



Joint Judiciary Committee FY 2020-2021 Smart Act Hearing

Colorado Department of Corrections
Dean Williams, Executive Director

January 14, 2020



- Overview of the Department
- Division overviews
- Budget Request
- Regulatory Agenda



DOC Staffing Information



- Total DOC Staff FTE Authority- 6245.9
- Always Operating
- Unit Staff maintain face-to-face contact with inmates
- Correctional Officer 1 and 2- 2914
- Total Uniform Staff- 4001
- Potential for danger always exists
- Communication and reliance on training is our most valuable tool
- Employees are our most valued resource.



Colorado Census Data Compared to CDOC Population

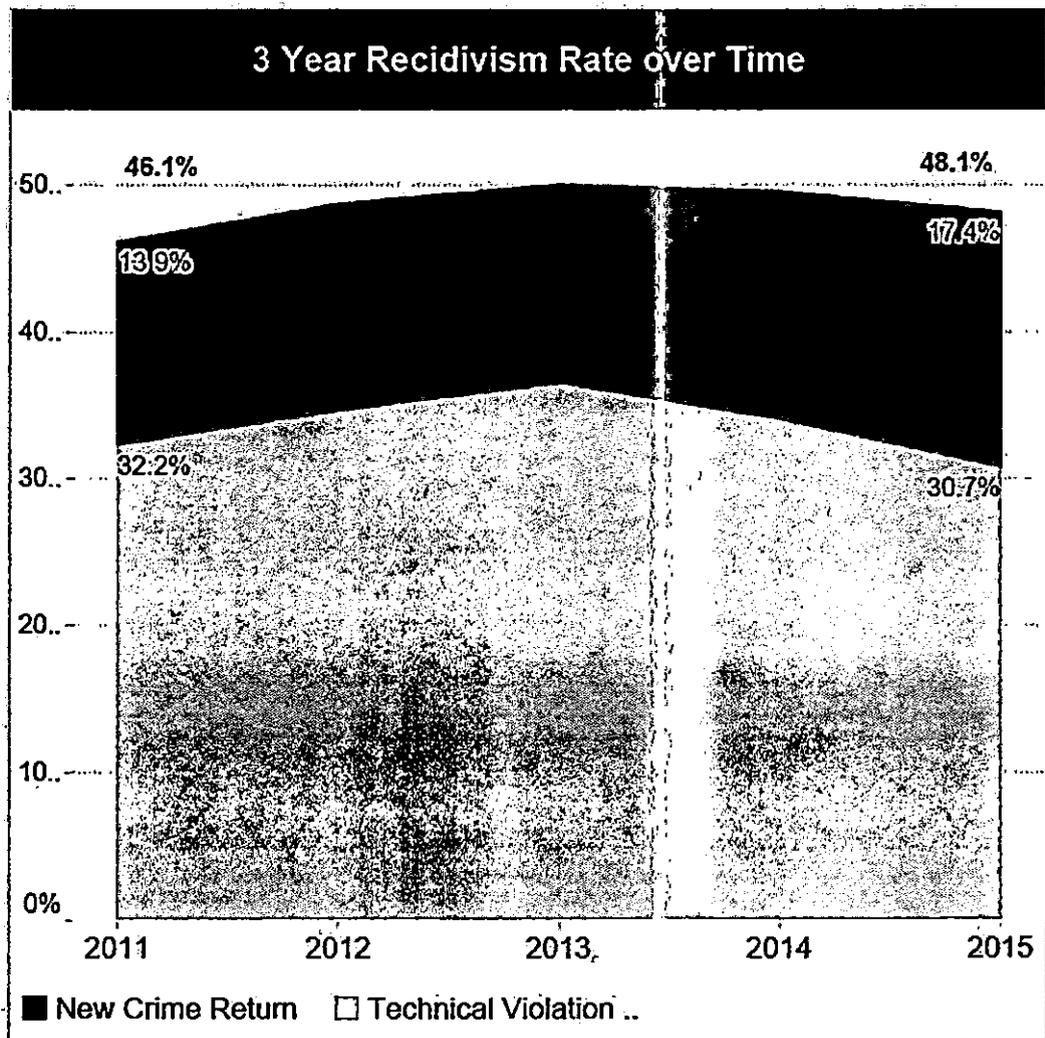
	Caucasian	Hispanic/ Latino	African American	Native American	Asian
Colorado Public	67.9%	21.7%	4.6%	1.6%	3.5%
Prison Inmates	45.5%	31.9%	17.8%	3.7%	1.3%
Community Corrections Inmates	49.8%	30.5%	14.6%	4.0%	1.1%
Parolees in Colorado	51.2%	30.0%	14.6%	3.2%	.9%

Census data: 2018 CDOC data: 6/30/2019



Colorado's
three-year
recidivism
rate is 48.1%

30.7% are
Technical
Parole
Violations





Population Projections

DCJ Prison Population Forecast Comparison

End of Fiscal Year	June 2019 Forecast	Dec 2019 Forecast	Projected Change from 6/30/2019
2019	20,034	19,951*	
2020	19,863	19,589	(274)
2021	19,763	19,818	55
2022	19,775	20,026	251
2023	20,039	20,178	139
2024	20,430	20,387	(43)
2025	20,878	20,500	(378)

Legislative Council Prison Population Forecast Comparison

End of Fiscal Year	Dec 2018 Forecast	Dec 2019 Forecast	Projected Change from 6/30/2019
2019	20,432	19,951*	
2020	20,940	19,614	(1,326)
2021	21,483	19,505	(1,978)
2022	19,775	19,564	(211)

*Actual population 6/30/2019



2019-2020 Wildly Important Goals (WIGs)

WIG #1: Decrease the Recidivism Rate through Normalization of Prison

WIG #2: Increase the Employment Rate of Parolees

WIG #3: Improve Culture within DOC and Decrease Labor Shortage



DOC Divisions and Major Functions

- Prison Operations (Director Matt Hansen)
- Adult Parole (Director David Johnson)
- Office of Human Resources (Rick Thompkins, Chief Human Resources Officer)
- Finance & Administration (Director Deb Goheen)
- Clinical & Correctional Services (Director Michelle Brodeur)
- Office of the Inspector General (Sherry Daigle, Inspector General)



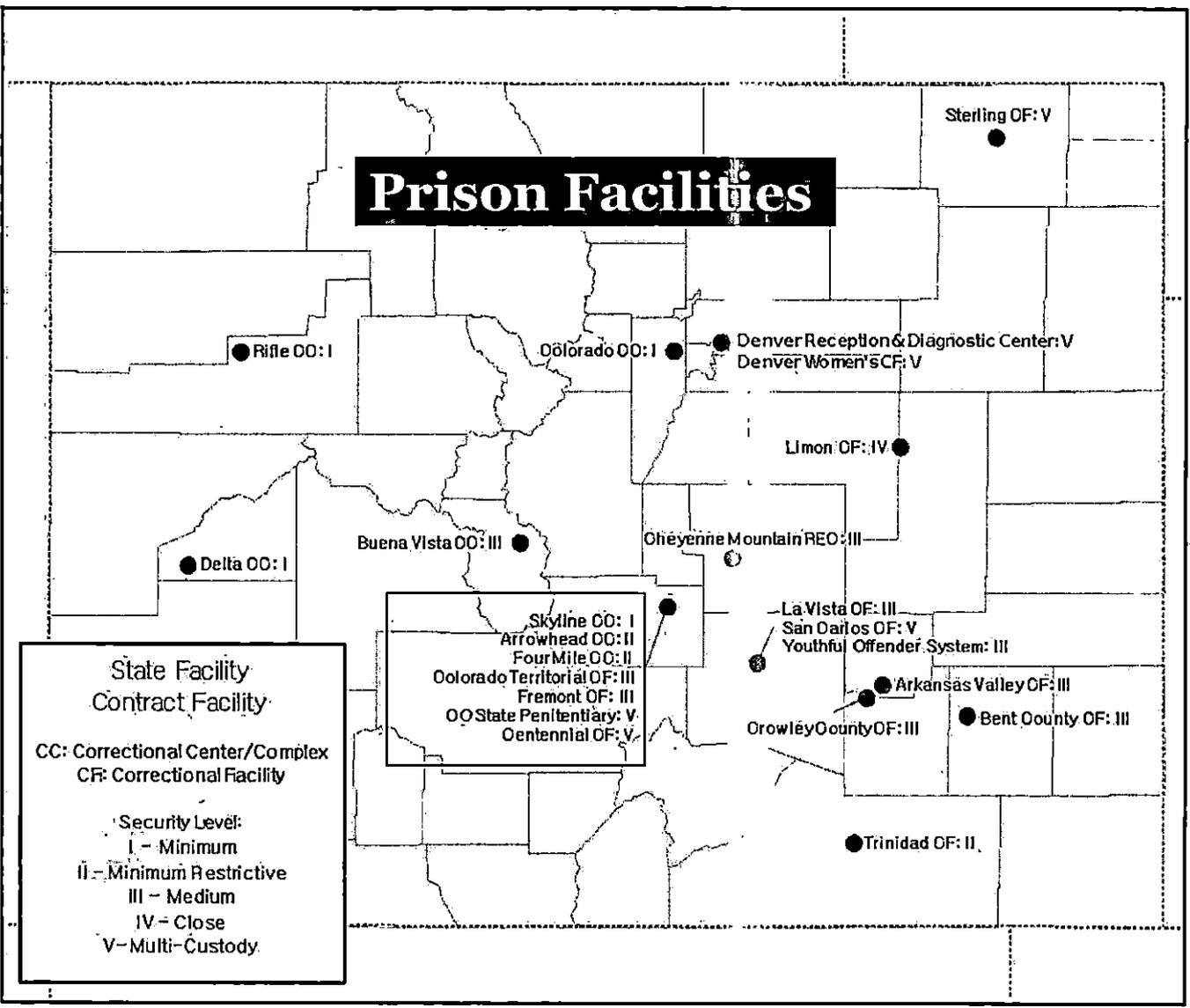
Prison Operations

Director Matt Hansen

- Manages, supervises and controls 20 state correctional facilities
- Monitors 3 privately operated prisons for contract compliance
- Manages educational and vocational and proven cognitive behavior programs within state prisons
- Oversees Emergency Management, Faith and Citizens, special teams
- Education
- Offender Services
- Incarcerates approximately 18,000 *prison* inmates (does not include Community Corrections, ISP-I)
- Total FTE Authority: 4,133.2



Prison Facilities



State Facility
Contract Facility

CC: Correctional Center/Complex
CF: Correctional Facility

Security Level:
I - Minimum
II - Minimum Restrictive
III - Medium
IV - Close
V - Multi-Custody



Education

GED Diplomas/CTE Certificates Awarded

Facility	Total Attempted	Total Passed	%	Diplomas
Total DOC	1,217	957	79%	208
Total Privates	702	519	74%	100
Grand Total	1,919	1,476	77%	308

Facility	CTE Certificate	Social Science	Industry Certificates
Total DOC	1,030	459	1,232
Total Privates	98	88	0
Grand Total	1,128	547	1,232



WIG #1: Decrease the Recidivism Rate through Prison Normalization

- Prison life more accurately reflects life outside of prison
- Trauma to offenders should be minimized
- Focus on association vs. isolation
- Sense of Purpose and Motivation

“Punishment” is the deprivation of liberty only.



Normalization

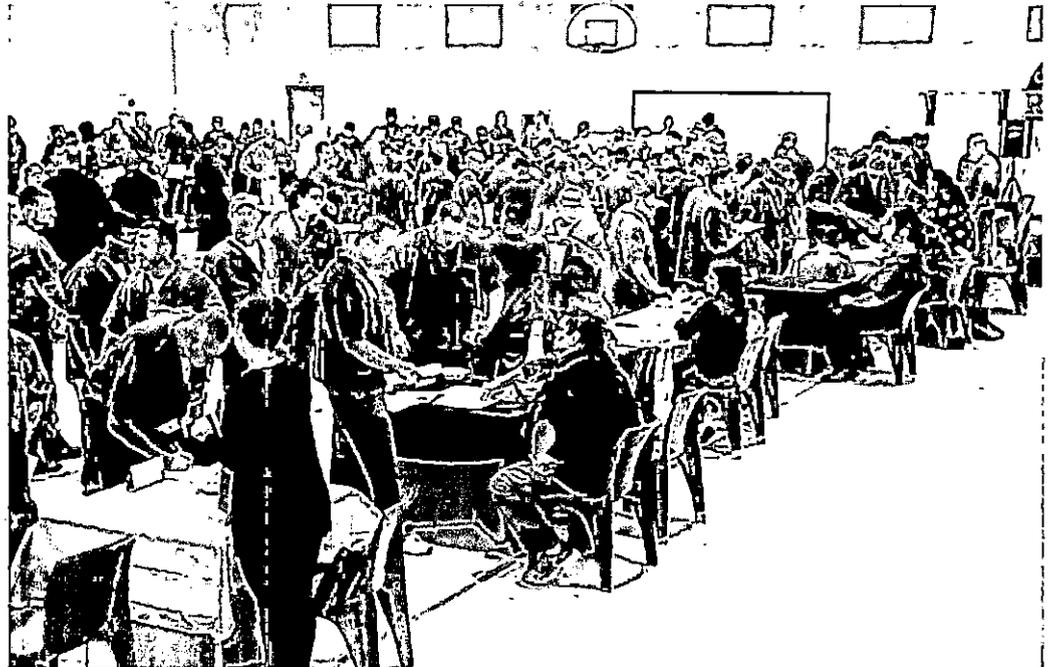
“Normalization” is an approach to prison management which seeks to create positive, productive environments for incarcerated people and correctional staff by creating prison environments that more accurately reflect life outside prison and promote successful transition upon release.



Normalization

Why Normalize Prison?

- Safety
- Environment
- Culture / Community
- Purpose
- Improved Results



How a Prison Play Goes on Tour

Thirty Colorado inmates staged "One Flew Over the Cuckoo's Nest" for nearby...

A Shared Vision



Inmates of Sterling Correctional Facility rehearsing "One Flew Over the Cuckoo's Nest" before they performed the play at the Denver Theater's Correctional Facility. Drew Davis/Envy for The New York Times

Treating Prisoners With Dignity Can Reduce Crime

In Europe, prisoners work for real wages and even cook for themselves. And when they leave prison, they don't come back.

NICHOLAS RUBBER AND JOHN WITTELL AND NATIONAL JOURNAL MAY 21, 2014

North Dakota Reforms its Prisons, Norwegian Style

The Nordic country, home to the most humane prison in the world, shares lessons with state officials.

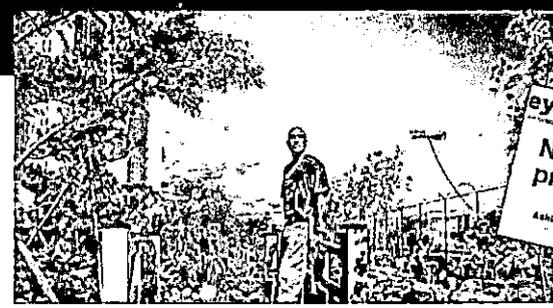
States put Norway-style prison reforms to work in U.S.

Karen Bouffard, The Detroit News Published 12:12 a.m. ET Oct 11, 2019 | Updated 11:15 a.m. ET Oct 11, 2019

Oregon prison's new garden holds promise of transforming correctional landscapes

Oregon prison's new garden holds promise of transforming correctional landscapes

"When you're put in an environment where everything is concrete and steel and is designed specifically to control and secure you, it can be a very dehumanizing experience," one inmate said.



NJ seeks to ease transition prison reforms

Ashley DeCarriz, NorthJersey.com Published 5:24 a.m. ET Nov 15, 2019

Can the US import a new prison attitude from Europe?

by Arthur Rizer & SteVon Felton | January 20, 2019

THE GERMAN PRISON PROGRAM THAT INSPIRED CONNECTICUT

A prison in Connecticut is taking cues from Germany, where inmates do work and have keys to their cells. 60 Minutes reported on it in 2016





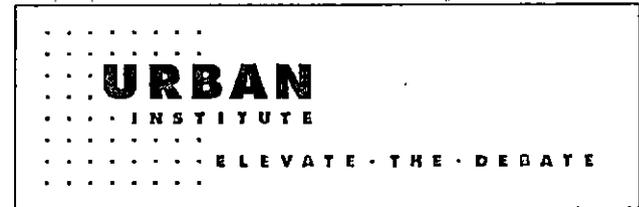
VERA Restoring Promise Initiative

Goals include transforming the culture, climate, rhythms and routines that define the prison system.

Young adults are mentored through meaningful daily activities to deepen their connection to their culture and healing, cultivate an ideology of self-determination, and restore relationships with family and community.



Young adults represent 10% of the US population but 30% of arrests and 21% of prison admissions.

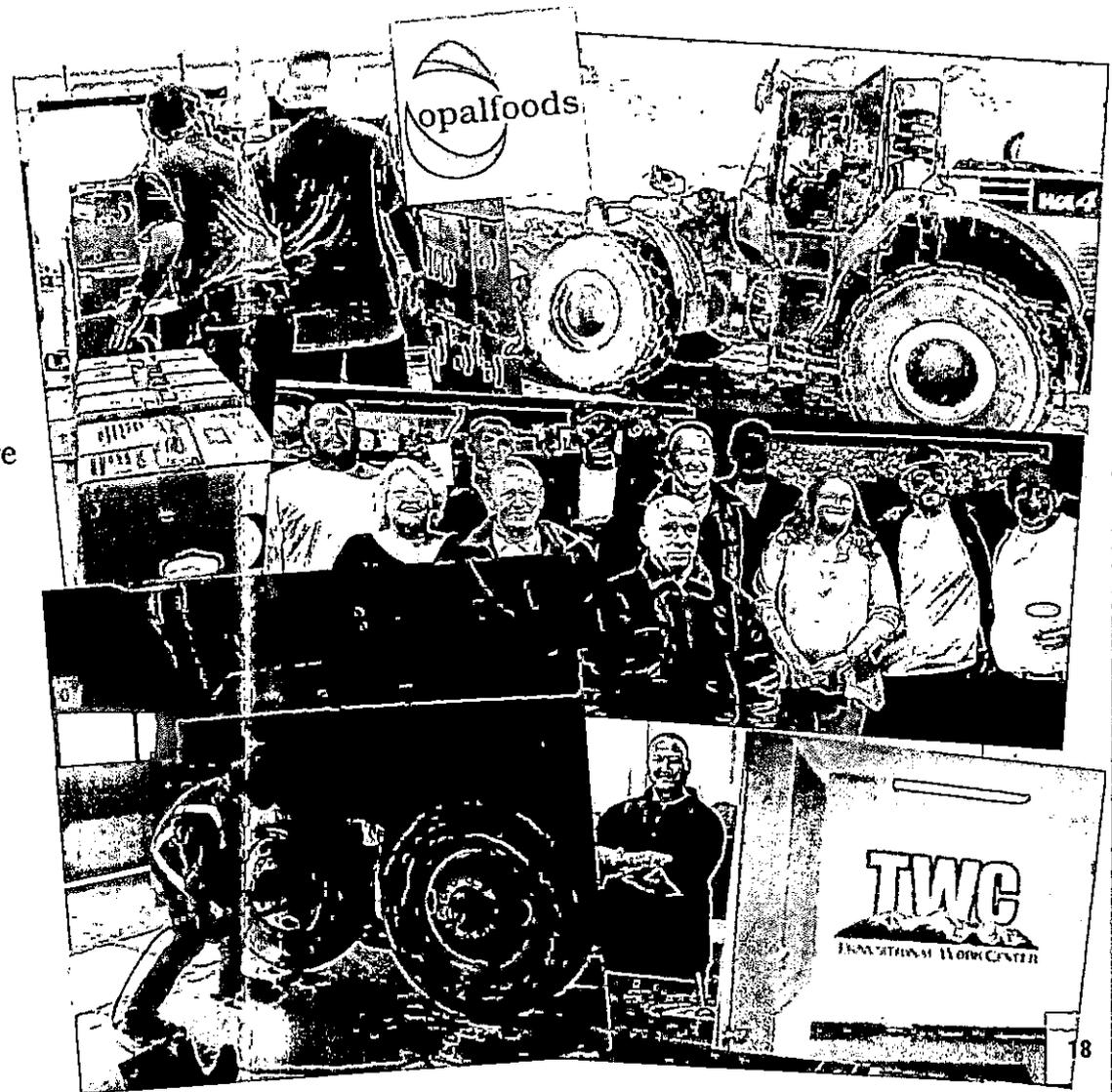


Urban Institute's Prison Research and Innovation Network Project

- The Urban Institute's Prison Research and Innovation Initiative is an ambitious five-year effort to infuse transparency, accountability, and innovation into the prison sector.
- Urban will foster prison-researcher partnerships in four states, using data and evidence to guide innovations in prison design, operations, and culture.
- Partners will test new policies and interventions and develop key metrics to monitor health, safety, and the environment of the prison.
- Colorado selected to participate in this research initiative.

Take TWO (Transitional Work Opportunity)

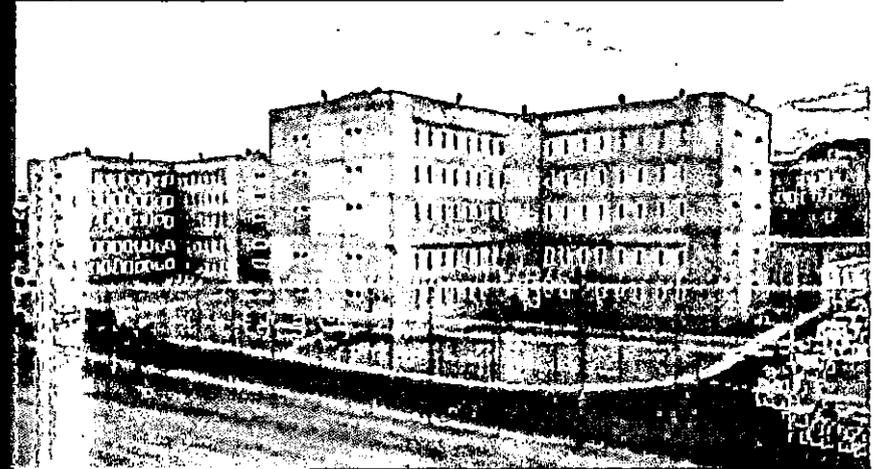
- DOC's Transitional Work Opportunity re-entry program connects offenders to prevailing wage jobs while incarcerated
- Helps offenders improve job skills, making them more employable
- Improves offender accountability
- Provides means to honor financial commitments (restitution, child support) while also acquiring monetary savings prior to release
- Re-establishes social networks in the community
- Respects the connection between work and human dignity





Sustainable Utilization of Existing Assets

Opening of CCF-South and Closure
of CMRC





Cheyenne Mountain Re-entry Center (CMRC)

- Provided notice to end contract
- Could not meet contractually obligated staffing levels- Contract adjusted to require 10 fewer staff
- Struggled to maintain a stable workforce
- CMRC offender program engagement requirements were lower than at DOC facilities yet continuously fall short of contractual obligations
- Concerns with substance abuse treatment licensure



Proposed Action

OPEN

CCF-S
CAÑON CITY

632 CLOSE
CUSTODY
OFFENDERS

DOC
STATEWIDE

700 MEDIUM
SECURITY
OFFENDERS

CLOSE

CMRC
COLORADO
SPRINGS

SCF
STERLING

BVCC
BUENA VISTA

LCF
LIMON



Benefits

- Efficient use of state assets with good pay, benefits, and working conditions for our staff
- Former CMRC inmates will have better access to education, clinical, behavioral, and job training programs
- Consolidation of close population will remove the most disruptive influence from other facilities to “soften the yards”.
- Creates a more conducive environment for normalization in medium security facilities by removing or reducing close custody populations.



Division of Adult Parole

David Johnson



Personnel

Funded Positions – 433

Parole Officers (Rank and File) – 301

Facility Parole Officers – 19

Community Re-entry Specialist – 18

Employment Training Navigators – 4

Community Care Case Managers – 2

Prerelease Specialist – 20

Administrative – 69

Budget

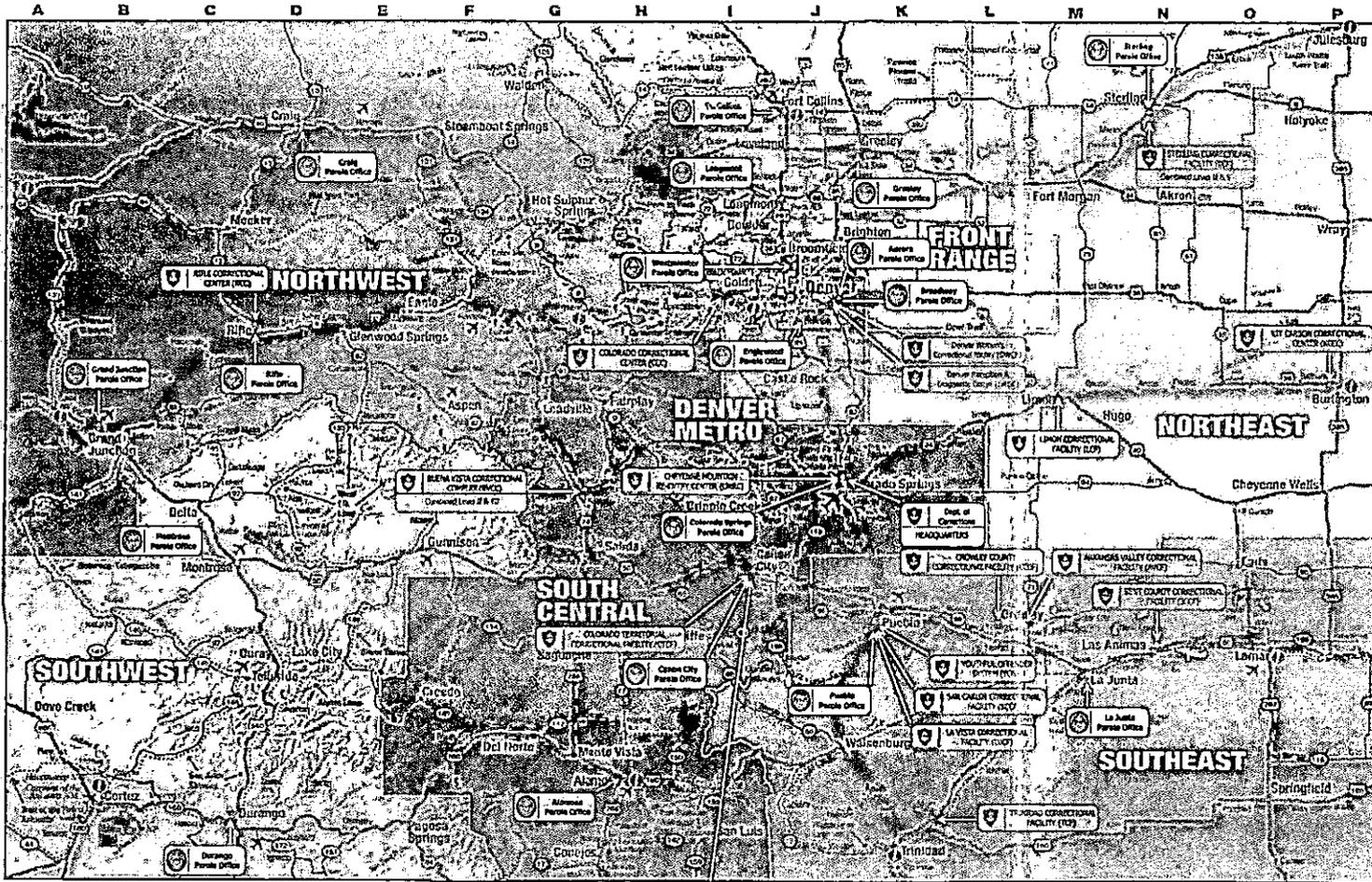
Total Allocated Budget- \$32,718,543

Operating - \$3,855,440

Contracts- \$21,165,963

WAGEES – \$7,197,140

Colorado Department of Corrections Correctional Facilities and Parole Offices



Canon City Complex

CORONA CORRECTIONAL FACILITY (CF)	COLORADO STATE PRISON (CSP)	FRONTIER CORRECTIONAL FACILITY (FCF)
Canon Minimum Centers	Four Mile Correctional Center (CMCC)	Skyline Correctional Center (SCC)
DELTA CORRECTIONAL CENTER (CC)	Parole Office	Parole Office

PAROLE OFFICE	LEVEL I FACILITY	LEVEL II FACILITY	LEVEL III FACILITY	LEVEL IV FACILITY	LEVEL V FACILITY
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- Denver Metro/
Northern Region
- Southern/Western
Region
- Community Reentry
- Fugitive
Apprehension
- Accreditation &
Planning
- Administrative
Services



Parole Domestic Population

Parolees supervised in Colorado

Regular Parole	6,607
ISP-P	1,177
Absconders	753
Jail	1,362
Residential Transition	188
Other	114
Total Domestic Population	10,201
Interstate	1,330
Total Parole Population	11,531





Parole Population

as of October 31, 2019

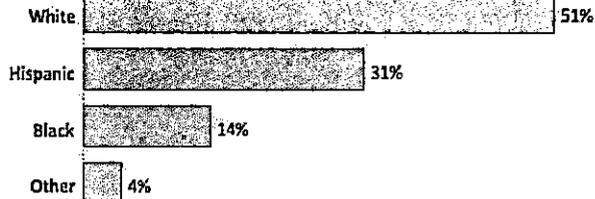


Select Type:
All

Gender



Race/Ethnicity



LSI Risk Category



Violent Offenders



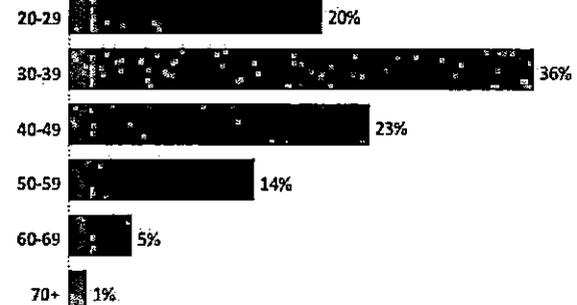
Gang Affiliation



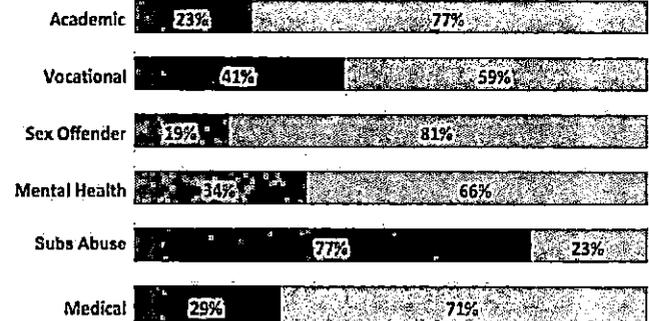
Release Type



Age



Offender Needs





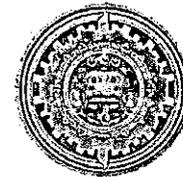
WIG #2: Increase the Employment Rate of Parolees

Increase referrals to WAGEES partners

Enhance job placement programming

Diversify job training and readiness

Community-Based Partners



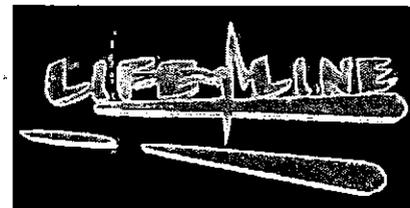
Servicios de La Raza
Services for the People



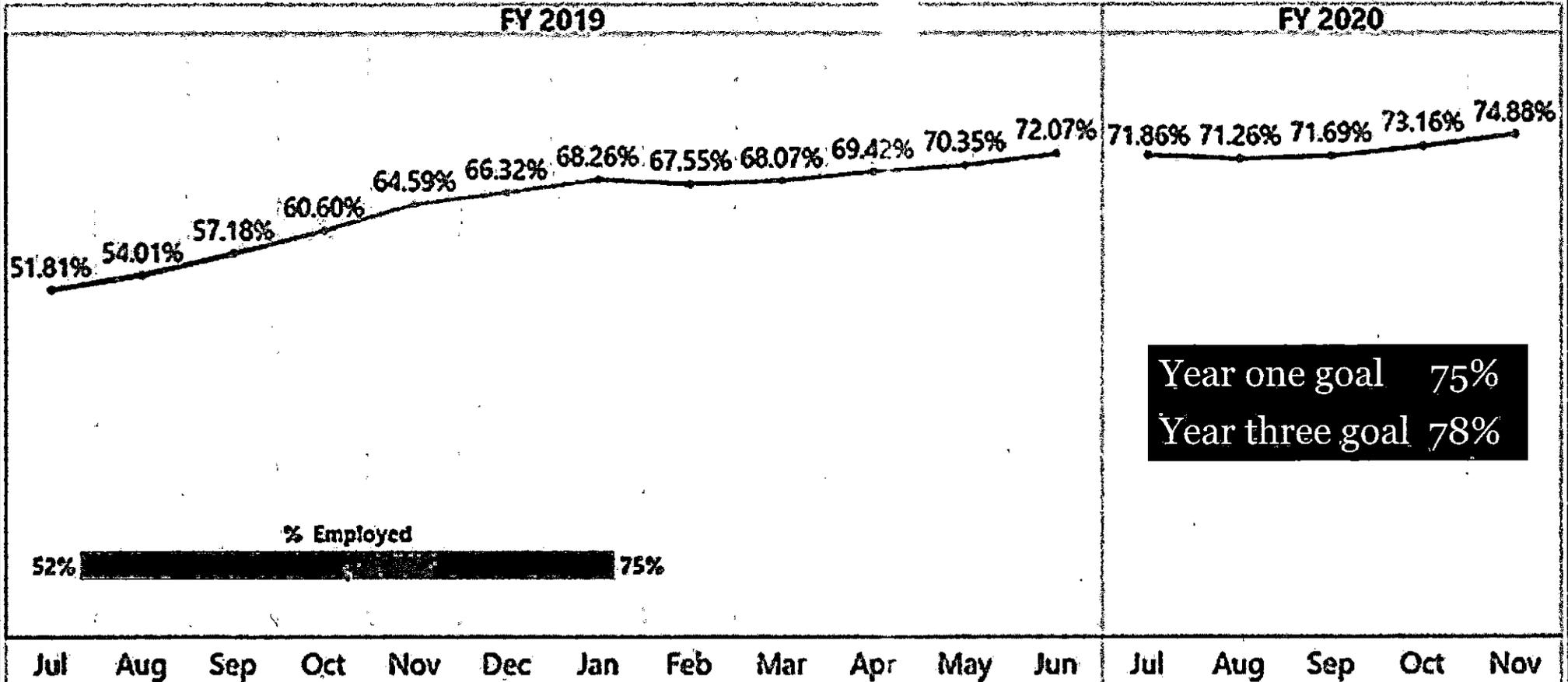
**Christlife
Ministries**



**THE
EMPOWERMENT
PROGRAM**



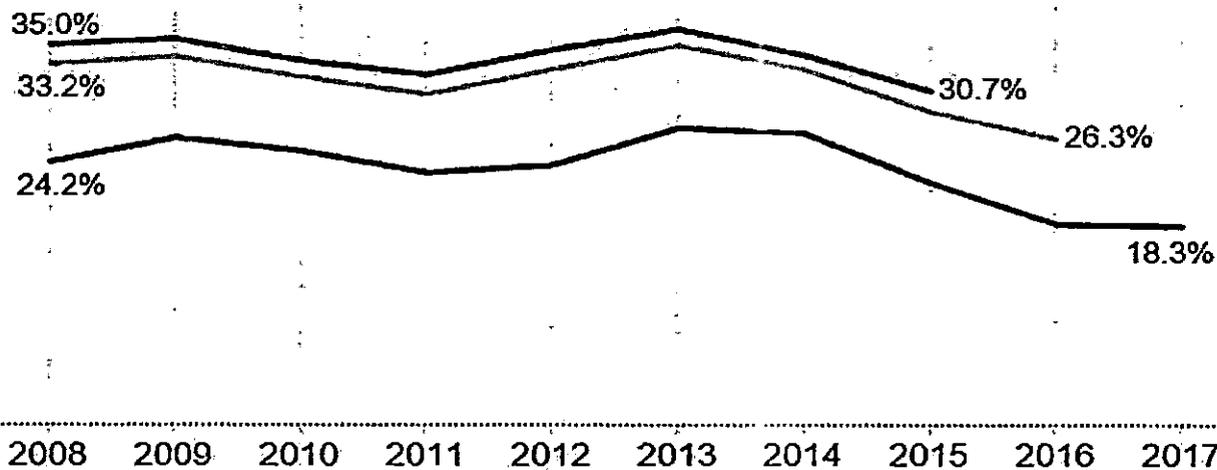
Parole Employment (July 31, 2018 - November 30, 2019)



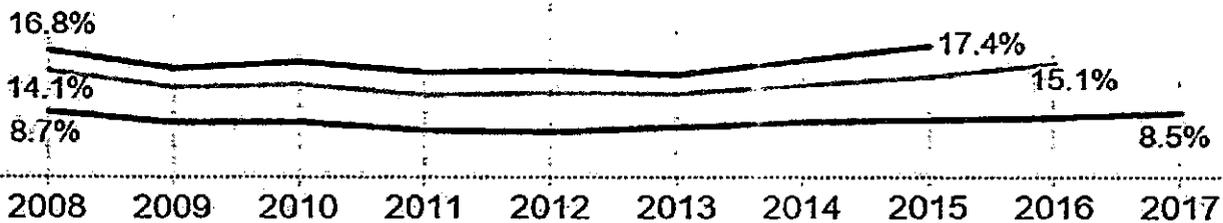


Recidivism/Return Rates by Type

TECHNICAL VIOLATION RETURN



NEW CRIME RETURN



■ 1 Year Return ■ 2 Year Return ■ 3 Year Recid..



What's Next?



**Arnold
Ventures**



UNIVERSITY *of*
DENVER

COLORADO EVALUATION
AND ACTION LAB

- DOC selected by the Crime and Justice Institute and Arnold Ventures to receive technical assistance to further safely reduce revocations.
- Partnered with DU Evaluation and Action Lab on ensuring that our efforts will create a lasting cultural shift with Parole operations.
- Expand partnerships with community based organization.



WOMEN'S
BEAN PROJECT



Office of Human Resources

Rick Thompkins, Chief Human Resources Officer

- Hires staff
- Manages talent search process, employee benefits, and training
- Encourages staff wellness
- Total FTE Authority: 51.7



WIG #3: Improve Culture within DOC and Decrease Labor Shortage

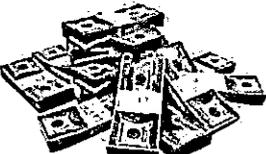
- Engage employees with staff survey
- Explore enhanced training possibilities
- Explore scheduling alternatives
- Continue to address competitive pay
- Expand the role of the officer



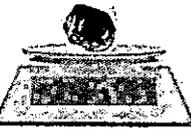
DRUG SEIZURE DASHBOARD

2019

BY DOLLAR VALUE

	Meth	Marijuana/THC	Heroin	Cocaine	Suboxone
PRISON VALUE	 \$1,013,266.00	 \$5,109.50	 \$180,270.00	 \$23,000.00	 \$430,875.00
STREET VALUE	 \$25,331.65	 \$1,788.33	 \$15,322.95	 \$1,725.00	 \$3,447.00

BY WEIGHT (IN GRAMS)

Meth	Marijuana/THC	Heroin	Cocaine
1,013.3	51.1	180.3	23.0
			

BY ITEM COUNT

Cell Phones	Prescription Pills	Currency	Suboxone Strips
 10	 30	 3,681	 1,724



Inspector General

Sherrie Daigle



Finance & Administration

Director Deb Goheen

- 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 almost 60 separate operating businesses
- Manages budget and business functions
- Manages Victims Notification Unit, accreditation unit, Legal Services, research department
- Total FTE Authority: 341.6



FY 2020/21 Budget Request

\$1.007 Billion

- \$904,550,401 General Fund
- \$47,332,148 Federal Funds
- \$51,660,507 Reappropriated Funds
- \$47,332,148 Cash Funds

Represents \$19.4 million increase in General Fund and \$18.9 million increase in Total Funds since FY 2019/20

- \$3.1 million reduction (Department requests)
- Paid Family Leave \$3.7 million increase
- Reduce Private Prison Usage \$7.2 million increase
- Medical Caseload \$4.2 million increase
- Hepatitis C reduction -\$10.1 million decrease
- Radio Replacement - \$1.9 million decrease
- Salary Survey FY 20-21, Benefits \$13.7 million increase
- Annualization of FY 19-20 Salary Survey \$10.9 million increase



Clinical & Correctional Services

Director Michelle Brodeur

- Manages 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, behavioral health, dialysis, dental, and general wellness
- Total FTE Authority: 1,232.1



Prison Inmate Needs – Moderate to Severe

	Male	Female	Total
Intellectual/Developmental	270 (1.5%)	23 (1%)	293 (1.5%)
Sex Offender	4,941 (28%)	86 (4.5%)	5,027 (25.7%)
Substance Abuse	12,603 (71.3%)	1,444 (75.4%)	14,047 (71.7%)
Mental Health	5,252 (29.7%)	1,447 (75.5%)	6,699 (34.2%)
Serious Mental Illness	1,127 (6.4%)	343 (17.9%)	1,470 (7.5%)

Co-occurring Needs

	Male	Female	Total
Drug & Alcohol/Mental Health	3,958 (22.4%)	1,157 (60.4%)	5,115 (26.1%)

*Serious Mental Illness is included in the Mental Health figures and the percentage is calculated as a percentage of that number.

Prison offenders as of November 30, 2019



BOLD Goal

Save Coloradans Money on Healthcare

Measures taken to enhance DOC healthcare practices :

- Expanded offender health education classes.
- Implemented an Acute Treatment Unit pilot program for the Self Injurious offender.
- Expand the Mental Health Peer Assistant Program.



Reduction of Self-injurious behavior (SIB)

What have we done?

- Implementation of an Acute Treatment Unit Pilot Program
- Mental Health Peer Assistants Program (MHPA)
- Expanding the MHPA Role
- Suicide Prevention Videos
- Completion of SIB training for the MHPA at all DOC facilities



Medication Assisted Treatment (MAT) Program

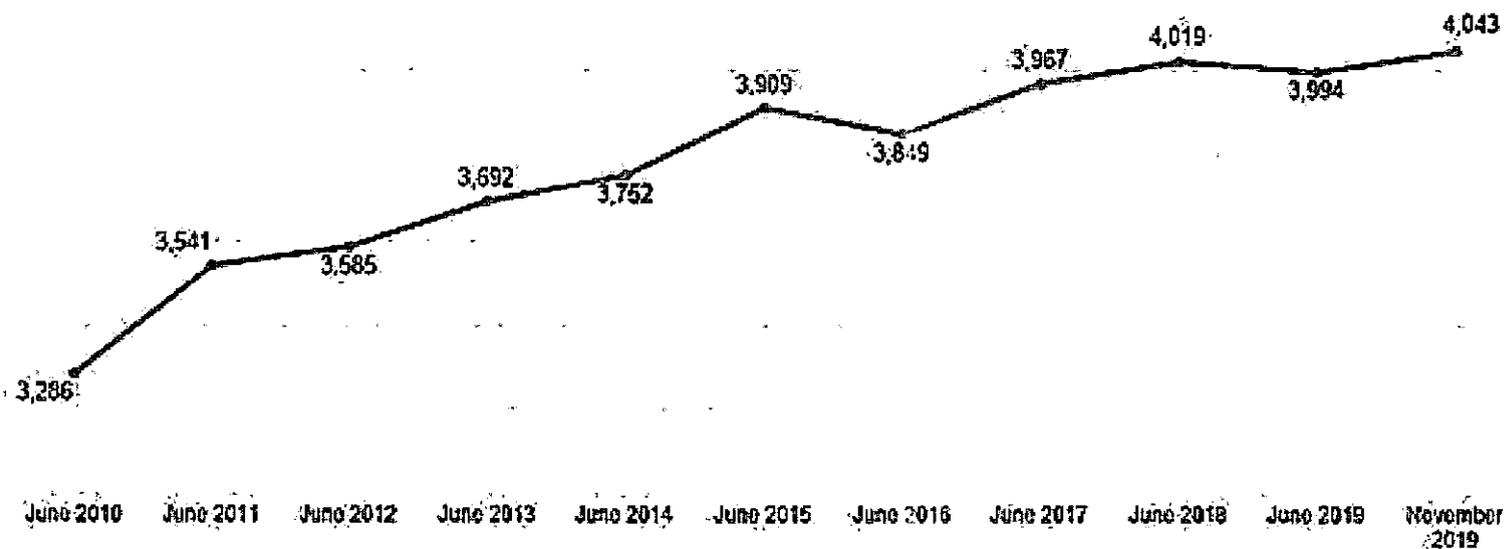
Purpose: provide continuity of care for offenders with opioid use disorder between the institutional settings and/or community based treatment in order to mitigate the illness and suffering surrounding the acute withdrawal of individuals with opioid use disorder and facilitate the long term treatment and recovery of individuals upon release.

	Male	Female	Total
Need for Medication Assisted Treatment (MAT) in Prison	33 (0.2%)	21 (1.1%)	54 (0.3%)



Aging Offender Population

Offenders aged 50 years or older by Fiscal Year through November 30, 2019





Hepatitis C Treatment

FY 15-16: 31 Completed
FY 16-17: 45 Completed
FY 17-18: 79 Completed

FY 18-19:

- 1,196 Offenders began Hep C treatment
- 995 Completed

FY 19-20:

- 649 Offenders began Hep C treatment
- 342 Completed
- 225 Actively on treatment

Hepatitis C Treatment Cost History

	2015	2016	2017	2018
Average				
Cost	\$90,000	\$57,000	\$26,166	\$16,616



Statutorily Required Updates

- **HB 14-1355: Reentry Planning and Programs for Adult Parole**
 - Facility Based Community Parole Officers with purpose of assisting in transitional services by focusing on stabilization
 - Expanding Community-Based Organizations through the WAGEES grant
- **SB 16-180: Specialized Program for Long-term Offenders convicted as Juveniles**



Departmental Regulatory Agenda

Agency Rule Reviews - Regulatory Plan Progress

- Since the Department began conducting rule reviews pursuant to EO 2012-002 it has abolished 80 rules
- All rules are reviewed annually

Regulatory Agenda - Key Policy work to be completed in 2018-19:

- AR 1350-02 - Victim Notification Program - SB 18-014 Disclose Location of Out-of-State Inmate - Notify the prosecuting attorney and any registered victim of crimes for which the inmate is serving his or her sentence of the name and location of the penal institution where the inmate is to be housed.
- AR 700-19 - Sex Offender Treatment and Monitoring Program - HB 18-1040 Inmate Treatment Incentive Plans - Requires DOC to monitor the number of inmates who need sex offender treatment or services and the number who are not receiving such treatment or services; develop an incentive plan to contract for more mental health professionals to provide sex offender treatment or services in difficult-to-serve geographic areas; and report to JBC the number of inmates needing treatment or services, and the impact of the incentive plan.



 colorado.gov/cdoc

 @Colorado_DOC

 Colorado Department of Corrections