

# Joint Judiciary Committee SMART Act Hearing January 4, 2017

Colorado Department of Corrections  
Rick Raemisch, Executive Director



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## 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.*



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## SMART Act: Putting the A.C.T. in Act: Accountability, Customer Services and Transparency

### Three factors related to performance:

- Accountability
- Customer Service
- Transparency



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## SMART Act: Putting the A.C.T. in Act: Accountability, Customer Services and Transparency

### ➤ DOC Enhances Accountability By Driving Performance

- FY 2015-16 Annual Performance Evaluation
- FY 2016-17 Performance Plan
  - Implement Reentry Living Units/Pods in Certain Facilities
  - Safely Reduce Technical Parole Violators
  - Increase the Percentage of Parolees in Stable Housing Environments
- Governor's Dashboard:
  - Reducing Recidivism in State Prisons (needs improvement)
  - Reducing the Technical Parole Violation Rate (on track)



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## SMART Act: Putting the A.C.T. in Act: Accountability, Customer Services and Transparency

### > Customer Service is Paramount to Delivering Good Government

- > DOC is unique- who is our customer?
  - > Citizens of Colorado, victims, and offenders
  - > Customer Service Example 1: Re-entry Units Provide services to offenders so that they are less likely to offend and create new victims
  - > Customer Service Example 2: The Department has released zero offenders from restrictive housing- maximum security status, directly into the community since March 2014



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## SMART Act: Putting the A.C.T. in Act: Accountability, Customer Services and Transparency

### > Provide Transparency to help restore the public's faith in government

- > DOC information publically available at: <https://www.colorado.gov/cdoc/>
  - > Performance Plans
  - > Performance Plan Evaluations
  - > Regulatory Agenda
  - > Dashboard Measures- population, revocations, admits, releases, etc. in a navigable format
  - > Legislative Reports
  - > Monthly Population and Capacity Reports
  - > Other Published Reports
- > Regular Meetings with Citizen Advocates, Offender Advocates and Victims



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## Department FY 2017/18 Budget Request

### Requested Funding for FY2017/18: \$864.3 Million

- \$771,356,028 General Fund
  - \$1,770,340 Federal Funds
  - 51,170,313 Reappropriated Funds
  - 39,962,631 Cash Funds
- Represents \$17.5 million increase in Total Funds and \$12.2 million increase in General Fund since FY 2016/17



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## Departmental Regulatory Agenda

### Agency Rule Reviews - Regulatory Plan Progress

- Since the Department began conducting rule reviews pursuant to EO 2012-002 it has abolished 70 rules
- All rules are reviewed annually

### Regulatory Agenda - Key Policy work to be completed in 2016-2017:

- Create policy language for SB 16-180 for Juveniles Convicted as Adults
- AR 550-12, Earned Time - Update for SB 16-181 to allow for parole hearings to offenders who qualify and apply earned time as appropriate
- AR 1150-07, Crime Scene Management and Criminal Evidence Handling - Update for HB 16-1117 to require the recording of custodial interrogations and set records retention requirements for the recordings
- AR 700-19, Sex Offender Treatment and Monitoring Program - Update for HB 16-1215
- AR 1350-04, Open Records Requests - Update for SB 16-110 to align policy with the requirements to redact child victim identities in records releases.



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## Summary of Department's 2017 Legislative Agenda

### Eliminating the Requirement for Colorado Correctional Industries (CCI) to perform Physical Plant and Facility Maintenance, and Food and Laundry Services

- A January 2015 audit required that the DOC evaluate the cost-effectiveness of reassigning such services to CCI, which is currently required by statute. The DOC evaluated this option and found that it was not in the best interest of the Department or taxpayers of Colorado for CCI to provide such services.
- This proposed bill would statutorily transfer the responsibility for laundry, food and maintenance from CCI to the Department thereby codifying existing practices.



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## Divisions and Major Functions of the Department

### Prison Operations (Director Travis Trani)

- Manages, supervises and controls 20 state correctional facilities
- Monitors 3 privately operated prisons for contract compliance
- Incarcerates approximately 18,000 prison inmates

### Adult Parole (Director Melissa Roberts)

- Responsible for the supervision of community-based inmates and parolees
- Supports parolees in their efforts to successfully reintegrate into the community
- Monitors nearly 8,400 domestic parolees

### Finance & Administration (Director Jennifer Bennett)

- Develops a systematic building infrastructure to provide for projected long-range needs of the facilities under the Department's control
- Operates Colorado Correctional Industries which consists of over 60 separate operating businesses
- Manages budget and business functions



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## Divisions and Major Functions of the Department

### Clinical & Correctional Services (Director Renae Jordan)

- Manages educational, vocational and proven cognitive behavior programs within state prisons
- Provides treatment, services and the necessary tools designed to improve successful reintegration of offenders into society
- Provides comprehensive health care to offenders including hospice care, mental health, dialysis, dental, and general wellness

### Office of the Inspector General (Jay Kirby)

- Investigates criminal activity, professional standards violations; investigations of waste, fraud, mismanagement; and other activities that violates the public trust in DOC

### Office of Human Resources (Rick Thompkins)

- Manages talent search process; employee benefits, compensation and training as well as hires employees
- Encourages staff wellness



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## Colorado Prison Facilities

State:

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Private:

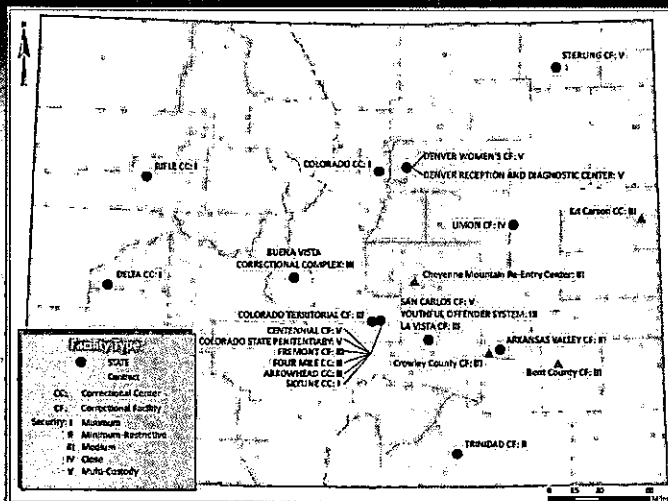
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CDOC  
Facility  
Staff:

5,300

Prison  
Inmates:

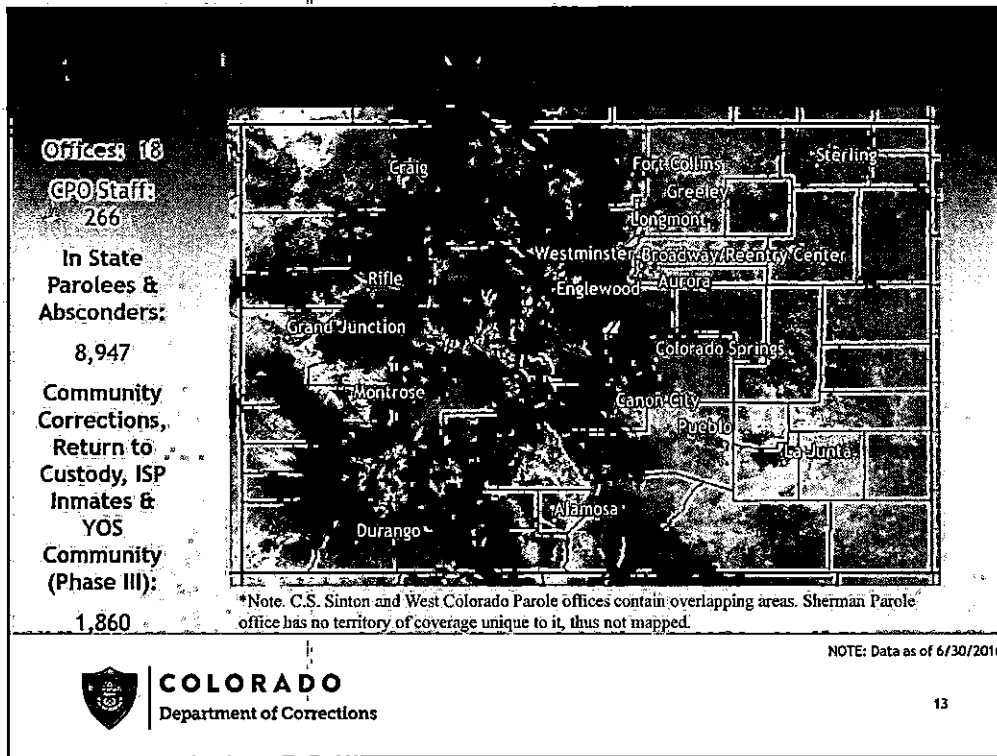
17,454



NOTE: Data as of 6/30/2016



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### Offender Data: As of June 30, 2016

➤ Prison Inmates	15,932	1,522	17,454
➤ Community Corrections Inmates	1,539	288	1,827
➤ Jail	142	7	149
➤ Community Corrections Walkaways	155	34	189
➤ Total	17,768	1,851	19,619
➤ In State Parolees	7,208	1,194	8,402
➤ In State Parolee Absconders	467	78	545
➤ Total	7,675	1,272	8,947

As of June 30, 2016; excludes: Youthful Offender System, out of state parolees and out of state parole absconders, Community Corrections Inmate excludes Phase 3-YOS

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## US Census Data Compared to CDOC Population

	Caucasian	Hispanic/Latino	African American	Native American	Asian
> United States	61.6%	17.6%	13.5%	1.2%	5.6%
> Colorado	68.7%	21.3%	4.5%	1.6%	3.2%

	Caucasian	Hispanic/Latino	African American	Native American	Asian
> Prison Inmates	45.9%	31.7%	18.1%	3.2%	1.1%
> Community Corrections Inmates	51.2%	28.3%	17%	2.6%	0.9%
> In State Parolees	51.7%	28.4%	16.5%	2.4%	1%



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## Prison Inmate Needs - Moderate to Severe

	Male	Female	Total
Intellectual Disability	772 (5%)	63 (4%)	835 (4%)
Sex Offender	5,079 (29%)	103 (6%)	5,182 (27%)
Drug & Alcohol	12,526 (74%)	1,424 (79%)	13,950 (74%)
Mental Health	6,196 (35%)	1,390 (77%)	7,586 (39%)
Serious Mental Illness	1,163 (7%)	572 (32%)	1,735 (9%)

### Co-occurring Needs

	Male	Female	Total
Drug & Alcohol/Mental Health	4,799 (27%)	1,151 (63%)	5,950 (31%)

\*Serious Mental Illness is included in the Mental Health figures

Prison inmates as of June 30, 2016



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## Colorado Correctional Industries (CCI): International Corrections Management Training Center (ICMTC)

- The International Corrections Management Training Center (ICMTC) is funded through a \$3.2M grant provided by the United States Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL).
- Since 2011, INL and CDOC have worked together to provide modern correctional training to 2032 officials, from 28 different countries such as Mexico, Central America, Central and North Africa, South America, South and Central Asia and the Caribbean Basin.
- The ICMTC is staffed by Colorado DOC employees and trainers, who provide the requisite expertise in all fields of modern correction system management and operations.



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## Interstate Compact Agreement for Inmates: A Critical Safety and Security Tool

- Allows the DOC to house inmates in other states without disclosing their specific location and likewise, allows other states and the Federal Bureau of Prisons to house their inmates in Colorado.
- Effective tool for safety and security of inmates and staff.
- Cases in which Interstate Compact may be necessary include safely housing incarcerated police or correctional officers, inmates involved in high profile cases, inmates involved in gang or organized crime activity, etc. Without the compact, these inmates could be put at risk endangering staff.
- Clear rules associated with the Compact that disallow for the disclosure of an inmate's location.



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## Restorative Justice: Repairing the Harm Caused by Criminal Behavior

### ➤ Victim Offender Dialogues

- Pilot Program initiated following 2011 Restorative Justice legislation
- Three cases were successfully completed between 2012 and 2014
- Program was fully implemented with policy signed in December 2014
- To date, ten cases have successfully completed - each case initiated by a family member/survivor of a murder victim or vehicular homicide victim
- Post dialogue satisfaction surveys indicate all cases, for victim survivors as well as offenders, have "exceeded expectations" - the highest evaluation rating
- A short clip: "Looking Through a Restorative Lens"  
[https://www.dropbox.com/s/tamxfq513v5hsfj/2016\\_Teaser\\_V06\\_H.264.1080p.10000k.mp4?dl=0](https://www.dropbox.com/s/tamxfq513v5hsfj/2016_Teaser_V06_H.264.1080p.10000k.mp4?dl=0)
- To see the full video of "Looking Through a Restorative Lens"  
<http://www.rcolorado.org/blog/premiere-restorative-justice-film-festival-winners>



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## Colorado Leading the Way: Serving as a dedicated test site for the American Correctional Association

### ➤ Member of the American Correctional Association (ACA) Restrictive Housing Ad Hoc committee

- Restrictive Housing Ad Hoc committee developed 35 Performance Based Outcome Measures for Restrictive Housing Reforms.
- 3 states were identified as test states for the Prison Performance Based measures. Colorado was chosen as one of the 3 states.
- The DOC will report back to the standards committee at ACA in January regarding implementation and necessary documents to prove compliance. The committee will then move the Performance Based Measures forward for adoption by the ACA.



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## Office of Human Resources: Seeking to Modernize Systems and Enhance Employee Knowledge and Retention

- **Succession Training/Continued Leadership Development**
  - Implementation/rollout of 2<sup>nd</sup> level supervisor succession management development program (delivered to department 2<sup>nd</sup> level supervisors)
  - Implementation of 1<sup>st</sup> level supervisor basic (nuts and bolts) training for all 1<sup>st</sup> level supervisors
  - Continued leadership development training for management staff
  - "Staff are our greatest resource"
- **Staff Recruiting/Retention**
  - Utilizing social media/electronic processes for outreach, creating a positive image for the department and on-boarding
  - Addressing turnover challenges in rural areas
- **Continued Rollout of an Electronic Time Keeping System**
  - Continued collaboration with the Office of Information Technology to implement a modern timekeeping system



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## Division of Clinical and Correctional Services: 5 Key Areas of Concentration

- **Clinical Services:** health care services including medical, dental, and nursing. Behavioral Health Service include sex offender treatment, mental health treatment and drug and alcohol treatment.
- **Education:** GED Services (ABE I, ABE II, and Pre-GED) & Vocational Services
- **Food and Laundry:** Meeting inmates basic needs
- **Strategic Planning:** LEAN, Performance Planning and Evaluation
- **Policy:** Developing and Reviewing Administrative Regulations



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## Division of Clinical and Correctional Services: Addressing the Needs of Offenders

### ➤ Educational Initiatives

- 35 programs statewide including Academic, Vocational, and Contract College Courses/Programs
- Total enrollment was 10,165 for FY 15/16
- Meta-analysis study finds that offenders who participate in correctional education programs are less likely to recidivate

### ➤ Residential Treatment Programs (RTP's)

- Innovative solutions to treating mentally ill offenders in a correctional environment
- Developed in Colorado for Colorado inmates
- Model being replicated by other state correctional systems

### ➤ Mother Baby Unit

- La Vista Correctional Facility
- Bonding, building parenting skills, health and wellness, community resources

### ➤ Behavioral Health Audit

- DOC is fully committed to implementing audit recommendations



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## Division of Finance and Administration: Providing Supportive Services for the CDOC

- Division of Finance and Administration provides support services for all aspects of the agency

### ➤ Five Key Areas of Focus

- **Budget Office:** Budget, accounting, and fiscal note preparation and coordination
- **Facility Maintenance Services:** Maintain DOC structures, central point for physical plant issues, manage annual capital construction and controlled maintained, life safety/code issues
- **Office of Planning and Analysis:** Data and statistics, legislative reports, DOC dashboard. <https://www.colorado.gov/pacific/cdoc/departamental-reports-and-statistics>
- **Legal Services:** Offender Litigation and Grievances
- **Correctional Industries:** Teaching meaningful skills to Colorado offenders <https://www.coloradoci.com/>



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## Division of Prisons: Major Reforms to Restrictive Housing Maximum Security Population

> The use of long-term isolated confinement "Administrative Segregation" has been eliminated within the CDOC.

- > Offenders housed in long-term isolated confinement
  - > September 2011: 1,505 (6.8%) offenders in "Administrative Segregation"
  - > September 2016: 187 (1.0%) in Restrictive Housing - Maximum Security Status
  - > June 2010: 46 female offenders in "Administrative Segregation"
  - > September 2016: 0 female offenders in Restrictive Housing - Maximum Security Status
- > Average length of stay has reduced dramatically:
  - > FY 2014: 28 months (Administrative Segregation)
  - > FY 2016: 5.9 months (Restrictive Housing - Maximum Security Status)

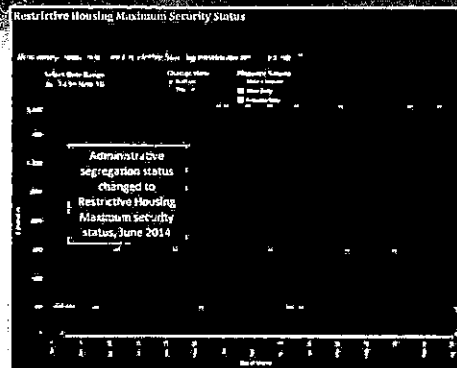
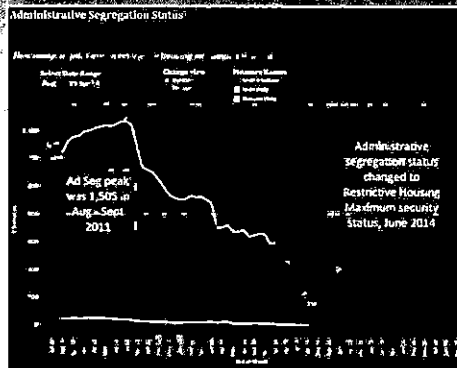
> The CDOC has released 0 offenders directly to the community from Restrictive Housing-Maximum Security Status since March 2014.

> Enhance Public Safety.



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## Division of Prisons: Leading the Way to Reform- Eliminating Administrative Segregation and Reducing Restrictive Housing Maximum Security



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## Division of Prisons: Enhancing Re-Entry Initiatives for Success Upon Release

### ➤ Offender ID Project

- Collaboration between DOC and the Department of Revenue (DOR)
- Online Renewal Process, and creation of mini Driver's License Offices within CTCF and DRDC

### ➤ Re-entry Pods

- Provide offenders with the tools that they need to be successful upon release
- Critical prerelease skills, re-entry in-reach services, family preservation activities
- Case planned and monitored by collaborative multidisciplinary staff teams



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## Division of Prisons: Felony DUI: Meeting the Needs of A Unique Population

- CDOC has seen a steady increase of offenders sentenced under the provisions of HB15-1043, Felony DUI, as the controlling sentence
- As of December 22, 2016 there are 79 males and 5 females
- Cheyenne Mountain Reentry Center has established a dedicated living unit for Felony DUI Offenders
- Programming will begin in March 2017 at CMRC
- Unit will offer individualized treatment
- Due to the small numbers, female treatment programs focus on the individualized needs of each offender



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## Division of Prisons: SB 16-180 and SB 16-181: Implementation

- **SB 180: DOC "Step Down" Program for Offenders Sentenced as Juveniles**
- DOC has until August 2017 to complete the design for the program and until November 2017 to place eligible offenders in the program.
  - Fremont Correctional Facility (Canon City) was selected as the facility to house the specialized program for male offenders
  - La Vista Correctional Facility (Pueblo) was selected as the facility to house female offenders.
  - The Department currently has several focus groups working on curriculum for education, vocational, life skills, cognitive thinking, mental health and pre-release/re-entry, among other classes.
  - 21 offenders are currently eligible for placement into this program.
- **SB 181: Sentencing Juveniles Convicted of Class I Felonies**
- 4 offenders have been re-sentenced under the provisions of SB 181

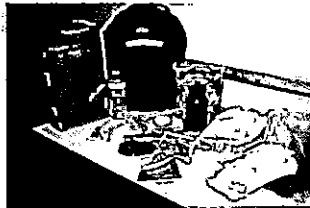


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## Division of Adult Parole: Enhancing Public Safety by Helping Parolees Succeed

- Facility-based Community Parole Officers (FCPO)
- Collaborating with Community-Based Organizations through HB 14-1355
- Creation of the Housing and Stabilization Unit



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## Division of Adult Parole: Reforms to Safely Reduce Technical Parole Revocations

### Implementation of SB 15-124

#### ➤ Expands a DOC Pilot Program to Allow for a Short Term Jail Sanction

- Commonly referred to as "Sure and Swift"
- Twenty Jails with participation agreements = 135 total beds
- USDOJ Bureau of Justice Assistance Grant

#### ➤ Officers recognize positive behavior through the use of incentives

#### ➤ Community Safety is paramount in all evidence-based responses to violations



## Division of Adult Parole: Improving the Reporting Methodology for Technical Parole Violation Revocations

Fiscal Year to Date Summary		
<b>FY 2015</b>	<b>On Parole</b>	<b>86.6%</b>
	Parolee Absconders	5.6%
	Successful Completion	3.2%
	Tech. Parole Revocation	3.2%
	New Crime Revocation	0.8%
	Early Parole Discharge	0.4%
	Other	0.1%
<b>FY 2016</b>	<b>On Parole</b>	<b>87.3%</b>
	Parolee Absconders	5.7%
	Successful Completion	3.1%
	Tech. Parole Revocation	2.5%
	New Crime Revocation	0.7%
	Early Parole Discharge	0.5%
	Other	0.1%
<b>FY 2017</b>	<b>On Parole</b>	<b>87.4%</b>
	Parolee Absconders	6.2%
	Successful Completion	3.0%
	Tech. Parole Revocation	2.2%
	New Crime Revocation	0.7%
	Early Parole Discharge	0.4%
	Other	0.1%





Thank you!

Visit our new website at:

<https://www.colorado.gov/pacific/cdoc>

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