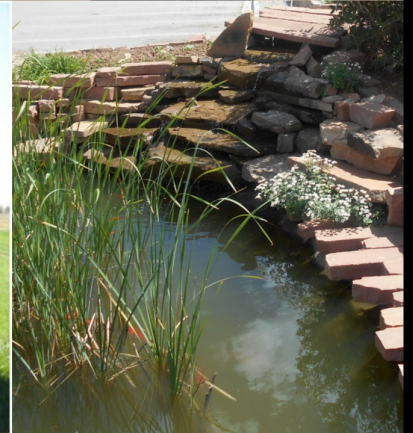
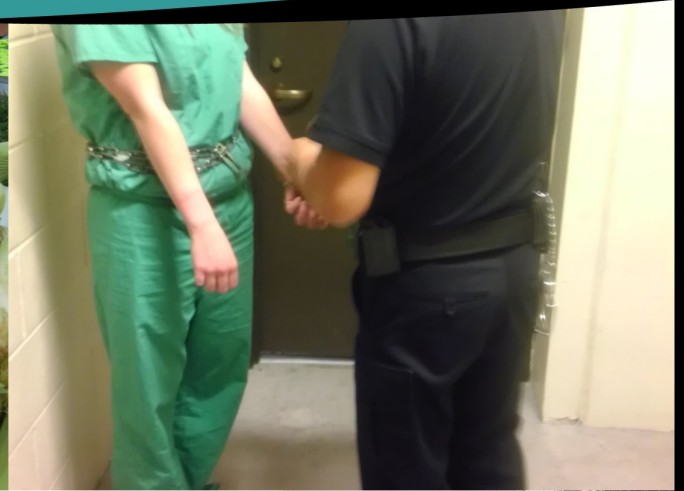


# Larimer County Community Corrections



## 2013 Annual Report





# Introduction

## Mission

*Larimer County Community Corrections is committed to community safety and client accountability. We provide a continuum of innovative services and treatment that is responsive to individual client risk, needs, and differences. We empower clients to take responsibility for their actions, and promote positive choices and internal change, resulting in reduced recidivism in our community.*

## Vision

*Larimer County Community Corrections is a safe, clean, and calm facility where clients are treated with respect and fairness. We are professional and friendly and enjoy the work we do. Accountability is a cornerstone. We have an understanding of standards and expectations to ensure standards are met or exceeded. We promote self improvement and incorporate family and others identified as support for client success. We are committed to common and unified goals. We regularly reinforce positive behaviors, accomplishments, and character traits. There is cohesiveness, trust, and collaboration throughout teams, units and departments. We have a team approach based on participation and transparency of decision making.*

## Message from the Director

On behalf of the Community Corrections staff, it is my pleasure to present to you our 2013 Annual Report. This report is designed to provide a snapshot of the successes, challenges, and opportunities experienced this past year. It has a new look and presents information in accordance with our department's mission and vision.

We would like to thank the members of our Community Corrections Advisory Board and the Larimer County Commissioners for their ongoing commitment to providing guidance and support to the overall operations of our department. Additionally, I want to recognize Lindsay Murr for her time and creativity in designing and producing this report.

Serving as director, I am honored to be working with a dynamic group of dedicated staff who serve to protect our community and contribute to successful outcomes for offenders in the criminal justice system.

As we move forward in our unified team, we will continue to seek new approaches to enhance our overall effectiveness.

Sincerely,



Tim Hand



*"Working together and working smarter, we can deliver the greatest safety & value to our community." - Tim*

**Larimer County Community Corrections**

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# Who's In Community Corrections?



■ Diversion 109 ■ Transition 118 ■ Parole 23 ■ CRCF 15  
 ■ SOISP 12 ■ Federal 8 ■ Probation 2

Average Daily Population by Type

**901** *Number of residential offenders served in 2013*

**286** *Average daily population of residential offenders*

**166** *Average length of residential stay*

## Types of Offenders

### Diversion

Sentenced directly to Community Corrections by District Court as a diversion from the Department of Corrections.

### Transition

Department of Corrections (DOC) inmates that are transitioning from prison to the community via a residential facility before release on Parole.

### Parole

Parole offenders placed into the residential facility due to less serious violations of parole conditions or homelessness.

### CRCF

Community Return to Custody Facility - Parole violators that have been revoked from the community but are ineligible to return to prison.

### SOISP

Sex Offender Intensive Supervision Program Sex offenders sentenced to a residential placement as a condition of their Intensive probation requirements.

### Federal

Offenders supervised by Federal Probation, Pre-Trial or the Bureau of Prisons, who are placed in the residential facility for enhanced supervision and stability.

### Probation

Offenders referred by probation officers for a residential placement due to probation violations or to stabilize the offender on a short term basis.

## Profile of an Offender

**Male Offenders - 80.28% of Offender Population**



Average Age: 34.3  
 American Indian/Alaskan Native: 1.31%  
 Asian: 0.29%  
 Black/African American: 6.83%  
 Hawaiian Native/Pacific Islander: 0.15%  
 Hispanic/Latino: 21.51%  
 Caucasian: 69.62%  
 Other: 0.29%

**Female Offenders - 19.72% of Offender Population**



Average Age: 34.2  
 American Indian/Alaskan Native: 1.78%  
 Asian: 1.18%  
 Black/African American: 2.96%  
 Hispanic/Latino: 19.53%  
 Caucasian: 73.96%  
 Other: 0.59%

**\$146,736.13**

Total restitution paid by Community Corrections offenders in 2013





# Evaluations

*"Something I have learned from working with offenders is that I can get one impression of what I think someone is about from a police report or other documents, but I have learned that meeting and talking to the person face-to-face allows me to see more of the whole person and my view of them often moves in a more optimistic direction. It has helped me be more open-minded and not make quick judgments on a small amount of information."*  
-Evaluator

The Evaluations Unit is a highly efficient unit that is responsible for receiving and processing referral information for Diversion, Transition, Intensive Supervised Parole, Condition of Parole and Probation placement offenders. Larimer County Community Corrections has two primary sources of referrals:

- Diversion – an offender directly sentenced to Community Corrections by the Courts as a diversion from a sentence to the Department of Corrections (DOC).
- Transition – an offender from Department of Corrections referred to Community Corrections for a transition from prison back into the community.

The Evaluations Unit completes a comprehensive evaluation of all referrals. A Level of Supervision Inventory (LSI) assessment is completed on local Diversion offenders to gather personal information and criminal background information. In addition, the Evaluations unit reviews criminal history records, pre-sentence reports, completed assessments, Department of Corrections referral documents on Transition referrals, Federal referral documents for all Federal referrals and other pertinent information including victim input. A Mental health Questionnaire and substance abuse assessments are completed on local Diversion referrals to assist in referrals to appropriate treatment programs. The Evaluations unit presents all cases to the Selections Committee. Cases that are accepted by the Selections Committee, but fall within established criteria are then presented to members of the Larimer County Community Corrections Advisory Board for final acceptance.

## 2013 Evaluations Acceptance Rates by Type

	Accepted	Screened	Accept Rate
Diversion	294	419	70%
Parole/Probation/SOISP	68	103	66%
Diversion - Out of County	41	74	55%
Transition - Primary (Larimer sentence)	138	238	58%
Transition - Alternate (not Larimer sentence)	81	569	14%
Federal	27	27	100%
<b>TOTAL</b>	<b>652</b>	<b>1436</b>	<b>45%</b>



# AIIM

## *Alternatives to Incarceration for Individuals with Mental Health Needs*

**52**

**Number of offenders served by AIIM in 2013**

**12**

**Number of successful completions in 2013**

**11**

**Number of negative terminations in 2013**

**3481**

**Number of jail bed days saved by AIIM program participation in 2013**

Alternatives to Incarceration for Individuals with Mental health needs (AIIM) was developed as a joint venture between Larimer County Community Corrections, Larimer Center for Mental Health, Larimer County Sheriff's Office, and The Probation Department. Currently the active partners in the AIIM program include Larimer County Community Corrections, Touchstone Health Partners, and the 8th Judicial Probation Department. AIIM provides specialized services to individuals who have a significant mental health diagnosis with, or without, co-occurring substance dependence or addiction and who have been sentenced to Probation with successful completion of AIIM as a condition of that sentence. The program goal is to reduce jail bed days and the drain on probation resources, the courts, the jail and the community at large. The program provides criminal justice supervision and mental health and substance abuse treatment to these offenders, as well as medication administration, substance abuse testing, and intensive case management, which gives assistance with basic needs, housing, and employment. We hope to reduce the impact on the system, and to help these individuals become more healthy productive members of society.

# Residential Program

## Costs of Incarceration Per Day



**\$54/Day**

Savings per offender vs Department of Corrections

**\$45/Day**

Savings per offender vs jail incarceration

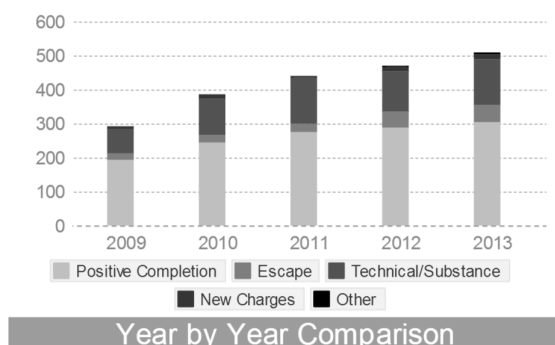
Housing offenders in Community Corrections provides a cost-effective alternative to the Department of Corrections or jail incarceration. Offenders pay a daily fee to help cover costs, resulting in a savings of over \$45 per day.



The Residential Program is designed to provide structure and stability for the resident and for safety to the community. The program provides the resident with the opportunity to maintain or re-establish family and employment ties. They are monitored closely as they work, build savings, and participate in counseling or educational groups that are geared to help them safely transition back into the community. Residents develop responsibility and accountability as they pay restitution or child support, complete useful public service hours and follow program rules and requirements. Primarily, the offenders are state Diversion and state Transition, but we also accept and supervise residential offenders from Parole, Condition of Probation, Federal Bureau of Prisons, and the Division of Youth Corrections.

Upon entering the Residential Program, each resident is assigned a Case Manager. Together the Case Manager and the resident develop a supervision plan that is designed to address the thinking and behaviors most relevant to their involvement with the legal system and with other problems in their lives. Case Managers meet weekly with each resident to monitor overall compliance with treatment, employment, financial, court and facility requirements. Case Managers maintain regular communication with treatment providers to ensure compliance and to work cooperatively towards treatment goals. The resident's advancement through the level system is contingent on maintaining stable employment, treatment, finances and complying with their individualized supervision plan.

## Outcomes



**304 Positive Terminations**

**199 Negative Terminations**

50 Escape  
135 Technical/Substance Abuse  
14 New Criminal Charges

**6 Other Terminations**

Other termination types include medical discharge, death of offender, and other administrative reasons.

**59.7% Successful Completion Rate**

*"I have learned that I am respected, I am valued and I still have much to learn. I hope I will forever keep learning and take pride in what I do know. I want to gain the humility to understand that I don't need to know everything to be a benefit to myself and those around me." - Correctional Addictions Therapist*



"I like to see the change in people, from getting out of prison to holding a job, building a savings account and finding a stable place to live. We are working to change the way offenders see security officers and the criminal justice system. Community Corrections staff strive to treat our residents with respect and consideration, and that does a lot to change the attitudes for offenders. They have possibly been treated unfairly in the past and that creates a negative perspective for the future. We are working to break that cycle."

- Senior Correctional Services Specialist



## Medical Clinic

One afternoon a week, Larimer County Jail's Physician Assistant sees offenders in Community Corrections. The main focus is to provide bridge care for people who are either coming out of a locked correctional facility or have not yet established medical care in the community. Care is provided on a temporary basis, and offenders are encouraged and assisted with setting up a care plan in the community so they have a physician available to them when they are no longer in the residential program. A lot of what we do is provide bridge care with medications until the residents can get set up in the community. The PA-C also sees minor medical issues so that people can avoid going to the ER or walk-in clinic.

## Victim Services

Both male and female offenders in Community Corrections may be victims of crimes such as childhood physical or sexual abuse, sexual assault, domestic violence, stalking, robbery, and assault. The Victim Services Coordinator assists in assessing individual needs and connecting offenders with both internal and community resources. The Coordinator builds and maintains strong, effective relationships with service providers in the community.

Unresolved victimization issues are often found at the core of self-destructive and illegal behavior, substance abuse, relationship difficulties, domestic violence, and employment instability. Addressing these issues allows the offender to address their criminogenic needs with clarity.

Assisting our clients obtain employment is a challenging but very rewarding experience. The increase in confidence level when the men and women go through all the steps such as the development of a resume and preparing for interviews; and finally obtaining that job they have worked hard to obtain is exciting to witness. I can only imagine the joy for the client and their families and friends that support them throughout their sentences. I call it working therapy. People that enjoy their work and learn more about themselves tend to stay on track and move on from their legal violation seasons. Many times our clients can no longer remain in the industry they have the most experience in so we take all their knowledge, skills and abilities and move them into other options and industries. We help them research new areas of interest to build on. I enjoy working with the clients because when one person in a family is employed it helps the entire family. Helping an entire family make changes that improve their livelihood and long term success as they transition back to our communities is a priceless effort and experience that I enjoy greatly and encourage others to give it a try.

Diane Castellanos, Employment Specialist



*"I don't feel right in my life if I don't work. It makes me feel better all around as a person. Also, knowing we are giving back to the community makes me happy."*  
- Employment program participant





# Treatment Programs



Community Corrections provides several different opportunities for substance abuse and mental health treatment programs to serve the criminal justice population. The 90-day intensive residential treatment (IRT), men's 14-day short term intensive residential remediation treatment (STIRRT), aftercare, and residential dual diagnosis treatment (RDDT) programs use evidence-based curricula in conjunction with hands-on activities including a ropes course, pro-social recreation, community outings, and experiential therapy. Treatment staff collaborates with other community agencies to provide educational and unique experiences for fully-integrated program, such as yoga, parenting classes, Northern Colorado Aids Project education, and therapeutic gardening. The women's programs refocused on integrating gender responsive programming, another successful evidence-based practice. Our treatment staff are highly qualified and motivated individuals who bring a wide variety of experience and talent to help offenders learn and utilize the tools for success.

*"What is most rewarding about my job is being given the opportunity to help people make changes in their lives for the positive so that they don't have to be part of the criminal justice system any longer."*  
- Correctional Addictions Therapist

## Short-Term Intensive Residential Remediation Treatment (STIRRT)

**161** Number of offenders served in 14-day Short-Term Intensive Residential Remediation Treatment in 2013

**155 Successful Terminations**

**5 Unsuccessful Terminations**

- 1 Behavioral Issue
- 4 Technical Violations

**1 Other Termination**

Other termination types include medical discharge, death of offender, or other administrative reasons.

**96% Successful Completion Rate**

## Intensive Residential Treatment (IRT)

**79** Number of offenders served in 90-day Intensive Residential Treatment in 2013

**66 Successful Terminations**

**13 Unsuccessful Terminations**

- 3 Escape
- 8 Technical or Substance Abuse
- 1 New Criminal Charges
- 1 Self-Regression

**83.5% Successful Completion Rate**

## Residential Dual Diagnosis Treatment (RDDT)

**32** Number of offenders served in Residential Dual Diagnosis Treatment in 2013

**17 Successful Terminations**

**14 Unsuccessful Terminations**

- 6 Escape
- 1 Behavioral Issues
- 1 New Criminal Charges
- 1 Reject After Accept
- 4 Technical Violations

**1 Other Termination**

Other termination types include medical discharge, death of offender, or other administrative reasons.

**53% Successful Completion Rate**





# Day Reporting Center



The Day Reporting Center (DRC) provides testing services consisting primarily of monitored urinalysis tests (UAs), and breathalyzer tests (BAs), as well as hair follicle and instant result UAs. The DRC is staffed with both a male and female staff member seven days a week. The hours open to serve offenders are 11am to 8pm daily. We offer customers individualized services with a color call in system with over 193 combinations to provide randomized testing. We provide monitoring and supervision of offenders from a variety of referring agencies including Probation, Drug Court, Parole, Community Corrections Non-Residential, and Pre-trial as well as offenders from the Courts, Department of Human Services, AIMM and many treatment providers.

**Breathalyzer (BA):** A breath-based test for evidence of alcohol consumption. 46,948 BA tests were performed in 2013.

**Urinalysis (UA):** A urine-based test for recent drug use. Multiple drugs can be detected with a single sample. 29,075 UA tests were performed in 2013

DRC provided 76,518 total substance tests to 8,257 unique customers in 2013. That's an average of 210 tests per day!

## Transportation Unit

The Community Corrections Transport Unit (CCTU) provides secure emergency and court transportation services for juveniles who have been detained by law enforcement agencies on a 24/7 basis. This service began on Jan 1, 2003, with the sole purpose of community partnership and positive impact for the juvenile justice system, ultimately allowing law enforcement a quick return to patrol duties and community service.

Juveniles are screened for risk factors at the HUB by Department of Human Services (DHS) personnel. During these screens, CCTU conducts standby security services, UA/BA testing as required, and fingerprinting of all juveniles charged with a crime. Detained juveniles are primarily transported to and from Platte Valley Youth Services Center located in Greeley, CO. Court transports are conducted four days weekly and court security is provided during all court appearances. Medical and mental health furloughs are granted by the court and those secure transports are conducted by CCTU to various locations in the tri-city area.

Secure transportation services are also provided for Touchstone (formerly Larimer Center for Mental Health) along the Front Range. Additionally, CCTU conducts juvenile sobriety compliance monitors for the 8th Judicial Probation Department and occasional home visits for DHS and Senate Bill 94. Other duties include community supervision and various transport operations of LCCC offenders in support of LCCC Residential and Treatment programs.

*In 2013, the Transportation Unit provided 1380 secure juvenile transports and 818 hours of standby security services for the HUB.*



*"I have learned that most of our offenders are just normal people who made a bad decision and ended up in the criminal justice system. Others were often born on drugs or were raised in an environment where drugs and a criminal lifestyle were the norm. Although I don't feel sorry for anyone and I believe we all have the ability to make our own choices, I could not imagine the self-discipline and determination it must take to learn to live the exact opposite of the only way you know."*

*- Correctional Services Specialist*

# Community Supervision

After a successful completion of the residential program, Diversion offenders transfer to Community Supervision, where they participate in a highly structured program to ensure both community safety as well as personal stability and accountability. Requirements include steady employment and housing, mental health and substance abuse treatment, continued payment of restitution or child support, and active contact with program case manager.

Community Supervision offenders participate in drug and alcohol testing, make required phone contacts, and have regular home visits on both a scheduled and unannounced basis. With program compliance, offenders will remain on Community Supervision status through their sentence completion, but when intervention is necessary, they can be placed back into the residential program to re-stabilize on either a short-term or long term basis.

## 134

**Number of offenders supervised in the community in 2013**

## 68

**Average monthly population of community supervised offenders**

## 436 Days

**Average length of community supervision program**

## Methodologies

### Evidence-Based Practices

An interdisciplinary approach to corrections involving the implementation of programs and interventions that have been studied and proven to reduce offender risk and recidivism:

1. Assess Actuarial Risk/Needs.
2. Enhance Intrinsic Motivation.
3. Target Interventions.
  - a. Risk Principle: Prioritize supervision and treatment resources for higher risk offenders.
  - b. Need Principle: Target interventions to criminogenic needs.
  - c. Responsivity Principle: Be responsive to temperament, learning style, motivation, culture, and gender when assigning programs.
  - d. Dosage: Structure 40-70% of high-risk offenders' time for 3-9 months.
4. Skill Train with Directed Practice (use Cognitive Behavioral treatment methods).
5. Increase Positive Reinforcement.
6. Engage Ongoing Support in Natural Communities.
7. Measure Relevant Processes/Practices.
8. Provide Measurement Feedback.

### B-SMART

**Behavioral Shaping Model and Reinforcement Tool** - The Behavioral Shaping Model is a structured sanctions grid that assists providers in responding to program violations in a manner that is consistent with evidence-based principles. The Reinforcement Tool is a structured process in order to implement Contingency Management which is a well-researched evidence-based approach to effecting long-term behavior change. This process rewards offenders who exhibit pro-social behavior in order to reinforce their habituation of conventional and desired behaviors.

### Progression Matrix

The progression matrix is a structured program plan that is designed to create consistent and transparent expectations for community corrections clients. The matrix addresses both standard requirements and individual needs to put more focus on criminogenic needs and reducing risk, aligning the offender's length of stay with progress on criminogenic needs, providing incentive for clients to progress through the program, adhering to SMART principles on case plans. The Progression matrix also helps to prepare both case managers and transition offenders for DOC's implementation of presumptive parole, as well as working toward improving success rates and better managing failure rates.

### Motivational Interviewing

Motivational Interviewing is a collaborative conversation to strengthen a person's own motivation for and commitment to change. MI is now established as an evidence-based practice in the treatment of individuals with substance use disorders. Motivational Interviewing focuses on exploring and resolving ambivalence and centers on motivational processes within the individual that facilitate change. The method differs from more "coercive" or externally-driven methods for motivating change as it does not impose change (that may be inconsistent with the person's own values, beliefs or wishes); but rather supports change in a manner congruent with the person's own values and concerns.

### Criminogenic Needs

Criminogenic needs are the 8 most important factors that impact an offender's ability for success both during and after a residential correctional program. Targeting and addressing these needs while in the program helps offenders to develop and reinforce successful habits to maintain stability and reduce recidivism.

Attitudes, Thoughts, Beliefs  
Treatment Needs - Substance Abuse, Mental Health, Offense-Specific  
Education/Employment  
Leisure/Recreation  
Companions  
Impulse Control  
Family/Marital

**For More Information...**

<http://dcj.epic.state.co.us/home/EBP>  
<http://www.motivationalinterview.org/>  
<https://sites.google.com/a/state.co.us/dcj-epic/>  
<http://dcj.occ.state.co.us/home>  
[http://www.colorado.gov/ccjdir/Resources/Resources/Ref/EOC\\_Vol16\\_May2012.pdf](http://www.colorado.gov/ccjdir/Resources/Resources/Ref/EOC_Vol16_May2012.pdf)  
<http://www.colorado.gov/cs/Satellite/CDPS-CCJJ/CBON/1251617151523>







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