



Colorado Department of Corrections Performance Plan

FY 2024-2025

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Mission Statement

We are a team of dynamic and diverse professionals building a safer Colorado by cultivating transformative opportunities for those under our supervision.

Core Values

Community Safety

Dignity, Diversity and Respect

Opportunity

Collaborative partnerships

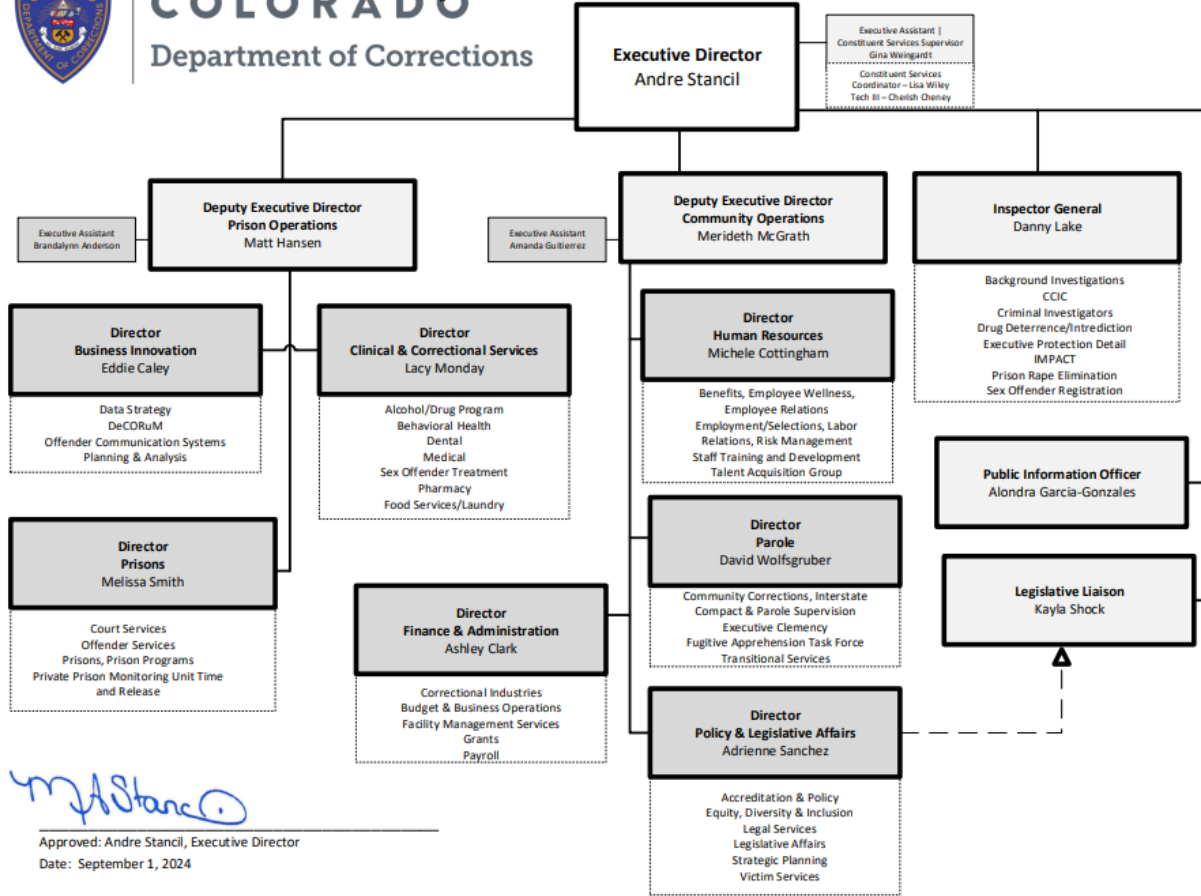
Organizational Chart

This chart contains the names of the Executive Director and all of the following divisions and positions: Deputy Executive Director of Operations, Deputy Director of Community Operations, Inspector General, Director of Business Innovation, Director of Clinical and Correctional Services, Director of Human Resources, Director of Parole, Director of Policy and Legislative Affairs, Director of Finance and Administration, Director of Prisons, Public Information Officer, and Legislative Liaison.



COLORADO

Department of Corrections



ms Stancil

Approved: Andre Stancil, Executive Director
Date: September 1, 2024

Major Program Areas

The Colorado Department of Corrections (CDC) is responsible for the management of the state's adult correctional system, which includes several major program areas. Each program area works to ensure a safe and supportive environment for our staff, incarcerated individuals who remain in our custody, as well as those individuals who are transitioning to the community. The CDC employs approximately 5,800 people in many different fields of expertise, all working together towards the department's mission.

The following section describes the key program areas that operate within the CDC. These programs function to provide incarcerated people with the assistance they require to successfully navigate the corrections environment and the skills and resources to successfully re-enter into the community. These program areas also exist to provide employees with the resources necessary to have a positive impact on incarcerated people and address their criminogenic needs. Major program areas are interconnected to ensure the safety and security of those incarcerated as well as those released into the community, our employees, and the public.



Prisons

Housing and Security

The housing and security program covers all critical aspects of prison operations. The program is responsible for the day-to-day management and living conditions for the incarcerated population as well as for the safety and security of the public, employees, and incarcerated people. Housing and security maintains a safe, humane, and appropriately secure living environment. Accountability is sustained in all critical areas through CDOC documentation and auditing of systems performance, response to emergencies, control of harmful materials, and the regulation of access and egress to facility property. Inmate management systems are utilized by employees to guide incarcerated people into appropriate behavior patterns, such as: classification, discipline, case planning, program opportunities, and earned time awards. Management through professional and positive communication is emphasized. Direct employee-incarcerated person interaction includes, but is not limited to: work assignments, educational needs, and behavioral expectations, explanation of rules, problem-solving, and grievance resolution. Common duties for housing and security employees include: meal service, incarcerated person recreation, cell and area searches, security inspections, facility communications, incident management systems and practices, training programs, administrative services, Incarcerated person accountability, key control, tool control, contraband control, evidence management, movement, non-routine Incarcerated person transport, and clerical duties. Many of these activities must be done every day of the week at any hour of the day or night. Customers of this program are incarcerated people. Stakeholders are employees, victims, and the public.

Programs for Incarcerated People

Programs for incarcerated people include education and volunteer programs. Education programs consist of academic, career and technical education, post-secondary, and cognitive education, as well as library use. The academic program is a comprehensive competency-based education for persons in the custody of the Department. It addresses the rates of illiteracy among the incarcerated and provides opportunities to obtain a GED. The objective is to reduce recidivism and increase educational proficiency to allow for successful reintegration into society. The Career and Technical Education (CTE) program offers various skill-based instruction. This

program aims to provide the incarcerated with training in marketable skills that are relevant and in demand in the workforce. The post-secondary education programs focus on enabling individuals to pursue and complete an associate degree or higher. These programs aim to provide a comprehensive educational experience that supports academic achievement and career advancement. Through a curriculum designed to meet the standards of associate degree programs or higher, we strive to equip individuals with the knowledge, skills, and credentials necessary for their chosen fields of study. By emphasizing the completion of associate degrees or higher, we aim to provide our participants with a solid educational foundation that enhances their professional opportunities and long-term success. The cognitive education programs (Social Behavioral Science-SBS) offer a resource for incarcerated people to engage in identifying “criminal thinking and behavioral patterns” by improving with “societal and personal awareness”. Education programs can differ based on the correctional facility, needs of the incarcerated person, facility size, and custody level. All facilities have libraries. Customers of this program are incarcerated people. Stakeholders are incarcerated people, teachers, and potential employers.

The volunteer program is used in all CDOC facilities (including private facilities) to support the Department’s mission and goals. Volunteer programs are secular and faith-based organizations and include but are not limited to CDOC employees, professionals, clergy, and laypersons. The programs provide religious support, substance abuse, and life skills education to incarcerated people. The Office of Faith and Citizen Programs provides the primary support for volunteer programs and facility guidance supporting religious practices to meet federal and state laws and regulations. Customers of this program are incarcerated people. Stakeholders are volunteers and incarcerated people's families.



Youthful Offender System

The Youthful Offender System (YOS) was created in 1993 due to legislation enacted in a special session of the Colorado legislature. In creating YOS, Colorado was a leader in addressing the problem of sentencing violent, youthful male and female offenders. The YOS facility was designed as a comprehensive model that delivers programs and services to prepare youthful incarcerated people for re-entry back into the community while protecting the public. YOS offers a “middle-tier” sentencing option that lies between the juvenile and adult prison systems for male and female incarcerated people who are 14 to 19 years of age at the time of their offense and sentenced before their 21st birthday. With the passage of Senate Bill 15-182, the CDOC may transfer certain incarcerated people aged 24 or younger who would not normally be eligible for a YOS sentence into and out of YOS. The purpose of this bill is to allow youthful incarcerated people not sentenced to YOS the opportunity to participate in the vast education, work, and cognitive programs available at YOS. YOS differs from the juvenile correctional system in one very notable way. Although many YOS incarcerated people are chronologically juveniles, they are tried and sentenced as adults in the criminal justice system. Incarcerated people sentenced to YOS are afforded a unique opportunity to participate in a wide variety of educational, work, and cognitive programs. These programs provide them with the tools to make positive behavioral changes while serving a modified sentence structure that permits them to spend less time incarcerated, provided they successfully complete the unique components of the YOS system. YOS employees are trained and committed to the principles of adolescent development. Through modeling, mentoring, and other planned interventions, YOS employees provide opportunities for incarcerated people to acquire the necessary skills and pro-social abilities that will enable them to grow and develop into successful, law-abiding, and productive citizens. Customers of this program are incarcerated people. Stakeholders are the legislature, sentencing courts, employees, and Incarcerated people's families.

Clinical Services

The Colorado Department of Corrections (CDOC) medical program provides a continuum of healthcare services so that the healthcare needs of the incarcerated population, which includes health education and prevention, are met in a timely and efficient manner. The Clinical Services

administration is responsible for the oversight of all aspects of incarcerated persons' health care including medical, dental, behavioral health, nursing administration, medical record administration, quality management, ACA auditing/review, staff recruiting, training, and compliance with the Americans with Disabilities Act.

Within CDOC facilities, healthcare is administered by state and contract employees which includes physicians, physician assistants, nurse practitioners, nurses, dentists, pharmacists, and ancillary staff. The CDOC provides a continuum of primary health care services which include ancillary care and provider support through traditional services. A special medical needs unit and a dementia unit are available for incarcerated people with more intensive medical needs. Healthcare services that are not available in CDOC facilities are provided by a contracted third- party administrator. Emergency care is referred to local hospital districts. Transportation and security services are provided for incarcerated people who require care outside of CDOC facilities.



Medical and Dental Programs

In addition to offering primary care, the CDOC has two infirmaries located at the Denver Reception and Diagnostic Center (DRDC) and at the Colorado Territorial Correctional Facility (CTCF) in order to provide more intensive care. Both infirmaries provide post-hospital care, containment of infectious diseases, specialty testing, and rehabilitation for accidents, strokes, or injuries. The infirmaries also provide end-of-life care and other treatment that does not require hospital admission. Other services provided throughout CDOC facilities include pharmacy, laboratory, and x-ray. Customers of this program are incarcerated people. Stakeholders are the medical program employees, local hospitals, the contracted third-party administrator, and incarcerated people's family members.

The dental program offers on-site dental services to incarcerated people which include an intake exam, x-rays, treatment of dental emergencies, extractions, simple restorations, dentures, and preventive measures as needed. These services are administered by state and contract dentists. Customers of this program are incarcerated people. Stakeholders are the dental program employees, the contracted third-party administrator, and incarcerated people's family members.



Behavioral Health Services

Behavioral health programs are available to offenders in varying levels of treatment intensity to include inpatient mental health programs and intensive mental health services.

Alcohol and Drug Services provide substance use disorder treatment and education that produces long term change, increasing quality of life, reduces or eliminates substance use and criminal conduct, and facilitates successful reintegration into the community.

- Mental health services are provided for offenders utilizing treatment services such as group therapy, psychiatric services, and crisis intervention. The mental health team monitors symptoms and behaviors and offers increased services, if needed.
- Residential Treatment Programs offer specialized programs to offenders with mental illness and/or intellectual and developmental disabilities. These programs utilize a planned incentive level system to promote prosocial behavior and treatment progress while meeting behavioral goals.
- Sex Offender Treatment and Monitoring Program is a specialized sex offender specific treatment for identified offenders to reduce recidivism and enhance public safety by providing a continuum of identification, treatment, and monitoring services throughout incarceration.
- Therapeutic Community Programs are available at designated facilities for offenders with histories of substance use disorder
- Medication Assisted Treatment is offered for individuals diagnosed with an opioid use disorder. This program offers medication to mitigate cravings coupled with behavioral health treatment groups.

Division of Adult Parole

The Division of Adult Parole serves a number of populations while on community supervision, including those on parole, in community residential programs, in the inmate intensive supervision program (ISP-I), and interstate compact parolees. Additionally, the Division operates the Transitional Services Unit, which includes Special Needs Parole, Benefits Acquisition Team, Treatment Coordination Case Managers, and RESTORE programs. Adult Parole provides a

continuum of behavioral and stabilization interventions for reentry planning and support. The Parole Division oversees release case managers, community reentry specialists, community care case managers, the Work and Gain Education and Employment Skills (WAGEES) partnership, community parole officers, parole case managers, and employment and training navigators.

Adult Parole is committed to providing excellent service to our customers. Our customers include incarcerated people, those on supervision within the community, and a wide range of stakeholders. Adult Parole works collaboratively with the Colorado State Board of Parole, community, and faith-based organizations, programs and treatment agencies, CDOC facilities/facility Case Managers, victims, the public, and families. To support our client's success, our staff use a variety of case management and intervention tools to engage and support positive behavior change, such as risk-needs assessment; office, home, and employment contacts, and treatment referrals. Interventions offered by our staff consist of motivational interviewing to encourage long-term behavior change through face-to-face contacts, home visits, employment verification, program and treatment referrals, incentives and resource assistance, and, where appropriate, electronic surveillance.

Adult Parole programs include many different resources focused on the successful transition of incarcerated people into the community. Reentry begins in facilities through cognitive-based program modules facilitated by department staff. The RESTORE program works to bridge the incarcerated individual with community support through the facility and community-based programming and interaction with the goal of designing an individualized roadmap to release with the incarcerated person. Through collaboration between the facility, the incarcerated individual, and the community partners, the release case manager works to ensure the development of an individualized transition plan prior to an individual's return to the community. Coordination of services for offenders with high medical and mental health needs upon release are staffed by community care case managers. These services continue in the community, with ongoing case management, transportation, housing, and employment services. Our services are facilitated through a large network of agency partners and community and faith-based organizations, including the WAGEES grant program.



Business Innovation Group (BIG)

The Business Innovation Group (BIG) was formed in January 2021 to bring a technology presence to the agency. BIG fills a technology gap and needs for creating deep relationships with the Office of Information Technology (OIT) and technology vendors.

BIG is dedicated to transforming IT delivery into highly productive solutions because the CDOC staff deserve to have decision-making information at their fingertips. The BIG mission is to be, 1) Transformative; to create a significantly more viable technology platform, 2) Productive; to provide more solutions in a shorter time without increasing overall resources, and 3) Informative; so that technology and data drive trusted decision-making.

Major Initiatives include implementing DeCORuM which has a primary objective of providing offender information in a comprehensive and customizable platform allowing CDOC to keep pace with new technology trends in nationwide departments of corrections. The BIG is also standing up a new offender communication platform using tablet technology to leverage video, voice, and email communication. The BIG is also responsible for Staff Time Keeping and Scheduling to reduce administrative time and reliance on legacy systems. Additionally, the BIG is transforming

agency data into business information with user-level capabilities and centralized reporting with trusted sources. Finally BIG is committed to reducing and eliminating legacy technology debt to increase information security, integration capabilities, reduce support costs, and open new opportunities with newer technology solutions.

Customers of BIG are all of CDOC and similar agencies such as CDPS, CDPHE, and CJIS. BIG works closely with OIT, contracted vendors, all Colorado Agencies, staffing agencies, and industry technology experts.

Finance and Administration

The Office of Finance and Administration provides agency-wide, comprehensive, professional fiscal and administration management and oversight of the Department. The Division of Finance and Administration exercises leadership, coordination, and staff supervision in coordinating budgetary, financial and administrative functions for the Department of Corrections which includes statute mandates, financial management and planning.

Budget and Business Operations

The Budget Office handles all department-level matters related to state budgeting and internal budget oversight, including: developing and defending the Department's annual legislative budget request, assessing the fiscal impact of proposed legislation and ballot measures, ensuring all approved funding is recorded accurately and accessible to programs timely, and overseeing the implementation of the budget to ensure financial accountability for all funds.

Business Operations manages the buying and delivering of goods and services and the requesting, recording, and reporting of financial information. Services provided include: buying goods and services; reviewing department contracts; warehousing and distributing supplies; recording incarcerated people's receipts and expenses; overseeing the state procurement card program; collecting incarcerated people's restitution and child support; CDOC documenting revenues and collection of receivables and distribution; authorizing, CDOC documenting, tracking, approving, paying, and reporting expenses; CDOC documenting and tracking assets and liabilities; providing financial information to internal and external stakeholders; internal

auditing to ensure internal controls are maintained and proper procedures are followed; preparing the annual budget request; and providing financial oversight to all facilities and subprograms.

Facility Management Services

The Office of Facility Management Services (FMS) provides timely and cost-effective solutions that support the operations, maintenance, and construction of Colorado correctional facilities. FMS consists of three budgeted sub-programs: FMS, Utilities, and Maintenance. Customers for this program are incarcerated people and employees. Stakeholders are the legislature, businesses bidding for and receiving contracted jobs, and affected cities/towns. FMS develops and submits funding requests for capital construction, controlled maintenance, and capital renewal projects that include new construction, expansions, and improvements to the physical power plant. Repairs to and replacement of buildings and/or major building systems are also included. FMS monitors the work after requests are approved and appropriated through the programming, pre-design, design, construction phases, close-out, and post-construction warranty periods. FMS develops project requests, negotiates funding, and provides management and oversight on all emergency maintenance projects and Division of Risk Management insurance claims.

FMS staff develop and oversee facility master planning, program planning, housing capacity and bed planning, infrastructure audits and assessments, energy management, regulatory agency reviews and approvals, in-house programming for security, communications and technical systems, procurement, contracts, leases, memorandums of understandings, interagency and intergovernmental agreements, field maintenance support, life safety program administration, CDOC asbestos coordinator and hazardous materials support, standards development, and State Buildings Programs representation and delegation.

Colorado Correctional Industries (CCI)

Colorado Correctional Industries strives to create meaningful work opportunities for people incarcerated in correctional facilities. Established as a division within the CDOC in 1977, CCI's purpose, as defined in statute (CRS 17-24-101, Correctional Industries Act), includes providing employment to as many incarcerated people as possible and training them in job skills that increase their employment prospects upon release. Being cash-funded, CCI's programs are required to operate on a financially profitable basis. Two legislative sessions ago, that statute was

amended to remove this profit-oriented language and replace it with language that aligned the purpose of CCI with rehabilitation and gainful employment. CCI is working to change the narrative in incarcerated employment so that the department can have a more programmatic focus instead of a revenue-focused one.

Office of Human Resources (OHR)

The Office of Human Resources (OHR) is committed to promoting a progressive, inclusive, engaging culture that respects individuals and their values to enable an empowered and thriving workforce where direction and values are aligned with the department's mission and vision.

This comprehensive employee-support program includes all human resources management for employees and individuals seeking a meaningful career opportunity in public service. With over 6,700 classified positions, the Office of Human Resources (OHR) consists of six units: CAREER, Employment Services Unit, Systems and Records Unit, Employee Relations Unit, Labor Relations Unit, and the Employee Benefits Unit. The primary work units are located in Colorado Springs.



Inspector General

This office is the main contact for law enforcement issues within the Department of Corrections. The Office of the Inspector General (OIG) provides investigative support to CDOC facilities, employees, incarcerated people, law enforcement, and the public. OIG investigators are certified peace officers who are sworn to protect and serve the people of the State of Colorado by promoting public safety and the safety of CDOC employees and incarcerated people, protecting property, and enforcing the laws in Colorado. The OIG is responsible for such duties as investigating crime, enforcing the law, conducting criminal and professional standards investigations within its jurisdiction, collecting and processing evidence, reviewing complaints, and monitoring and researching intelligence information to improve the safety and security of incarcerated people, employees, and visitors. Customers and stakeholders for this program are employees, law enforcement, the public, and incarcerated people.



Policy and Legislative Affairs

The Office of Policy and Legislative Affairs (PAL) comprises several different units including: Legislative Affairs, Policy, Victim Services, Legal Services, Inmate Records, Compliance, Strategic Planning, and Diversity, Equity, Inclusion and Belonging.

LEGISLATIVE AFFAIRS UNIT

The legislative affairs unit directs the Colorado Department of Corrections' (CDOC) legislative and governmental relations by representing the Department with the Governor's office and before legislators, federal and local government, state agencies, other governmental agencies, and interest groups with respect to legislative policy and all areas of intergovernmental relations. The legislative team works at the capitol during the session to lobby for the interests of the department and assist in getting CDOC's budget passed and work directly with legislators to craft legislation that works for the department. The legislative team also works to modify or stop legislation from being enacted that would work against the department. Annually, the legislative team works with the Office of Planning and Analysis to ensure that legislative reports are submitted on time and to compile information required for the annual SMART Act hearing. The Legislative Team compiles the information for this hearing, typically held in January and reviewing the legislation implemented since the end of the prior session.

POLICY UNIT

The policy unit is responsible for monitoring departmental compliance with applicable state and federal laws and for reviewing and revising these policies in accordance with changes in statute enacted through the legislature each year. The policy unit also responds to the need for policy improvements and modification due to court agreements, litigation and changes to the Department's philosophy and mission. Policies are critical to ensuring the practices of the department are sound and legally defensible.

VICTIM SERVICES UNIT

The Victim Services Unit is responsible for providing post-conviction critical stage notification to victims of offenders with eligible Victims' Rights Act crimes. The various critical stages include enrollment acknowledgment, offenders' permanent facility moves, upcoming parole board hearings/full board reviews, special needs parole, early discharge consideration, parole revocation hearings, community corrections referrals, results of hearings and board reviews, mandatory release to parole, abscond status, escape, apprehension, sentence discharge, Interstate Compact placement, Interstate Parole application, and clemency application. This office interacts daily with the public, collaborates with District Attorney Offices and other community and system-based advocates, and manages CDOC's Restorative Justice Programs.

LEGAL SERVICES UNIT

The Legal Services Unit administers the Offender Legal Access Program, manages all offender litigation, monitors departmental court compliance, and coordinates legal inquiries by staff and outside agencies with the Attorney General's Office. The Program ensures that offenders can exercise their constitutional right of access to the courts as mandated by law. In addition, the legal services unit is also responsible for overseeing and implementing the Department's Americans with Disabilities program for inmates and visitors. The ADA unit provides accommodations to our inmates and visitors to ensure that inmates and visitors have equal access to the programs, benefits and services that the Department offers. Legal Services is also the home of the Step III Grievance office. The Step III grievance office is the last step for inmate grievances using the internal administrative process to achieve a remedy for their complaints. Inmates must exhaust the internal administrative remedy process before proceeding to court. Finally, legal services also directs the Open Record Requests process for the Department. All Colorado Open Records Act and Colorado Criminal Justice Records Act requests sent to the department are received in legal services. Legal Services then compiles, reviews and prepares the CDOC documents to be sent to the public. Legal Services then sends these responses out on behalf of the Department.

INMATE RECORDS UNIT

It is the responsibility of the Inmate Records unit to maintain the official criminal record for all inmates sentenced to the CDOC. The Inmate Records unit are the official custodians of the Inmate Record. The inmate record is fully electronic at this time. Any paper CDOC documents received by the Inmate Records unit are scanned into the electronic file and stored in the appropriate location. Inmate Records is also responsible for providing files to the courts for reconsideration, information required for discovery requests and works closely with many jurisdictions on providing information and CDOC documentation for a variety of law enforcement needs. The employees in the Inmate Record unit are also called on to testify in court proceedings in order to authenticate CDOC documents from the Department and often respond to subpoenas to produce CDOC documents for civil and criminal matters.

COMPLIANCE UNIT

The Compliance Unit administers and directs the Compliance program for the CDOC. This unit develops and evaluates policy and procedure to ensure compliance to standards, codes and regulations. The Compliance Unit develops guidelines and interpretation/clarification to implement and direct the CDOC wide Compliance efforts.

STRATEGIC PLANNING UNIT

The Strategic Planning unit is responsible for the development, monitoring and reporting of the Department's performance plan, and to work with the Governor's team to provide monthly and annual reporting on the Wildly Important Goals identified by the Governor and reported on the Governor's Dashboard.. The Strategic Planning Unit assists the executive team with monitoring ongoing projects within the department and with the creation and submission of the annual performance plan and performance report.

DIVERSITY, EQUITY, INCLUSION, and BELONGING UNIT

The Diversity, Equity, Inclusion, and Belonging Unit is responsible for Equity, Diversity, and Inclusion (EDI) throughout the department and communities who are impacted. Part of this unit is the GRAACE (Gender, Race, Ability, Awareness, Culture, and Equity) Alliance. GRAACE is a gathering of people who work for the department in various positions, formerly and currently incarcerated people, and partners from outside organizations dedicated to justice reform. This working group has been developed to evaluate and examine the current climate of the CDOC culture through the lens of equity for all and identify opportunities to improve the CDOC system.



Wildly Important Goals (WIGs)

For the fiscal year 2024-2025, the Department has selected three WIGs that align with the mission and vision of the department. WIG 1 addresses the most pressing challenge facing correctional institutions across the country: staffing vacancies in our hard to fill positions. This WIG will decrease staff vacancies and allow the department to operate at full capacity and deliver crucial programming and services. Reducing vacancies also improves facility security and increases the likelihood of successful re-entry of incarcerated individuals upon release, which ultimately leads to higher levels of safety for the community.

WIG 2 furthers the department's mission to focus on lowering Colorado's recidivism rates. Successful completion of this goal will improve upon previous work by the Department to support those reentering society, help Colorado become one of the top 10 safest states, reduce victimization in our communities, and save taxpayer dollars by utilizing resources more effectively and not incurring the cost of re-incarceration. CDOC strives to connect returning residents to community networks through ongoing employment efforts and community in-reach.

WIG 3 will improve parole system compliance by holding offenders accountable through mentorship, and reduce the likelihood of future violations or new criminal behavior. It will also improve public safety for the citizens of Colorado by finding effective and efficient ways to safely manage offenders in the community. The Department is constantly exploring ways to safely manage and treat offenders in the community by guiding them to a path of prosocial behavior and self-sufficiency.

These goals are not reflective of all the work being done within the Department; rather, they highlight areas selected as priorities in fulfilling the mission of the Department.

The CDOC WIGS are in alignment with the [Governor's Statewide Priorities](#) and the [Reimagining State Government](#) initiative. The biggest challenge facing the department this year is reducing staff vacancies, and this focus will align with identified Employee Engagement efforts. The combined effects of historically unprecedented turnover rates, low application rates, and early retirement have created vacancy rates within facilities that make it harder for facilities to have the capacity to operate critical programming and undertake new initiatives. Reducing staff vacancies will support statewide initiatives to attract and retain talent. Reducing recidivism directly supports the Bold Priorities of Crime Prevention and Reducing Homelessness alongside education and the

workforce. This priority would result in lowering the burden on the general fund by lowering reincarceration costs, resulting in savings for taxpayers. In addition, when incarcerated people are successful upon release, they are gainfully employed which assists the economic growth in the State. Ensuring returning citizens are set up for success in the community by increasing access to Medication Assisted Treatment (MAT) and new programmatic opportunities will advance longstanding efforts underway in parole and facility in-reach.

WIG #1: Establish and maintain a 12% staff vacancy rate through June 30, 2027.

Recruiting and retaining top talent for the CDOC is vital to the full operation of departmental operations for our clients and the execution of agency goals. Successful completion of this goal will improve staffing across facilities, employee safety, and well-being, and allow prison operations to operate at full capacity to deliver crucial programming and services. Reducing vacancies also improves facility security and increases the likelihood of successful reentry for incarcerated individuals.

Lag Measure	Baseline	1-Year Goal June 30, 2025	3-Year Goal June 30, 2027
Establish and Maintain Staff Vacancy Rate	16%	12%	12%

Strategies

The Colorado Department of Corrections strategies to decrease staff vacancies encapsulate the highest-impact activities that will move the needle. Recruiting and retaining exemplary talent for the CDOC is a top priority to ensure the effective operation of our agency. First, the department will continue in our efforts to rehire staff who have retired giving them the opportunity to mentor new hires in professional development and success. The Retiree Mentorship program has been launched in 2 of our four facilities that have the highest staff turnover to improve facility capacity and support. Second, the department will create a Department Wide Cultural Assessment for staff enabling them to be part of the process of making our agency more efficient and giving their input on what improvements are needed to make CDOC an employer of choice. This assessment will help in engaging staff to be a part of the development process and allowing

them to have input into how the department functions to achieve our goals. Third, CDOC will continue to establish and incorporate new effective ways to increase the percentage of staff completing their probationary period. Finally, CDOC will take steps to improve our exit interview response rate. These interviews help our department make necessary changes needed to help retain staff and get a better understanding of why people decide to leave.

WIG #2: Decrease the percentage of parolees receiving a new felony conviction and sentence to the Colorado Department of Corrections by 5% by June 30, 2027. Annual goal of 1% for 2025, 2% for 2026, and 2% for 2027.

The Colorado Department of Corrections definition of Recidivism is defined as returning to prison or ‘inmate status’ for new crimes or technical violations within three years of release. This definition is in compliance with the Correctional Leaders Association (CLA). Because recidivism is based on three years of returns to prison or ‘inmate status’, the benefits of initiatives are not truly evident until the programs are well established and the Department can track those releasing incarcerated people for three years.

Decreasing the recidivism rate will improve overall community safety and defer general fund costs for incarcerating repeat clients. Successful completion of this goal will improve upon previous work by the Department to support those reentering society, help Colorado become one of the Top 10 Safest States, reduce victimization in our communities, and save taxpayer dollars by utilizing resources more effectively and not incurring the cost of re-incarceration.

Lag Measure	Baseline	1-Year Goal June 30, 2025	3-Year Goal June 30, 2027
Decrease Percentage of Parolees Receiving a New Felony Conviction and Sentence	14%	13%	9%

Strategies

The Colorado Department of Corrections efforts to decrease recidivism rates below 14% are always a primary focus of our departmental activities, but will focus this year on preparing clients inside the facilities and out in the community for success. Our department will be implementing and making available an internal training program for offenders to help them successfully reintegrate back into the community. This will allow CDOC to track gains in efforts to improve transitional case planning and ensure the department has more influence over the successful outcome. Second, the department will continue to monitor and increase the percentage of offenders connected to housing resources once released. Our department will accomplish this with the help of other outside agencies in the State of Colorado. Lastly, CDOC will continue to address the staggering need for those in our custody with a Substance Use Disorder. Our plan is to use peers in the community to provide early intervention to high risk parolees on Medication Assisted Treatment (MAT) who miss treatment appointments in the first 90 days post release. Lastly, the department will be implementing a new data system that will provide current and future detailed information on degrees and certificates awarded to offenders and will be working on increasing post-secondary program completions that results in a credential throughout the next few years.

WIG #3: Increase the percentage of people successfully completing parole with no complaints from 53% to 59% by June 30, 2027. Annual goal of 2% for 2025, 2% for 2026, and 2% for 2027.

Successful completion of this goal will improve parole compliance, hold offenders accountable through mentorship, and reduce the likelihood of future violations or new criminal behavior. It will also improve public safety for the citizens of Colorado by finding effective and efficient ways to safely manage offenders in the community. The Department is constantly exploring ways to safely manage and treat offenders in the community by guiding them to a path of prosocial behavior and self-sufficiency.

Lag Measure	Baseline	1-Year Goal June 30, 2025	3-Year Goal June 30, 2027
Increase Successful Parole Completions	53%	55%	59%

Strategies

The Colorado Department of Corrections (CDOC) will accomplish this goal by implementing a Peer Mentorship program internally and to offenders on parole that will foster prosocial peer engagement. Secondly, our department will evaluate, review and revise 100% of Adult Parole policies or processes identified as requiring modifications in order to improve parole compliance over the next year. This will allow CDOC to remove any impediments to any compliance and statutory contradictions within the department. CDOC will then be able to measure impacts of policy and process modifications on parole compliance and parole officer availability for meaningful parolee contact throughout the next few years. Lastly, the department will tackle the department's current issue with offenders not releasing with CDOC documents necessary for their success in society such as a Social Security Card, Birth Certificate, and Driver's License or ID. The intent of the Department of Corrections is to eliminate this issue over the next year.

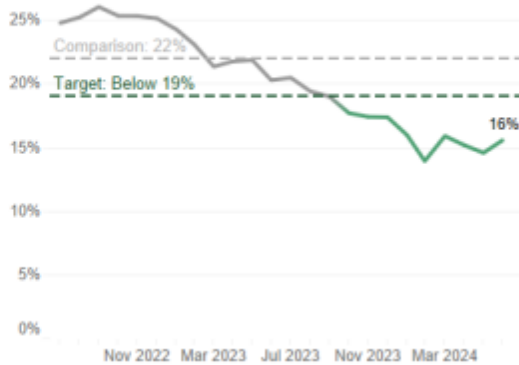
Quarter 3 Evaluation - Fiscal Year 2024

For fiscal year (FY) 2024, the Department selected three Wildly Important Goals (WIGs). These goals were selected to increase hiring and retention for our department, give incarcerated people every opportunity to succeed while maintaining the safety and security of the community, staff, and incarcerated people and modernizing the department as a whole. April 2024 data was last reported for the latest measures populated on the [Governor's Dashboard](#). The full fiscal year evaluation will not be available until July 2024. The following is a breakdown of progress through the last three quarters.

Nearly all of our metrics are on track to meet their goals by the end of the FY, with the exception of select staffing efforts (Retiree Mentor program and Increase Probationary Period) and our goal of increasing the percentage of people successfully completing parole. All of these goals will be included in our FY 25 Wildly Important Goals, which the department will continue to make progress on in the coming year.

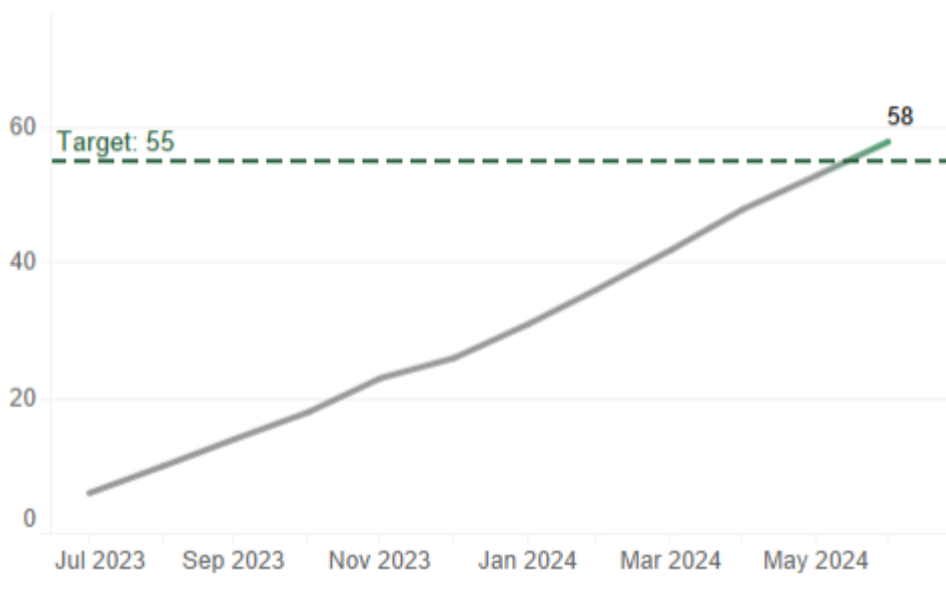
Decrease Staff Vacancy

Decrease staff vacancy rate by 3% by June 30, 2024.

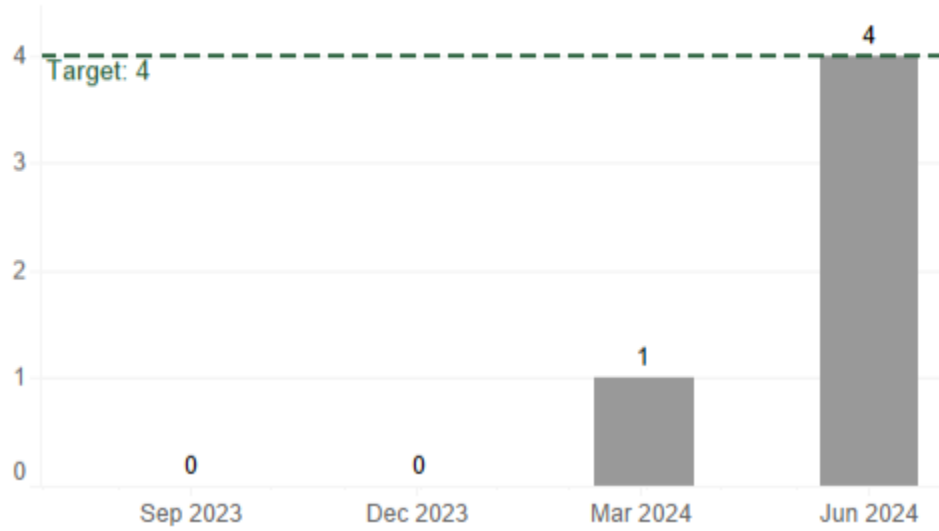


Successful completion of this goal will decrease staff vacancies and allow the department to operate at full capacity and deliver crucial programming and services. Reducing vacancies also improves facility security, and increases the likelihood of successful re-entry of incarcerated individuals upon release, which ultimately leads to higher levels of safety for the community.

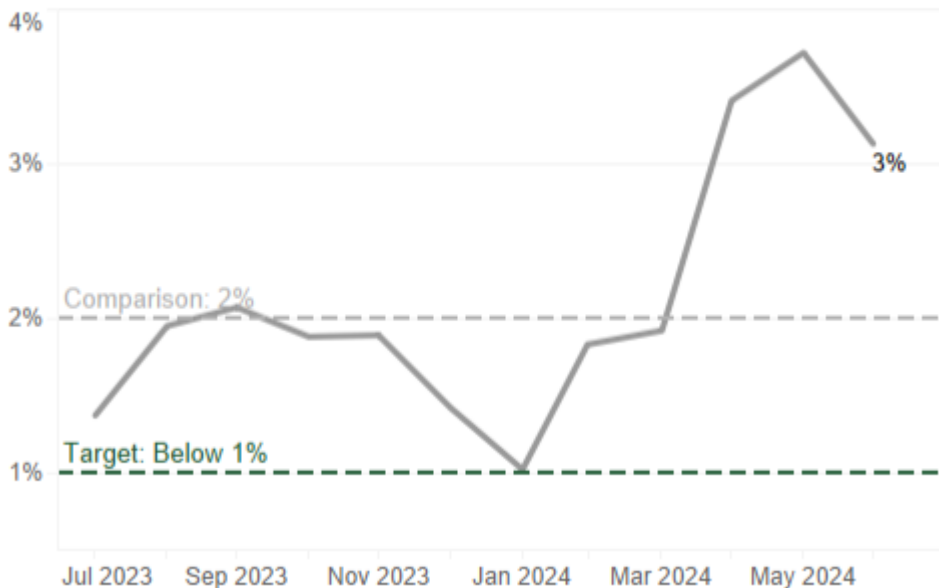
Hold 55 fast track hiring events by June 30, 2024.



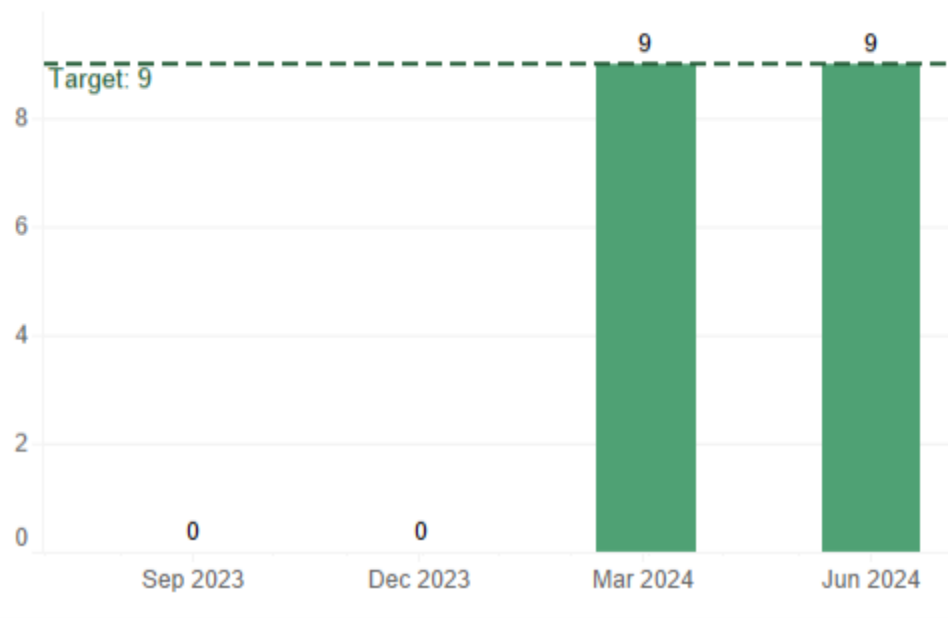
Launch a retiree mentorship program in four facilities with the highest staff turnover rate by June 30, 2024.



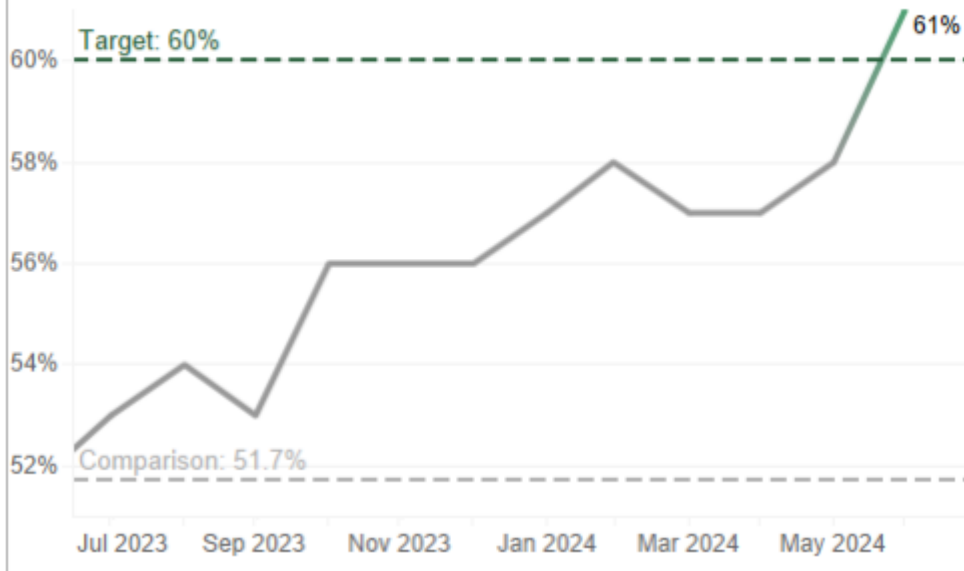
Reduce the monthly turnover rate at the four facilities receiving staff housing vouchers from 2% to 1% by June 30, 2024.



Establish a department-wide Talent Acquisition Group with representatives from all nine divisions by June 30, 2024.

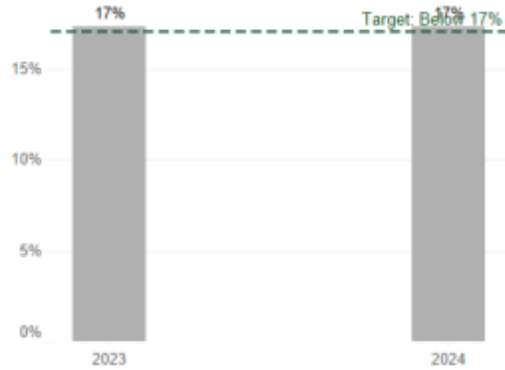


Increase the percent of staff completing the probationary period from 51.7% to 60% by June 30, 2024.



Sustain One-Year Returns

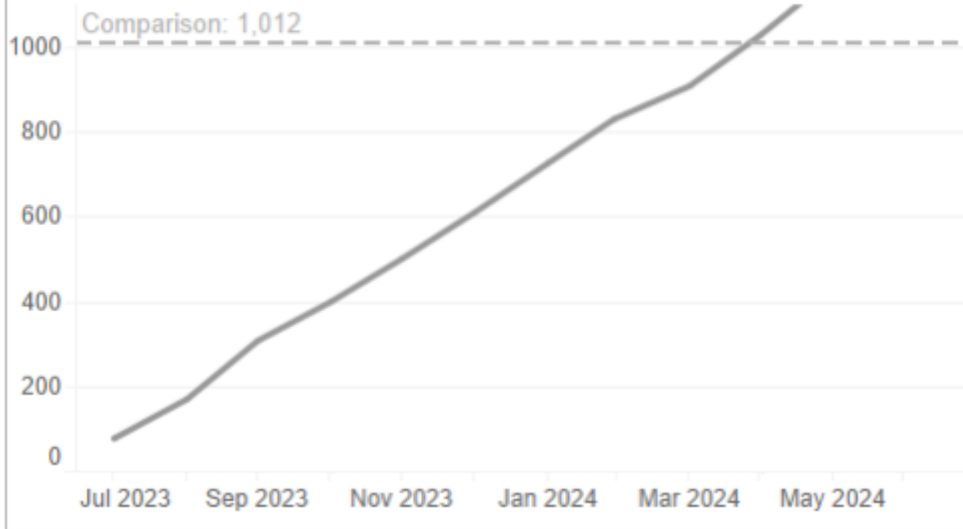
Maintain or reduce the one-year return rate from the calendar year 2018-20 average of 17% through June 30, 2024.



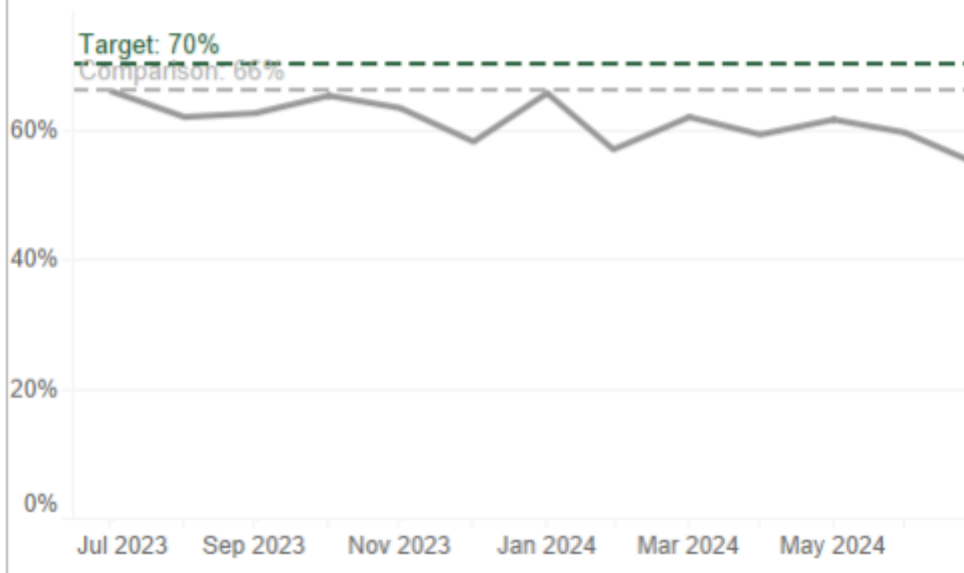
Successful completion of this goal will improve upon previous work by the Department to support those reentering society, help Colorado become one of the top 10 safest states, reduce victimization in our communities, and save taxpayer dollars by utilizing resources more effectively and not incurring the cost of re-incarceration. The first year post-release is often the most challenging for returning residents and their communities. DOC strives to connect returning residents to community networks through ongoing employment efforts and community in-reach.



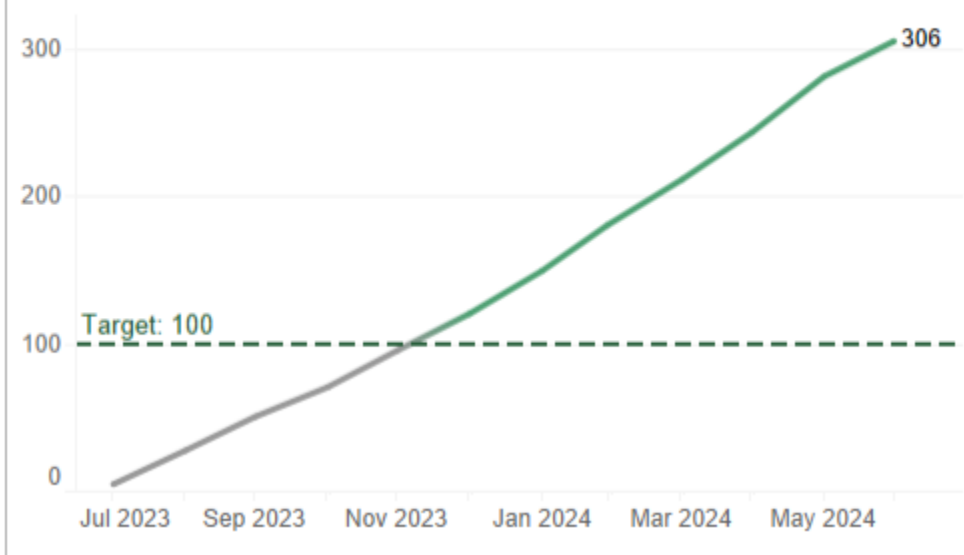
Increase the number of people meeting the criteria for early discharge from parole from 1,012 to 1,200 by June 30, 2024.



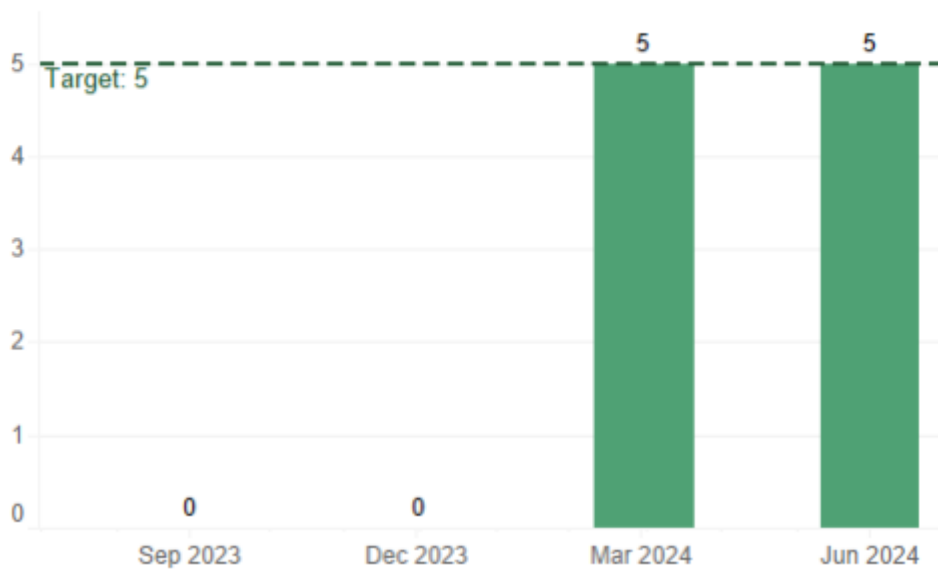
Increase the percent of people successfully completing parole from 66.1% to 70% by June 30, 2024.



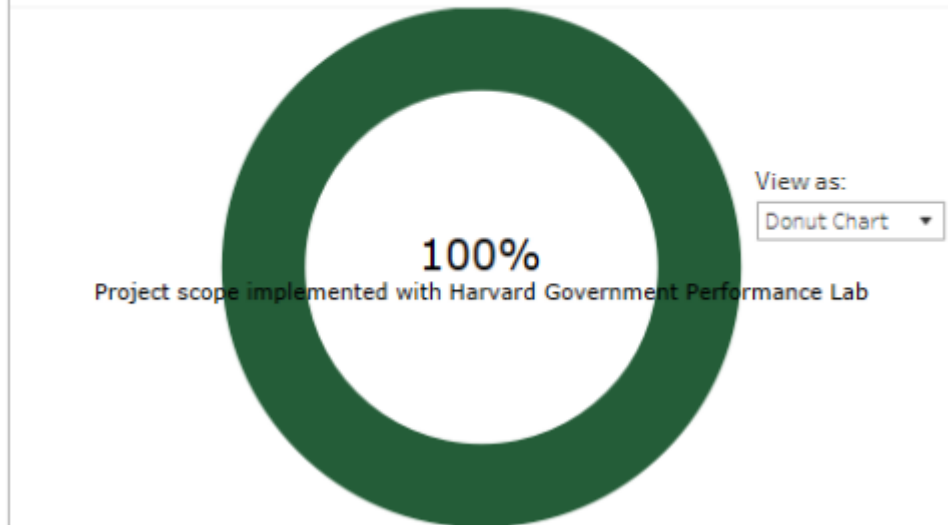
Increase in-facility Medication Assisted Treatment to reach 100 individuals re-entering the community by June 30, 2024.



Establish a Virtual Reality (VR) Program in 5 facilities by June 30, 2024.

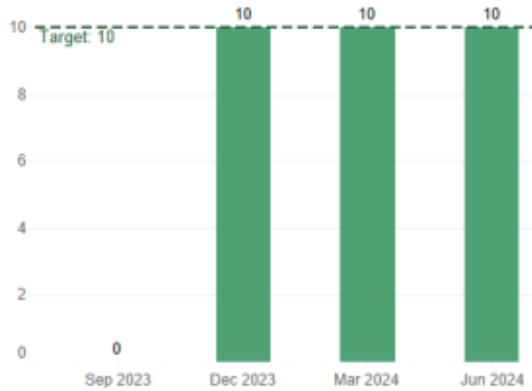


Implement a reducing homelessness project scope with the Harvard Government Performance Lab by June 30, 2024, to support successful release of individuals to stable housing upon re-entry.



Modernize the Department

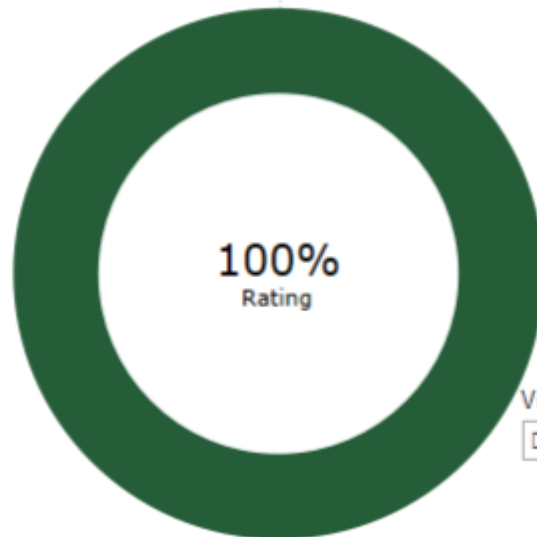
The Department of Corrections will complete a review of agency practices and operations infrastructure in at least 10 areas of operations by June 30, 2024.



Successful completion of this goal will finally bring DOC into the 21st century by addressing the department's tech-debt. It will result in the implementation of roadmaps that prevent interruptions and breakdowns in service as multiple DOC systems undergo full-scale transformation.



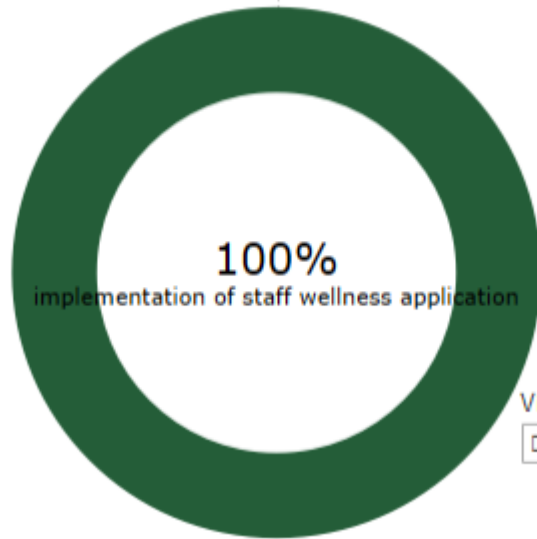
Evaluate and plan remediation for 100% of all existing technical debt by June 30, 2024.



View as:

Donut Chart ▼

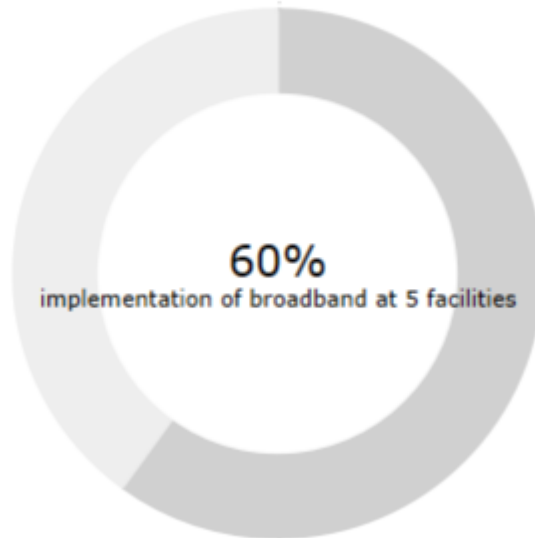
Implement the staff wellness application from 0 to 100% by June 30, 2024.



View as:

Donut Chart ▼

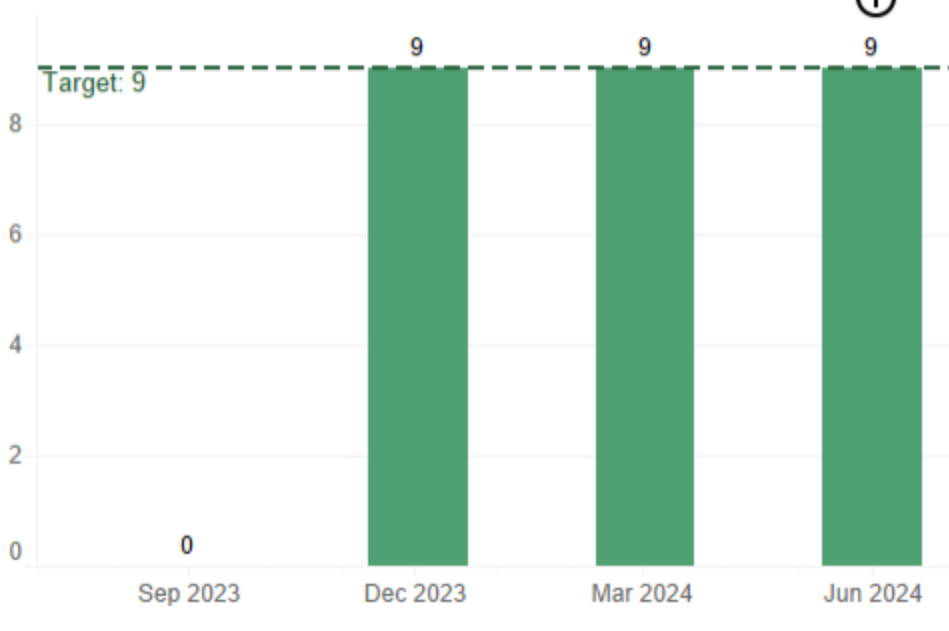
Expand broadband in five facilities to provide proof of concept by June 30, 2024.



View as:

Donut Chart ▼

Increase completion of assigned evaluations in all nine divisions by June 30, 2024.



Process Improvement

The Department continues to promote process improvement at all levels throughout the workplace and focuses on creating a positive, employee-empowered culture. Continual improvement and process refinement are important factors in operating an efficient agency. As the department moves into FY 2024-2025, the department will continue to seek opportunities for continuous improvement and change to increase the efficiency with which our department delivers services to our stakeholders. The improvements CDOC will be working on are:

- Improving Departmental culture by creating an environment where people feel supported, heard, empowered, valued and that they belong.
- Modernizing the Department by ensuring the department has the most up to date tools and resources necessary to efficiently perform our work and to effectively communicate the results of our work.
- Revitalizing the image of the Department so that it is viewed both internally and externally as a partner; as a professional, human-centered agency that is transparent, solutions-oriented, and committed to educating our stakeholders about our work.

Our agency is preparing for a Department Wide Strategic Planning event. This is something that is long overdue and CDOC believes it will help in planning for the future and will allow the opportunity to address any concerns our department is currently facing.

This event will take place yearly going forward and will include staff from all facilities and offices throughout the Colorado Department of Corrections. It will allow staff to brainstorm, network, and create plans for their facilities, offices, or areas, in accordance with the above improvements developed by the Governor's office and our Executive staff. The Colorado Department of Corrections will use this yearly event to give our staff the opportunity to be a part of the positive change in our agency by contributing to the process of creating a productive environment for staff, improving work product and communications, and reestablishing a positive image of the department by and large; achieving the ultimate goal of leaving the department better than we found it.

Diversity, Equity, Inclusion and Belonging DEI(B) Plan

The Colorado Department of Corrections (CDOC) is committed to advancing Diversity, Equity, Inclusion and Belonging (DEI(B)) throughout the department and communities our department impacts.

The department believes that a diverse, equitable and inclusive workplace where people feel a sense of belonging is one where all employees and community partners, whatever their gender, race, ethnicity, religion, national origin, age, sexual orientation, gender identity, citizenship status, education, disability, socio-economic status, or any other identity, feel valued and respected.

The Colorado Department of Corrections initially advances DEI(B) by asking tough questions. The only way to know is to thoughtfully review and reflect on current practices and develop a clear action plan for any areas that need improvement.

The department is now operationalizing the information our department has gained and focusing on three pillars of DEI(B):

- 1) Building inclusive infrastructure - our department will do this by identifying embedded procedural barriers and structural barriers to DEI(B) across the organization and replacing these with DEI(B) structures in order to create sustainable DEI(B) processes.
- 2) Ensuring diversity of representation - CDOC will do this by creating systems to attract, develop, cultivate and maintain a diverse range of individuals who respect and value differences and are in turn respected and valued for who they are.
- 3) Creating cultures of belonging - the department will do this by building and sustaining inclusive working and living environments that support respect and celebrate individual differences.