Leader: Brent Parker, Associate Director, CDOC Training Academy
                     Rick Thompkins, Associate Director, Human Resources

12. **Develop and Use Risk/Need-Based Case Management Plans**. This strategic project has three features: (1) to develop, validate and implement an offender Assessment and Re-Assessment process to ensure that criminogenic needs and CDOC trends for recidivism are appropriately identified for both male and female offenders; (2) to develop, validate and implement a single case plan, based on criminogenic needs of the offender, for offender management in facilities and parole/community settings; and (3) to review the role and job duties of Case Management to ensure that important, relevant issues are being appropriately addressed. These important, relevant issues must include evidence-based practices that promote offender success.

During the Department's recent strategic planning session, a number of teams identified similar issues for continuous quality improvement. These overlapping issues included: 1) the need for valid offender assessments from intake to release; 2) the need for a single, consistent case plan for offenders from intake to release; 3) consistency of programming; and 4) increased use of evidence based practices in all facets of CDOC operations. The "Intake to Release" team will focus on the first two points and their work should directly impact the latter two issues.

Objective: Preparing an offender for successful re-entry begins at intake. The Department will develop a seamless case management plan that will guide the offender's progress from incarceration to successful discharge of supervision.
- Research and recommend a viable integrated case management plan for the CDOC. Obtain approval from Executive Staff to implement (target date: January 15, 2012).

- Implement the Colorado Transitional Accountability Plan (CTAP), an integrated case management plan, to review, validate and/or develop risk-needs based assessments, following receipt of Executive Staff approval (target date: July 15, 2012).

- Develop CTAP template (target date: August 1, 2012)

- Develop CTAP policy and revise case manager position descriptions.
    - Facility staff (target date: April 30, 2013).
    - Parole and community corrections staff (target date April 30, 2014).

- Office of Information Technology (OIT) design, test and implement CTAP automated and integrated information technology (IT) system. Train staff and inmates on the CTAP IT system.
    - Facility program (target date April 30, 2013).
    - Parole and community corrections program (April 30, 2014).

- Train community partners on CTAP (target date: September 30, 2014).

    Target Date: September 30, 2014   Responsibility: Divisions of Prison Operations, APCCYOS
    and Finance & Administration
    Project Team Leaders: Travis Trani, Warden, Canon Minimum Centers, and
    Carl Wotowis, Assistant Director, Offender Programs

Inter-departmental Charters & Key Projects

Outcome-Based Objectives and Measures

INTER-DEPARTMENTAL CHARTERS

1.   **Interdepartmental Re-Entry Steering Team**
     Departments of the State of Colorado will continue to enhance reentry services and offender success following the Reentry Symposium in September 2011. Through collaboration, we will build upon the Symposium work group product that identified challenges and made recommendations to successful reentry. An interdepartmental steering team will collaborate to further develop high impact—highly feasible strategies proposed by the various work groups

     Objective: Establish an Inter-departmental Re-Entry Steering Team to guide work required to reduce barriers to offender success and to have a positive impact on public safety and recidivism.

     Target Date: December 31, 2011   Responsibility: Office of the Executive Director

     Objective: Implement the Inter-departmental Re-Entry Steering Team and charge the Team to accomplish the following:
     - Assess the Re-entry Symposium work groups' recommendations; identify two or three high impact, highly feasible strategies to improve offender success.
     - Develop implementation plan(s) with strategic action steps, performance measures, timelines and accountability.
     - Implement strategic plans and assess program impact based on performance measures.

     Target Date: December 31, 2012   Responsibility: Re-Entry Steering Team
     Team Chairperson: Carl Wotowis, Assistant Director, Offender Programs, APCCYOS

2.   **Interdepartmental Video Court Team**
     Through the strategic planning process, the Department identified several opportunities to enhance use of technology to facilitate operations and enhance public safety, including video court teleconferencing. The CDOC has invested in technology to support video conferencing intended to improve efficiencies through reduced travel costs and to effectively achieve the CDOC's public safety mission. Opportunities exist to expand the use of video court hearings for CDOC offenders. Such an initiative would yield significant benefits to the Department of Corrections, Judicial Department, Counties and the public.

Objective: Establish an inter-departmental steering team to address video court hearings for CDOC offenders.

Target Date: December 31, 2011   Responsibility: Office of the Executive Director

Objective: Implement an Inter-departmental Video Court Steering Team and charge the team to accomplish the following:
- Assess the current utilization of video technology for CDOC offenders to make court appearances.
- Identify opportunities to expand the use of video court appearances for CDOC offenders.
- Identify barriers to expanded use of video court appearances for CDOC offenders.
- Develop a systematic approach to maximize the use of video court hearings for CDOC offenders housed in CDOC prison facilities, state-operated facilities, and private facilities.
- Identify resource requirements to maximize the use of video court hearings for CDOC offenders.
- Provide a comprehensive report to the Executive Director of the Department of Corrections.

Target Date: April 1, 2012   Responsibility: Video Court Hearing Team
Team Chairperson: Rick Vyncke, IT Manager, Governor's Office of Information Technology

KEY PROJECTS

The Department identified six critical projects to pursue in conjunction with the strategic planning process. These six projects are essential to the core operations of the Department and will directly improve the efficiency and effectiveness of the services we deliver.

1.   **Independent Review of Administrative Segregation**
     Administrative Segregation is the Department's highest custody classification level. It is used to manage offenders who, through their own behavior, have shown that they cannot be managed effectively in General Population, a less restrictive environment.
     Concerns were raised by outside interest groups suggesting Colorado has too many offenders in administrative segregation. The Department commissioned an analysis of administrative segregation with the support of the National Institute of Corrections (NIC). Jim Austin, founder of the JFA Institute and a nationally recognized expert in Correctional Classification Systems, and Emmitt Sparkman, an expert in Administrative Segregation practices from the Mississippi Department of Corrections, will perform the review. They will evaluate all relevant Department policies, procedures and practices.
     Objective: The Department of Corrections will use this analysis to ensure that Administrative Segregation beds are used to house the most dangerous and disruptive inmates in Colorado's prison system. The end result of this work will ensure that the Department is:

     - Appropriately placing inmates in Administrative Segregation.
     - Consistent with the current correctional standards for use of Administrative Segregation.
     - Appropriately transitioning Administrative Segregation inmates to the community and to lower custody levels.

- Using appropriate programs, philosophies and practices.
- Receives the NIC report on or about November 19, 2012.
- Reviews and assesses the recommendations on or about December 31, 2011.
- Implements approved recommendations; timeline based on complexity and resource requirements; anticipate approximately twelve months to complete.
- Conduct internal analysis of the Offenders with Mental Illness, and implement recommendations.

> Target Date: December 31, 2012   Responsibility: Division of Prison Operations
> Project Team Leader: Kevin Milyard, Deputy Director, Region I

Objective: Conduct internal analysis of the Offenders with Mental Illness, and implement recommendations.

> Target Date: June 30, 2012   Responsibility: Division of Prison Operations
> Project Team Leader: Joanie Shoemaker, Deputy Director, Clinical Services

2.   Revalidation of Inmate Classification System
The offender classification tool is an objective instrument used within Prison Operations to assess offender risk and identify appropriate prison custody level and facility placement. It is essential to maintain a valid and reliable offender classification tool so offenders are supervised in the appropriate custody level, and to ensure the safety of the public, our staff and the offender population.

The Colorado Department of Corrections previously validated the male inmate classification system in 1996. However, revalidation of the classification tool is appropriate, as our inmate profile has changed dramatically over the past 15 years. The female classification instrument was implemented in December 2006 based upon an in depth study conducted through NIC with the assistance of Dr. Patricia Van Voorhis of the University of Cincinnati. Validation of our female classification system is also appropriate to ensure our female classification instruments and policies are performing as designed.

Objective: In a cooperative agreement with the National Institute of Corrections, Dr. James Austin, founder of the JFA Institute, a nationally recognized expert in Correctional Classification Systems, will conduct a thorough analysis of the Department's entire inmate classification system.
- Receive NIC report on or about November 15, 2011.
- Review and assess recommendations on or about December 31, 2011.
- Implement approved recommendations; timeline based on complexity and resource requirements; anticipate approximately twelve months to complete.

> Target Date: December 31, 2012   Responsibility: Division of Prison Operations
> Project Team Leader: Lou Archuleta, Assistant Director, Offender Services

3. **Implementation of the Colorado Violation Decision Making Process for Parole, Community Corrections and Youthful Offender Systems Violations**
    The Colorado Violation Decision Making Process (CVDMP) is part of an overall strategy designed to reduce the risk of recidivism, enhance success on parole and use resources in the most effective manner. The CVDMP relies on principles of evidence-based risk assessment and effective interventions. This tool identifies the appropriate response to each violation based on the offender's risk level and the severity of the violation. Through the use of the CVDMP, the Division of Adult Parole and Community Corrections will improve consistency and standard responses for offender behavior. As a part of Colorado's coordinated public safety strategy, CVDMP will promote transparency by enabling Community Parole Officers, Parole Board members, offenders and the public to understand the rationale for violation responses. CVDMP represents mission-focused supervision—holding offenders accountable and engaging them in positive behavior changes.

    Objective: Implement the *Colorado Violation Decision Making Process* to include violations for community corrections inmates.
    - Train community parole officers on proper application of the CVDMP.
    - Program CVDMP into Division information system (CWISE). Updates ongoing.
    - Establish a data collection system to assess the viability of the CVMDP to reduce the risk of recidivism.
    - Integrate CVDMP with community corrections programs.
    - Report results of the CVDMP implementation to the Department Executive Staff no later than December 31, 2012.

        Target Date: December 31, 2012   Responsibility: Division of APCCYOS
        Project Team Leader: Mike Miles, Assistant Director, Region I

4. **Reduction of Red Tape and Overall Number of Regulations**
    The Department codifies its operating procedures in Administrative Regulations (ARs). The Department solicits comment from all staff regarding the content of these regulations and incorporates the comments into cohesive documented practices. The process of obtaining staff input on ARs can be improved to reduce duplication of effort and delays in promulgating needed regulation. These improvements will assist the Department to reduce the volume of ARs and improve access to needed information.

    Objective: Streamline and centralize the Administrative Regulation review and creation processes while simultaneously reducing the total number of regulations.
    - Reduced the total number of days in each review cycle and revised review cycle dates to reduce bottleneck effect and to ensure regulations are only handled one time during a calendar year (absent emergent need).
    - Maintain a tracking system identifying relationships between ARs to determine when an update to one AR will impact another AR.
    - Maintain a tracking system to provide reportable information on timeliness of review process.
    - Centralize policy creation to provide oversight and eliminate redundant or unnecessary policy creation.

- Systematic review of all ARs for content. Those with similar content need to be combined into one AR or abolished as needed.

  Target Date: December 31, 2012   Responsibility: Division of Finance & Administration

<u>Objective</u>: Effectively use technology to improve the AR process.
- Implement use of technology to facilitate the deputy review portion of the AR cycle.
- Implement use of technology to speed the signature process.
- Research available web based software products to provide a centralized location for providing comment on pending regulation.

  Target Date: June 30, 2013   Responsibility: Division of Finance & Administration
  Project Team Leader: Adrienne Jacobson, Policy Analyst

5. **Increase Inmate Participation in the Pre-Release Program Prior to Release from Prison**
The Pre-Release Program structure was developed based on evidence based principals in re-entry programming that maintain program fidelity and avoid adverse outcomes. These principals include:

   - A comprehensive ten module curriculum that covers the known predictors of recidivism
   - A program dosage minimum of 100 contact hours
   - A class size of 10-13
   - Voluntary participation
   - Staff skill set that includes cognitive behavioral interventions

The Pre-Release Program curriculum addresses criminogenic needs through the use of assessments, action plans and cognitive based interventions to identify not only the offender's needs and barriers, but also their strengths in a framework that allows for the offender to take ownership of their own goals and transition plan. These individualized Pre-Release Transitional Plans target the specific challenges and needs that each individual will face upon release while developing and expanding their networks of support. This program assists offenders to identify critical barriers to successful re-entry, and identifies internal strengths and external resources to assist in the transition process. The ten curriculum modules are:
   - Identification
   - Housing
   - Employment
   - Transportation
   - Money management
   - Education
   - Health and Life Skills
   - Family and Relationships
   - Victim Awareness and Restorative Justice
   - Living Under Supervision

<u>Objective</u>: Increase by 10% the number of offenders receiving the Pre-release Program. Reviewing two years of data indicates that an average of 866 offenders successfully completed the full Pre-Release Program. To meet target population:

- Increase the number of computers/class by two (2) at the sixteen (16) facilities where the Pre-Release program is currently offered; anticipate an increase in program participation by 192 offenders annually.
- Currently, offenders participating in Pre-Release programs are subject to facility moves or re-assignments. These moves impact program completions and participation rates. A "Facility Hold" will be placed on these offenders, without compromising security, to enable completions.
- Implement the Pre-Release program in private facilities (4) and YOS. If one Pre-Release program is offered in three annual blocks, 300 additional offenders will have access to the program.

Target Date: June 30, 2012   Responsibility: Division of APCCYOS
Project Team Leader: Carl Wotowis, Assistant Director, Offender Programs, APCCYOS

6. **Reduce Energy Use and Water Consumption**
This strategic project will reduce energy use and reduce the consumption of water as an integral part of the Department's energy efficiency plan and alignment with Governor Hickenlooper's initiative for efficiency in government. The focus of this effort will have ongoing impacts beyond FY 12.

It is vital for the department to implement an energy efficiency plan due to rising utility costs. This plan will aid in the effective stewardship of state resources. Currently, the CDOC, state-wide, uses approximately 117,000,000 kilowatt hours (kWh) of electricity, 867,000 dekatherms (DkThrms) of natural gas, and 773,000 kilo-gallons (kGals) of water annually.

<u>Objective</u>: Reduce energy use by replacing inefficient equipment and systems.
- Implementation of the Energy Performance Contract at Buena Vista Correctional Facility (BVCF).
- Implementation of the Energy Performance Contract at Colorado Territorial Correctional Facility (CTCF).

Target Date: June 30, 2012   Responsibility: Division of Finance and Administration

<u>Objective</u>: Reduce water consumption by 10% in five years, beginning with 2% in FY 12.
- Implementation of Energy Performance Contracts at CTCF.
- Repurpose FLCF.

Target Date: June 30, 2012   Responsibility: Division of Finance & Administration

<u>Objective</u>: Educate CDOC personnel on best practices, energy efficiency and each individual's personal investment through the implementation a one hour energy efficiency class offered at each facility or on-line.
- Coordinate curriculum development with the training academy by January 2012.

- Facility Management Services (FMS) staff will train on-site personnel for class presentation/instruction beginning FY 13, and/or course made available on-line.
- FMS annual curriculum update/training.

Target Date: June 30, 2012　　　　　Responsibility: Division of Finance & Administration
Project Team Leader:　Richard Markovich, Manager, Facility Management Services

7.　**Obtain Medicaid Reimbursement for Catastrophic Medical Cases.**
The CDOC is responsible to provide healthcare to offenders including specialty care which cannot be provided within the prison facilities.　In FY09/10, the budget for this care was approximately $28 million.　The budget is separated into two lines in the clinical services budget: inpatient/outpatient and catastrophic care.　Catastrophic care is defined as care for an offender that exceeds $50,000 over the course of the fiscal year.　During the last fiscal year, CDOC spent approximately $7.7 million for catastrophic hospitalization for 54 offenders.　If these offenders had been in a community setting, most likely, they would have qualified for Medicaid.　The impact to the state budget would have been reduced by 50% or $3.8 million in federal dollars.　The Colorado Department of Corrections will collaborate with the Department of Health Care Policy and Finance (HCPF) to develop a system that will identify offenders whose catastrophic hospitalizations meet eligibility requirements for Medicaid, reducing the cost of offender hospitalizations through Medicaid funds.　As defined by Center for Medicaid/Medicare System (CMS) when offenders are hospitalized for more than 23 hours and Medicaid eligible, hospitalizations may be billed to Medicaid.

Objective:　Obtain Medicaid reimbursement for hospitalizations on eligible catastrophic offender medical cases resulting in fiscal savings to the state.
- Establish an interagency team to formulate procedures for the state of Colorado. Include such considerations as: electronic system for transmission of information–Medical Assistance Site; claims processing; establish a process for rebilling and tracking of eligible offenders and charges; discussion of individual hospital systems and their current systems.
- Assess Medicaid eligibility criteria in relation to the CDOC offender population with considerations such as: approval of eligibility for offenders with disability not receiving SSI; inclusion of offender population in the adults without dependent children; eligibility would be approved for one year at a time and suspended, not terminated, when incarcerated; designation of state staff as contact for CDOC and CHP perhaps through Eligibility Vendor; approval of billing proposal resulting in interagency transfer of funds instead of providers billing Medicaid directly; and, obtain necessary approvals from federal level.
- Designate of team of CDOC staff to participate in this initiative and to: identify potentially eligible offenders; develop a system to track future eligible offenders; and create a tracking system for payments for Medicaid eligible offenders.
- Identify healthcare providers who are currently Medicaid approved providers. Educate existing healthcare contract providers to ensure they understand any new processes that would impact their operations.

Target Date: July 1, 2012　　　　　Responsibility: Division of Prison Operations
Project Team Leader: Joanie Shoemaker, Deputy Director, Clinical Services

Other Strategic Objectives

In addition to team implementation projects, inter-departmental charters and key projects, the CDOC has identified other strategic objectives to ensure the successful achievement of target measures in the Key Performance Indicator chart (p. 52).

1. Objective: Reduce positive random urinalysis (UA) tests to 0.30% in FY12, and inmate on staff and inmate on inmate assaults by 3% in FY12 to enhance safety in CDOC prison facilities.
   - Evaluate criteria for random UA program and monitor percentages being completed.
   - Train staff to on proper identification of target population.
   - Monitor collection of UA samples for compliance with policy.
   - Conduct drug interdiction, investigations, cell searches, etc.
   - Evaluate characteristic of assaults for trends including locations, STG information, time of day etc., and develop plans to address problems identified by trends.
   - Review trends and analysis as a monthly management report with Warden.

     Target Date: June 30, 2012   Responsibility: Division of Prison Operations
     Responsible Individual: Chuck Hildebrand, Manager, Office of Emergency Management

2. Objective: Increase by 5%, the number of offenders receiving sex offender treatment services.
   - Continuously monitor program delivery for consistency.
   - Increase training for case managers and parole board members regarding offender successful progress in meeting Sex Offender Management Board (SOMB) treatment criteria.
   - Maximize treatment availability through continuous monitoring of assignment criteria, progress toward treatment goals and movement of offenders who have reached SOMB treatment eligibility yet are not on parole or in community corrections.
   - Continue evaluation of activities to assure program maintains evidence based practices/best practices.
   - Refine the database to track treatment completions.

     Target Date: June 30, 2012   Responsibility: Division of Prison Operations
     Responsible Individual: Joanie Shoemaker, Deputy Director, Clinical Services

3. Objective: Increase resolution of step 1 and 2 grievances, thereby reducing step 3 grievances by 2% in FY12.
   - Improve centralized data review of grievance information through tracking and trending number and types of grievances.
   - Implement standardized training for staff regarding grievance management and responses.

- Improve data review of grievances at facility level to assure trends are identified and improvement plans developed.

    Target Date: June 30, 2012   Responsibility: Division of Prison Operations
    Responsible Individual: Larry Reid, Deputy Director, Region II

4. Objective: Improve the efficiency in general equivalency diploma (GED) testing, thereby increasing individual test batteries passed by 3% in FY12.
    - Implement facility training for current instructors to ensure that offenders are properly screened for individual GED tests.
    - Implement Colorado Department of Education approved test for adult basic education (TABE) test training for TABE and practice test proctors.
    - Develop and implement a management and monitoring tool from the headquarters' level to ensure offenders are prepared to successfully pass GED tests.
    - Develop and implement a data system to measure GED completions.

    Target Date: June 30, 2012   Responsibility: Division of Prison Operations
    Responsible Individual: Ross Kimbrel, Associate Director, Education Services

5. Objective: Improve releasing offenders' employment opportunities by increasing career and technical education (CTE) certificates awarded throughout the CDOC by 3% in FY12.
    - Implement the Cisco Networking Academy program as detailed by the Second Chance Act grant received by the Division of Education.
    - Implement "closed entry" requirements for all Career and Technical Education programs in the department.
    - Develop stronger working relationships with facility job boards and Offender Services personnel to reduce movement for offenders in CTE classes.
    - Closely monitor progression of, and collaborate with, relevant strategic planning implementation teams to ensure offenders are placed in appropriate programming.

    Target Date: June 30, 2012   Responsibility: Division of Prison Operations
    Responsible Individual: Ross Kimbrel, Associate Director, Education Services

6. Objective: Decrease the number of walk-away escapes from residential community correction centers by 2% in FY12.
    - Enhance the parole/community corrections intake process to increase offender knowledge of what to expect while in adult parole/community corrections programs to reduce stress and anxiety which may cause absconding.
    - Analyze historical offender walk-away escape data for trends and create action steps to address identified issues/patterns.
    - Collaborate with community correction centers (including OPA and DCJ) to develop consistent, uniform definitions and policies regarding walk-away escapes.

- Formulate strategies with our community corrections partners to decrease escapes.
- Implement agreed upon strategies.

Target Date: June 30, 2012   Responsibility: Division of APCCYOS
Responsible Individual: Susan White, Assistant Director, Region III

7. Objective: Increase the number of parolees employed by 2% in FY12.
   - Current pilot with Grand Junction's work force center (WFC) is underway; place re-entry specialist in the WFC; analyze outcome of pilot project.
   - Develop personal service contracts with the following WFCs: Mesa, Pikes Peak, Arapahoe/Douglas and Jeffco.
   - Design and develop a survey to capture offender feedback regarding obstacles/issues concerning employment.
   - Develop a process, in conjunction with CDLE, to incorporate "Connecting Colorado" (a website to apply for jobs) as part of the pre-release program.

Target Date: June 30, 2012   Responsibility: Division of APCCYOS
Responsible Individual: Heather Salazar, Associate Director, Offender Programs

8. Objective: Maintain current mandatory and non-mandatory American Correctional Association (ACA) standard compliance levels.
   - Conduct quarterly meetings to apprise ACA managers of changes and updates within the accreditation arena.
   - Communicate regularly with ACA managers to address ACA issues and concerns within their facilities.
   - Ensure monthly reports, outcome measure and significant incident summary are completed and reviewed for issues of concern.
   - Review administrative regulations to ensure they meet ACA standard requirements.

Target Date: December 31, 2012   Responsibility: Division of Finance & Administration
Responsible Individual: Tami Williams, ACA Accreditation Manager

9. Objective: Automate caseloads for offenders receiving re-entry services to track fiscal resources for direct services provided to community corrections and parole offenders.
   - Define and program a case load auto drop in CWISE (parole information system).
   - Implement new database.
   - Establish baseline measures for direct funded services for the Division of APCCYOS.

Target Date: June 30, 2012   Responsibility: Division of APCCYOS
Responsible Individual: Carl Wotowis, Assistant Director, Offender Service, APCCYOS

10. Objective: Increase to 25% the number of application parole hearings conducted by video conference.
    - Ensure video conference equipment is available for parole hearing officers and at all CDOC facility locations, and the equipment is appropriately maintained.
    - Schedule and conduct offender parole application hearings.
    - Program hearing type and method into the parole data system for accurate data collection.

    Target Date: June 30, 2012   Responsibility: Divisions of Prison Operations, Finance & Administration and the Parole Commission
    Responsible Individual: Rick Vyncke, IT Manager, Governor's Office of Information Technology

11. Objective: Improve staff safety by reducing the number of staff injuries by 5% in FY12.
    - Provide reliable data to the facility Life Safety Officers in the identified areas that will assist in the development and implementation of safety training and prevention programs.
    - Monitor data to identify trends and training needs to reduce work-related injuries.
    - Develop and implement a reporting cycle of data on a quarterly/annual basis for Life Safety Officers.
    - Participate and assist in the development of training programs.

    Target Date: June 30, 2012   Responsibility: Division of Finance &Administration
    Responsible Individual: Rick Thompkins, Associate Director, Human Resources

12. Objective: Ensure employees with state procurement cards (P-cards) adhere to spending policies. The department has approximately 444,000 purchases by P-card per year that totals approximately $14.7 million per year on small dollar purchases. To maintain sound internal controls over this program, the following measures will be taken:
    - Provide regular refresher training to employees on policy and card usage.
    - Audit 50% or more of cardholders for compliance.
    - Address cardholder non-compliance violations in writing.
    - Solicit feedback on the program to respond to customer issues and needs.

    Target Date: June 30, 2012   Responsibility: Division of Finance & Administration
    Responsible Individual: Jason Jacksack, Manager, Budget and Finance

13. Objective: Increase by 100 the number of inmate jobs within Colorado Correctional Industries.

    Target: June 30, 2011   Responsibility: Division of Finance & Administration
    Responsible Individual: Steve Smith, Assistant Director, Colorado Correctional Industries

14. <u>Objective</u>: Eighty percent of the offender population has a substance abuse problem. The Department will expand its therapeutic community drug programs with appropriated funds.

- The Department will partner with the community college system to develop and implement an in-house program to educate and certify drug and alcohol counselors.
- Increase the number of Certified Level 1 and 2 Addiction Counselors (CAC) by 20%.
- Establish reliable systems to track high to moderate risk offender program completions for drug and alcohol treatment, and the number of high to moderate risk mentally ill offenders completing transitional services prior to parole/community corrections, and receiving transitional services during parole/community corrections.

Target Date: September 1, 2012 Responsibility: Divisions of Prison Operations and Finance & Administration
Responsible Individual: Joanie Shoemaker, Deputy Director, Clinical Services

15. <u>Objective</u>: Develop a data collection system to capture the number of offenders releasing from prison with State IDs.

Target Date: June 30, 2010 Responsibility: Divisions of Prison Operations, and Finance & Administration

Responsible Individual: Tony Carochi, Director, Prison Operations

Colorado Department of Corrections Overview

Quick View Statistics

Budget and Employee data as of July 2011

Budget: FY11-12	
Total Funds	$ 720,391,305
General Fund	$ 634,934,029
Cash Funds:	$ 40,620,364
Re-appropriated Funds	$ 44,118,225
Federal Funds	$ 718,687
Employees	6,222

Crime Rates

The CDOC currently ranks 4th among thirteen western states on total crime rates per 100,000 residents according to the FBI Uniform Crime Reports, indicating lower crime rate than most similarly situated states in the country.

Table 2. Western State Total Crime Rates per 100,000 Residents (2000-2010)[a]

Current State Ranking[b]	State	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	Change from 2000-2010
1	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%
2	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%
3	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%
4	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%
5	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%
6	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%
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	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%
9	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%
10	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%
11	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%
12	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%
13	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%

Source: FBI, Uniform Crime Reports 2000-2010.
[a] Total crimes were calculated by combining Violent Crimes (murder and nonnegligent 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, http://www.fbi.gov/about-us/cjis/ucr/crime-in-the-u.s/2010/crime-in-the-u.s.-2010/index-page
[b] Ranked from lowest to highest current crime rate per 100,000 residents.

Incarceration Rates

The CDOC currently ranks 9th among thirteen states on incarceration rates according to the Bureau of Justice Statistics, indicating Colorado has a higher than average incarceration rate than similarly situated states in the country.

Table 1. Western State Incarceration Rates per 100,000 Residents (2000-2009)

Current State Ranking[a]	State	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	Change from 2000-2009
1	Utah	232	232	239	246	252	246	240	233	230	254	-8.7%
2	Washington	271	272	273	271	273	264	260	261	249	251	8.0%
3	New Mexico	316	316	313	323	323	318	314	309	295	279	13.3%
4	Hawaii	317	332	338	338	340	329	325	308	298	302	5.0%
5	Alaska	357	430	447	462	414	398	401	396	300	341	4.7%
6	Montana	368	368	356	374	373	416	393	361	368	348	5.7%
7	Oregon	373	371	369	367	365	365	354	342	327	316	18.0%
8	Wyoming	377	387	394	408	400	389	372	348	340	349	8.0%
9	Colorado	450	467	465	469	457	438	430	415	391	403	11.7%
10	California	458	467	471	475	466	456	455	452	453	474	-3.4%
11	Nevada	470	486	509	503	474	474	462	483	474	518	-9.3%
12	Idaho	476	474	483	480	472	454	427	461	451	430	10.7%
13	Arizona	580	567	554	509	521	534	525	513	492	515	12.6%

Source: BJS Bulletin, Prisoners 2000-2009.
[a]Ranked from lowest to highest current incarceration rate per 100,000 residents.

The incarceration rate increased steadily for a 26 year period from 1982-2007, stabilized for the next two years from 2008-2009, and began a slight decline in 2010.
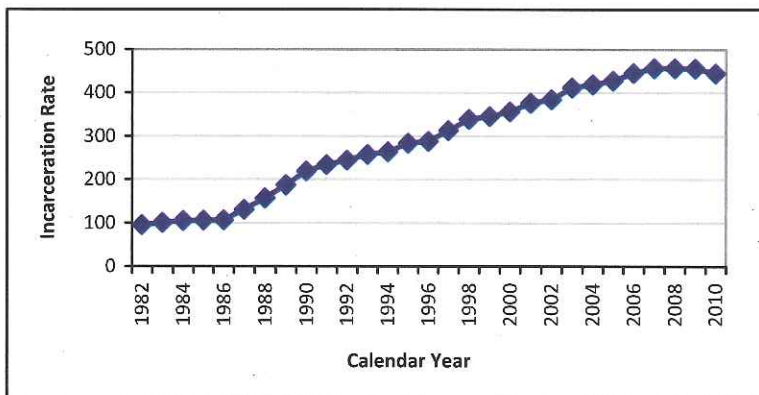
Colorado's Incarceration Rate (Inmates per 100,000 Residents), 1982-2010
Source: Division of Criminal Justice

Offender Population data as of July 2011

Incarcerated Offenders		**19,196**
Male Incarcerated Population	17,725	
Female Incarcerated Population	1,471	
Transition Inmates in Community Corrections		**3,047***
Male Transition Inmates in Community	2,420**	
Female Transition inmates in Community	627	
Youthful Offender System		**315**
Incarcerated	269	
Community Placement	46	
Parole Population		**8,181**

*Excludes Colorado parolees supervised out of state and absconders.

**Includes the following inmates: in community corrections or CRCF, on ISP-I, community regressives and ISP-I regressives.

Profile of a CDOC Offender (as of June 30, 2011):

Male Inmates

- Total Population: 20,321
- Average Age: 37.5
- Caucasian: 44%
- Hispanic/Latino: 33%
- African American: 20%
- Native American: 2%
- Asian: 1%

Offense:
- Violent Offense: 53%
- Non-Violent Offense: 47%
- New Court Commitment: 74%
- Parole Returns (New Crime): 15%
- Parole Returns (Technical Violation): 9%
- Other: 3%

Female Inmates

- Total Population: 2,061
- Average Age: 36.5
- Caucasian: 52%
- Hispanic/Latino: 28%
- African American: 15%
- Native American: 4%
- Asian: 1%

Offense:
- Violent Offense: 30%
- Non-Violent Offense: 70%
- New Court Commitment: 73%
- Parole Returns (New Crime): 14%
- Parole Returns (Technical Violation): 11%
- Other: 3%

We hold offenders accountable for their obligations. As such, since 2000, every offender deposit is subject to a withholding if the offender has a restitution order or a child support order on file with the Department. Up to 20% of every deposit into an inmate bank account is diverted to meet child support and/or restitution orders. The funds are sent to the appropriate agency for distribution.

Year	Restitution	Child Support
2007	$5,621,316	$403,745
2008	$6,105,504	$458,872
2009	$6,266,400	$479,195
2010	$6,135,953	$476,144
2011	$6,362,500	$531,089
Past 5 Years	$30,491,673	$2,349,045

Source: Colorado DOC Information System (DCIS),
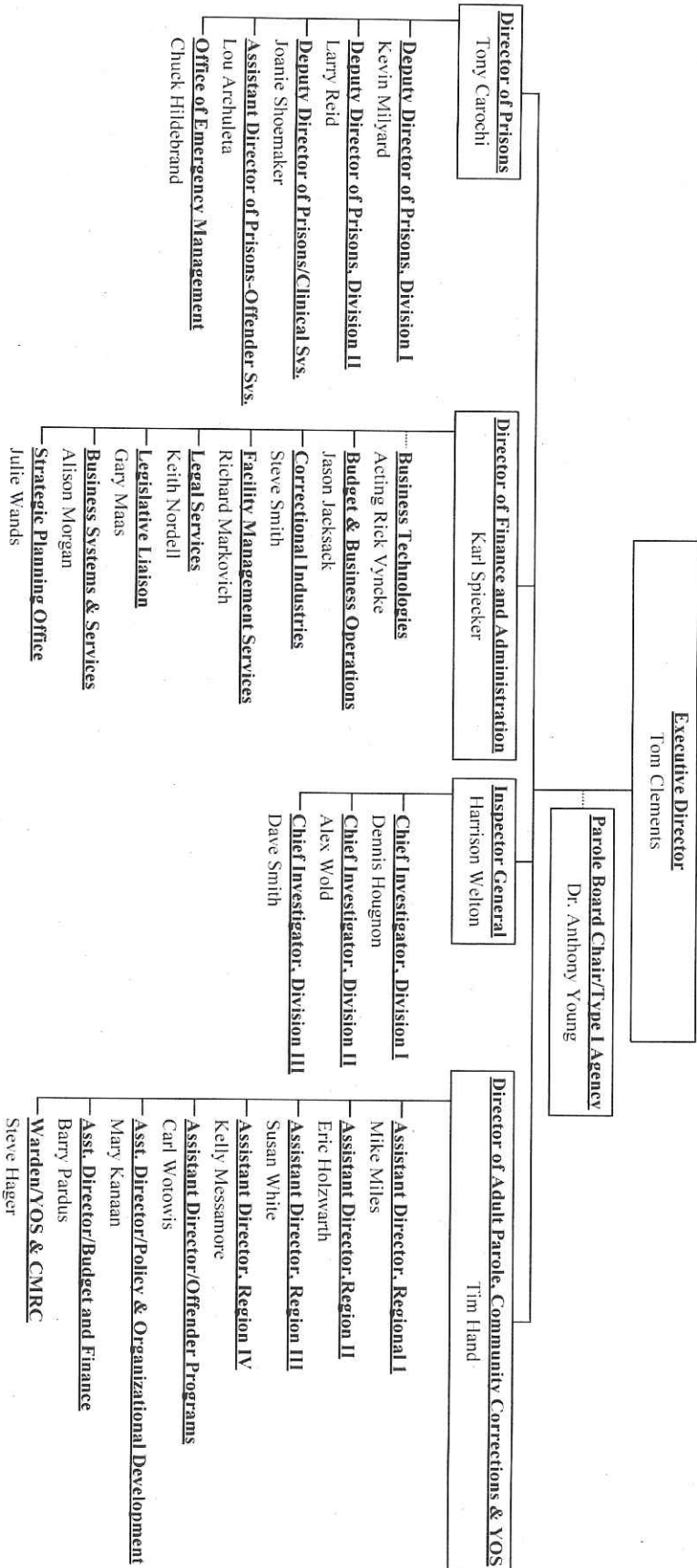Inmate Banking Application, June 30, 2011

Department Organizational Chart

The Colorado Department of Corrections is an integral component of the criminal justice system and serves a critical role in providing for public safety in the state. Offenders are remanded to our custody from the state court system and by parole board decisions to revoke parole. The Department is structured into three primary divisions and the Inspector General's office. The Executive Director of the Department of Corrections has statutory authority to:

- Manage, supervise and control the correctional institutions operated by the state;
- Monitor and supervise the activities of private contract prisons;
- Develop policies and procedures governing the operation of the department;
- Provide for the long-range needs of the institutions and efficiently manage lands;
- Provide work and self-improvement opportunities; and,
- Establish an environment that promotes habilitation.

Colorado Department of Corrections
Organizational Chart
October 27, 2011

Executive Director
Tom Clements

Parole Board Chair/Type I Agency
Dr. Anthony Young

Director of Prisons
Tony Carochi

- **Deputy Director of Prisons, Division I**
  Kevin Milyard
- **Deputy Director of Prisons, Division II**
  Larry Reid
- **Deputy Director of Prisons/Clinical Svs.**
  Joanie Shoemaker
- **Assistant Director of Prisons-Offender Svs.**
  Lou Archuleta
- **Office of Emergency Management**
  Chuck Hildebrand

Director of Finance and Administration
Karl Spiecker

- **Business Technologies**
  Acting Rick Vyncke
- **Budget & Business Operations**
  Jason Jacksack
- **Correctional Industries**
  Steve Smith
- **Facility Management Services**
  Richard Markovich
- **Legal Services**
  Keith Nordell
- **Legislative Liaison**
  Gary Maas
- **Business Systems & Services**
  Alison Morgan
- **Strategic Planning Office**
  Julie Wands

Inspector General
Harrison Welton

- **Chief Investigator, Division I**
  Dennis Houghton
- **Chief Investigator, Division II**
  Alex Wold
- **Chief Investigator, Division III**
  Dave Smith

Director of Adult Parole, Community Corrections & YOS
Tim Hand

- **Assistant Director, Regional I**
  Mike Miles
- **Assistant Director, Region II**
  Eric Holzwarth
- **Assistant Director, Region III**
  Susan White
- **Assistant Director, Region IV**
  Kelly Messamore
- **Assistant Director/Offender Programs**
  Carl Wotowis
- **Asst. Director/Policy & Organizational Development**
  Mary Kanaan
- **Asst. Director/Budget and Finance**
  Barry Pardus
- **Warden/YOS & CMRC**
  Steve Hager

Division of Prison Operations

The Department manages offenders in controlled environments including twenty-one (21) state operated prisons and four (4) private contract prisons. Through the Division of Prison Operations, the Department is responsible for managing, supervising, and controlling the correctional facilities operated and supported by the state, encompassing approximately 7 million square feet of building space. Colorado Territorial Correctional Facility, built in 1871, was the first prison built in the state and is still in operation today.

Above: Colorado Territorial Correctional Facility, c1871

The Department operates small cities within the confines of our prisons. We are obligated to not only incarcerate those in our custody, but to provide laundry services, food, education, treatment and medical care. To that end, we launder 10 million pounds of clothing and linens each year. We prepare 42,000 meals each day. To improve the likelihood of offenders successfully reintegrating into society, our institutions offer a variety of educational and treatment programs including General Equivalency Diploma (GED), Adult Basic Education (ABE), vocational certifications, drug and alcohol therapy, mental health treatment and sex offender treatment.
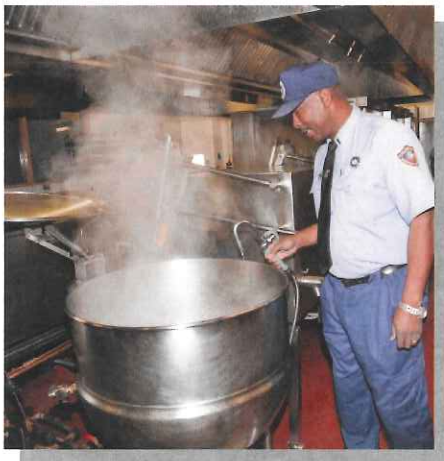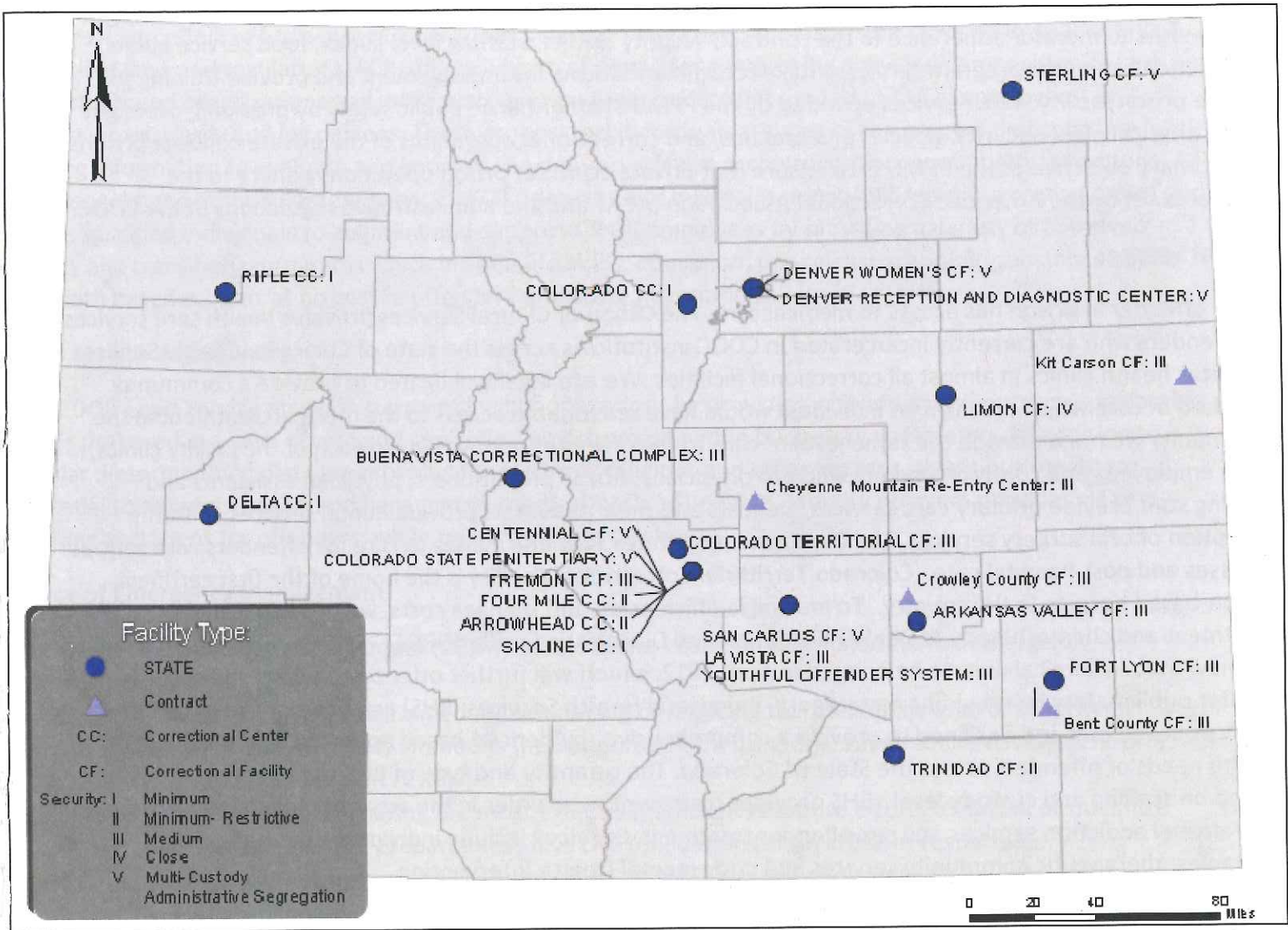

Correctional Support Trades Supervisor II

Denver Women's Correctional Facility

Map of CDOC Facilities

Offender Services

The Office of Offender Services provides offender management systems for the Colorado prison system. All aspects of an offender's progression or regression through the classification system, facility assignment, transportation arrangement and time computation are managed by the Office of Offender Services. This office is the central hub of managing the offender population incarcerated in the CDOC: case management systems, offender classification systems, high security management (security threat group systems, administrative segregation and the Interstate Corrections Compact), court services, detainer operations, central offender records (offender document imaging), central transportation unit, time and release operations, and offender placement and movement scheduling systems.

sustained through the behavior of our staff, achievement of our mission and transparency of our operations.

To achieve our mission, and because we recognize the value of our staff, the CDOC invests in their future. Employees are provided with the tools they need each day to fulfill our mission and achieve our vision. In addition to Basic Training, we provide professional development curriculum to assist staff in their efforts to grow and promote within the Department. Our middle and senior managers also serve as role models and mentors for staff who will one day lead the Department.

CDOC volunteers are essential partners in achieving offender success. They provide offender services complementary to the work of our CDOC staff. The Department works in partnership with the thousands of volunteers who give graciously of their time to work with offenders behind the prison fences and in community settings. Volunteers make a difference in the lives of those they serve; they are invaluable assets to the agency.

Volunteer Banquet, Denver Reception and Diagnostic Center Staff: Joseph Warinske, Teacher, issues appreciation gift to local area volunteer.

Summary

Strategic Planning is a dynamic process. This document is our roadmap to the future success of the Colorado Department of Corrections. We are an agency which is embracing a paradigm shift in thought, operations, and organizational culture. We are learning to base operational judgments on research and statistics and to seek efficiencies and effectiveness. We strive to provide superior customer service. We recognize that our goals are achieved through collaboration and partnership.

All stakeholders involved in prison management, and parole and community corrections, must come together in a shared commitment to work in pursuit of our mission and our vision, and to work by the values we have established. As we move forward and work smarter as an organization, this strategic plan will require adjustments to meet our evolving needs. Our long-term success is dependent on the dedication of all staff and our community partners, building a safer Colorado for today and tomorrow.

Key Performance Indicators

The mission of the Colorado Department of Corrections reflects our overarching goal "to protect the citizens of Colorado" which is accomplished by "holding offenders accountable and engaging them in opportunities to make positive behavioral changes and become law-abiding citizens." Key indicators reveal measures of performance in meeting the Department's mission. The following key indicators will be measured through reliable data collection and research. Trends in these key areas will feed back into the planning process to ensure future plans evolve to effectively meet our mission.

COLORADO DEPARTMENT OF CORRECTIONS
KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATOR	FY10 MEASURE	FY11 MEASURE	FY12 TARGET MEASURE
1) % of offenders released from Administrative Segregation (Ad Seg) who go directly to parole/community	38%	47%	Reduce to 41%

Strategic Actions	a. Commission an independent expert analysis of CDOC's administrative segregation (Ad Seg) policies, procedures, and practices, and propose recommendations consistent with the current correctional standards for use of administrative segregation.
	    • Review and assess recommendations of the report.
	    • Implement recommendations; timeline based on complexity and resource requirements; anticipate approximately twelve months to complete.
	b. Conduct internal analysis of the Offenders with Mental Illness, and implement recommendations.		

2) % of positive random urinalysis (UAs)[2]	0.55%	0.35%	Reduce to 0.30%
Strategic Actions	Reduce positive random urinalysis (UA) tests to 0.30% in FY12 to enhance safety in CDOC prison facilities. a. Evaluate criteria for random UA program and monitor percentages being completed. b. Train staff to on proper identification of target population. c. Monitor collection of UA samples for compliance with policy. d. Conduct drug interdiction, investigations, cell searches, etc.		

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[2] Includes DOC prisons and private prisons.

11) Inmate grievances (DOC prisons)[4]			
a. # of step one	a. 14,476	a. 16,276	Reduce step 3 grievances to
b. # of step two	b. 5,279	b. 6,195	3,432
c. # of step three	c. 3,177	c. 3,502	(2% reduction)
Strategic Actions	Increase resolution of step 1 and 2 grievances, thereby reducing step 3 grievances by 2% in FY12.		
	a. Improve centralized data review by Deputy Directors of Prisons of grievance information through tracking and trending number and types of grievances.		
	b. Implement standardized training for staff accountable for grievance management and responses.		
	c. Improve facility level data review by appointing authority of grievances to assure trends are identified and improvement plans developed.		
12) GED test statistics (DOC & privates) FY11			Increase individual test batteries
a. # of individual test batteries taken	a. 7,617	a. 7,620	passed to 6,657
b. # of individual test batteries passed	b. 6,265	b. 6,464	(3% increase)
c. % of GED test batteries passed	c. 82%	c. 85%	
Strategic Actions	Improve the efficiency in general equivalency diploma (GED) testing, thereby increasing individual test batteries passed by 3% in FY12.		
	a. Implement facility training for current instructors to ensure that offenders are properly screened for individual GED tests.		
	b. Implement Colorado Department of Education approved test for adult basic education (TABE) test training for TABE and practice test proctors.		
	c. Develop and implement a management and monitoring tool from the headquarters' level to ensure offenders are prepared to successfully pass GED tests.		
	d. Develop and implement a data system to measure GED completions.		
13) # of offender career & technical education certificates (DOC & privates) approved/ awarded throughout the CDOC.	2,295	1,921	Increase to 1,979 (3% increase)
Strategic Actions	Improve releasing offenders' employment opportunities by increasing career and technical education (CTE) certificates awarded throughout the CDOC by 3% in FY12.		
	a. Implement the Cisco Networking Academy program as detailed by the Second Chance Act grant received by the Division of Education.		
	b. Implement "closed entry" requirements for all Career and Technical Education programs in the department.		
	c. Develop stronger working relationships with facility job boards and Offender Services personnel to reduce movement for		

[4] A new grievance system was implemented for FY12, so data will not be directly comparable to previous years.

offenders in CTE classes. d. Closely monitor progression of, and collaborate with, relevant strategic planning implementation teams to ensure offenders are placed in appropriate programming.		
14) # of video court appearances	38	40	Enhance systems to increase use of video court throughout the DOC

Strategic Actions

Establish an inter-departmental steering team to maximize video court hearings for CDOC offenders.
- a. Assess the current utilization of video technology for CDOC offenders to make court appearances.
- b. Identify opportunities to expand the use of video court appearances for CDOC offenders.
- c. Identify barriers to expanded use of video court appearances for CDOC offenders.
- d. Develop a systematic approach to maximize the use of video court hearings for CDOC offenders housed in CDOC prison facilities, state-operated facilities, and private facilities.
- e. Identify resource requirements to maximize the use of video court hearings for CDOC offenders.
- f. Provide a comprehensive report to the Executive Director of the Department of Corrections.

15) # of video conference (VC) parole hearings	Not available	Not available	Establish FY12 base line data, and conduct 25% of application hearings by VC

Strategic Actions

Increase to 25%, the number of application parole hearings conducted by video conference.
- a. Install video conference equipment for parole hearings, and ensure equipment is maintained.
- b. Ensure video conference equipment is available at all CDOC facility locations and the equipment is appropriately maintained.
- c. Schedule & conduct inmate parole application hearings.
- d. Program hearing type and method into the parole data system for accurate data collection.

16) Reduce staff work-related injuries a. # of fall or slip incidents b. # of strain incidents c. # of strike/struck incidents	a. 173 b. 208 c. 210	a. 142 b. 195 c. 173	(Reduce by 5%) a. Reduce to 135 b. Reduce to 186 c. Reduce to 164

Strategic Actions

Improve staff safety by reducing the number of staff injuries by 5% in FY12.
- a. Provide reliable data to the facility Life Safety Officers in the identified areas that will assist in the development and implementation of safety training and prevention programs.
- b. Monitor data by HR, to identify trends and training needs to reduce work-related injuries.
- c. Participate and assist in the development of training programs with CTA.
- d. Develop and implement a reporting cycle of data on a quarterly/annual basis for Life Safety Officers.

17) Staff turnover rate	10%	12%	Reduce to 10%
Strategic Actions	Improve staff morale and employee engagement through surveys, training and cost effective incentive programs.		
	a. Review employee engagement survey results.		
	b. Identify and prioritize issues contributing to staff turnover.		
	c. Develop action plans in response to issues identified.		
	d. Design and implement a five-level career development program addressing professionalism, leadership, communication and teamwork—advertise through existing systems.		
	e. Register and complete 1,500 staff participants in career development training programs.		
	f. Implement National Institute of Corrections e-learning courses, up to 200 on-line development programs available to 6, 800 staff.		
	g. Implement two WebEx classes for supervisors and executive level administrators.		
	h. Present and implement up to two cost effective staff recognition programs to the Department Executive Staff.		
	i. Present and implement up to two cost effective wellness concepts to the Department Executive Staff.		
18) ACA audit findings/compliance levels	100% mandatory standards; 99.21% non-mandatory standards	100 % mandatory standards; 99.2 % non-mandatory standards	Maintain levels of compliance for mandatory and non-mandatory standards
Strategic Actions	Maintain current mandatory and non-mandatory American Correctional Association (ACA) standard compliance levels.		
	a. Conduct quarterly meetings conducted by ACA accreditation manager to appraise ACA managers of changes and updates within the accreditation arena.		
	b. Communicate regularly with ACA managers to address ACA issues and concerns within their facilities and work units.		
	c. Ensure monthly reports, outcome measure and significant incident summary, are completed and reviewed for issues of concern.		
	d. Review administrative regulations by ACA accreditation manager to ensure they meet ACA standard requirements.		
19) P-card (government credit cards issued for micro purchases) violations as a percent of audited transactions	1.4% (32 of 2,316)	0.7% (17 of 2,395)	Maintain level of compliance at least at 0.7%
Strategic Actions	Ensure employees with state procurement cards (P-cards) adhere to spending policies by CDOC Controller.		
	a. Maintain sound internal controls over this program.		
	b. Provide regular refresher training to employees on policy and card usage.		
	c. Audit 50% or more of cardholders for compliance.		
	d. Address cardholder non-compliance violations in writing.		
	e. Solicit feedback on the program to respond to customer issues and needs.		

20) Reduce energy use and water consumption	CDOD Baseline			CDOC Baseline			Reduce consumption by:	
	112,000,000	kWhs	Electric	117,000,000	kWhs	Electric	1.2%	Electric
	867,000	DkThrms	Gas	867,000	DkThrms	Gas	1.8%	Gas
	724,000	kGals	Water	773,000	kGals	Water	2.0%	Water
Strategic Actions	Reduce energy use by replacing inefficient equipment and systems. a. Implement Energy Performance Contract at Buena Vista Correctional Facility (BVCF) Implementation of the Energy Performance Contract at Colorado Territorial Correctional Facility (CTCF). b. Reduce water consumption by 10% in five years, beginning with 2% in FY 12; repurpose FLCF. c. Train CDOC personnel on best practices, energy efficiency, and each individual's personal investment through the implementation a one hour energy efficiency class offered at each facility or on-line.							

KEY PERFORMANCE INDICATORS by POINT IN TIME			
KEY PERFORMANCE INDICATOR	*MEASURE as of June 30, 2010*	*MEASURE as of June 30, 2011*	*TARGET MEASURE June 30, 2012*
21) % of offenders classified as administrative segregation (Ad Seg)	5.5%	6.8%	Reduce to 6.46% (5% decrease)
Strategic Actions	a. Commission an independent expert analysis of CDOC's administrative segregation (Ad Seg) policies, procedures, and practices, and propose recommendations consistent with the current correctional standards for use of administrative segregation. • Review and assess recommendations of the report. • Implement recommendations; timeline based on complexity and resource requirements; anticipate approximately twelve months to complete. b. Conduct internal analysis of the Offenders with Mental Illness, and implement recommendations.		
22) # of eligible sex offenders (SO) in prison who participated in SO treatment	328	393	Increase to 413 (5% increase)
Strategic Actions	Increase by 5%, the number of offenders receiving sex offender treatment services. a. Monitor program delivery for consistency. b. Increase training for case managers and parole board members regarding offender successful progress in meeting Sex Offender Management Board (SOMB) treatment criteria. c. Maximize treatment availability through continuous monitoring of assignment criteria, progress toward treatment goals, and movement of offenders who have reached SOMB treatment eligibility yet are not on parole or in community corrections. d. Evaluate activities to assure program maintains evidence based practices/best practices. e. Refine the database to track completions.		
23) % of parolees employed a. Regular parolees b. ISP parolees	a. 56% b. 53%	a. 62% b. 44%	a. Increase to 64% b. Increase to 46%
Strategic Actions	Increase the number of parolees employed by 2% in FY12. a. Conduct and analyze a pilot with Grand Junction's work force center (WFC); placing a re-entry specialist in the WFC; analyze outcome of pilot project. b. Develop personal service contracts with the following WFCs: Mesa, Pikes Peak, Arapahoe/Douglas and Jeffco. c. Design and implement a survey to capture offender feedback regarding obstacles/issues concerning employment. d. Develop a process, in conjunction with CDLE, to incorporate "Connecting Colorado" (a website to apply for jobs) as part of the pre-release program.		

KEY PERFORMANCE INDICATORS ON CALENDAR YEAR DATA

KEY PERFORMANCE INDICATOR		1 Year			2 Year			3 Year		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
24) Recidivism Rate										
New crime	2007	9.4%	7.0%	9.1%	15.5%	11.0%	14.9%	18.1%	13.0%	17.4%
	2008	8.9%	7.7%	8.7%	14.8%	10.8%	14.3%			
	2009	7.7%	5.1%	7.4%						
Technical parole revocations	2007	24.0%	20.5%	23.5%	32.6%	29.2%	32.1%	35.0%	30.9%	34.4%
	2008	24.2%	19.5%	23.6%	33.1%	27.3%	32.3%			
	2009	26.8%	21.2%	26.0%						
Total	2007	33.4%	27.5%	32.6%	48.1%	40.3%	47.0%	53.0%	43.9%	51.8%
	2008	33.1%	27.2%	32.3%	47.9%	38.1%	46.6%			
	2009	34.5%	26.3%	33.4%						

TARGET MEASURE
Reduce by 10% over 3 years — TOTAL RECIDIVISM RATE

2011	2012	2013
51.3%	49.7%	46.6%

Strategic Actions

1. Implement the *Colorado Violation Decision Making Process* to include violations for community corrections inmates.
2. Develop a seamless case management plan that will guide offenders' progress from incarceration to successful discharge of supervision.
3. Increase by 10% the number of offenders receiving the Pre-release Program.
4. Establish an Inter-departmental Re-Entry Steering Team to guide work required to reduce barriers to offender success and to have a positive impact on public safety and recidivism.
   - Assess the Re-entry Symposium work groups' recommendations; identify two or three high impact, highly feasible strategies to improve offender success.
   - Develop implementation plan(s) with strategic action steps, performance measures, timelines and accountability.
   - Implement strategic plans and assess program impact based on performance measures.
5. Partner with the community college system to develop and implement an in-house program to educate and certify drug and alcohol counselors. Increase the number of certified level 1 and 2 addiction counselors (CAC) by 20%.
6. Increase parolee success and decrease parole violation complaints by aligning parole supervision practices with evidence based practices through a series steps as outlined below:
   - Enhance application of the level of service inventory-revised (LSI-R), validated assessment instrument to assess offender needs and risk through: additional LSI-R training for staff; development of in-house LSI-R trainers; increasing staff time to complete quality assessments, and quality assurance program of LSI-R assessments; using LSI-R results to set supervision conditions.

- Increase EBP, Thinking for a Change, training opportunities for parole and community corrections staff trainers and offenders.
- The Correctional Training Academy will develop 4-8 hour MI programs (basic/in-service), and make this training available to all CDOC staff.
- Evidence Based Practice Implementation for Capacity (EPIC) staff will take 'to scale' two sites, Buena Vista Correctional Facility (various levels of training for 379 staff) and Larimer County (five agencies including an additional eleven CPOs). Thus a predetermined number of staff will receive training, coaching and feedback to reach competency.

7. Increase by 100, the number of inmate jobs within Colorado Correctional Industries.
8. Improve the efficiency in general equivalency diploma (GED) testing, thereby increasing individual test batteries passed by 3% in FY12.

Recidivism Rates

Colorado Department of Corrections Recidivism Rates
Historical Rate 2007 – 2010; Targeted Rate 2011 – 2013