



Larimer County Community Corrections  
[larimer.org/comcor](http://larimer.org/comcor)





# 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 2014 Annual Report. This report is designed to provide a snapshot of the past year.

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

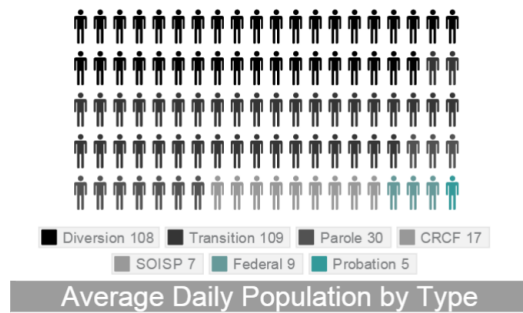
## Larimer County Community Corrections

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# Who's In Community Corrections?



**897** *Number of residential offenders served in 2014*

**284** *Average daily population of residential offenders*

## Types of Offenders

### Diversion

Sentenced directly to Community Corrections by District Court as a diversion from 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 - 73.6% of Offender Population**



**Average Age: 34.7**  
 American Indian/Alaskan Native: 1%  
 Asian: 0.6%  
 Black/African American: 4.2%  
 Hispanic/Latino: 22.4%  
 Caucasian: 66.3%  
 Other: 5.4%

**Female Offenders - 26.4% of Offender Population**



**Average Age: 34.4**  
 American Indian/Alaskan Native: 1.1%  
 Black/African American: 2.2%  
 Hispanic/Latino: 19.5%  
 Caucasian: 70.4%  
 Other: 6.7%

**\$161,762.23**

Total restitution paid by Community Corrections offenders in 2014

**\$146,736.13**

Total restitution paid by Community Corrections offenders in 2013

**10%**

Total increase in restitution paid this year

# Evaluations

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.

## 2014 Evaluations Acceptance Rates

	Accepted	Screened	Accept Rate
Diversion	329	449	73%
Parole/Probation/SOISP	74	121	61%
Diversion - Out of County	30	49	61%
Transition – Primary	117	226	52%
Transition – Alternate	83	572	15%
Federal	35	35	100%
<b>TOTAL</b>	<b>668</b>	<b>1452</b>	<b>60%</b>

# AIIM & Wellness Court

*Alternatives to Incarceration for Individuals with Mental Health Needs*

**43** Number of offenders served by AIIM in 2014

**9** Number of successful completions in 2014

**4** Number of negative terminations in 2014

**2600** Number of jail bed days saved by AIIM program participation in 2014

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.

## Wellness Court

Wellness Court is a joint effort between Larimer County Community Corrections, the 8th Judicial District Court, District Attorney's Office, Public Defender's Office, Probation Department, Touchstone Health Partners, Larimer County Sheriff's Office, Fort Collins Police Department, and Loveland Police Department. Wellness Court started in July 2014 with 3 AIIM clients who transitioned into the new program. Wellness Court started taking referrals for new clients in September 2014 and has received 19 referrals since this time. Wellness Court serves high risk/high needs clients with services similar to the AIIM Program with the addition of Court interventions. Wellness Court uses a contingency management model with immediate rewards, interventions and sanctions that are given during weekly court sessions.

10 Clients served

We have had no successful completions yet as the program is designed to be an 18 month to 2 year program.

1 negative termination



# Residential Program

## Costs of Incarceration Per Day



**\$54/Day**

Savings per offender vs Department of Corrections

**\$45/Day**

Savings per offender vs jail incarceration

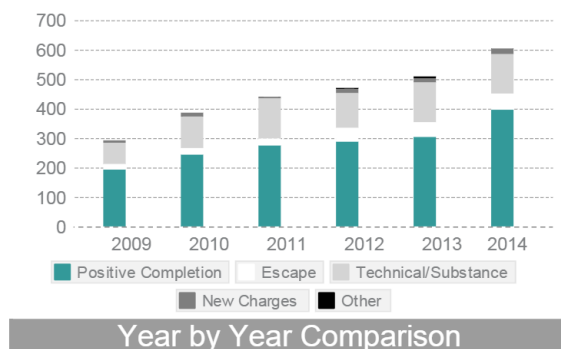
Housing offenders in Community Corrections provides a cost-effective alternative to the Department of Corrections or jail incarceration. Offenders pay a daily fee to help cover costs, resulting in a savings of over \$45 per day.



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.

## 2014 Outcomes



**396 Positive Terminations**

**208 Negative Terminations**

55 Escape  
134 Technical/Substance Abuse  
19 New Criminal Charges

**0 Other Terminations**

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

**65.6% Successful Completion Rate**

*"Finding gratitude for the smallest of freedoms that we all know can be so easily snatched away. To accept that the time we lost we can never get back but new meaningful memories and moments can be created and constantly reminding yourself that you're not the person you were-you can change but only if you want it." - MM, Resident*

# Mentor Program

There are currently 10 mentors at Larimer County Community Corrections. These clients have run a smooth program and were chosen to help new residents by giving facility tours and meeting one-on-one with a small case load. These mentors have helped launch a facility book check out, clothing donation closet, and a program manual quick guide for new residents. These clients are located in a separate hall from general population, enjoy privileges such as private day room, and can watch movies in their room on a separate TV.



## 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 within the next 90 days of seeing the PA. The majority 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

Larimer County Community Corrections provides the opportunity for victims of those under our supervision to have a voice through the implementation of the Victim Rights Amendment (VRA) in several ways.

The Victim Services Coordinator:

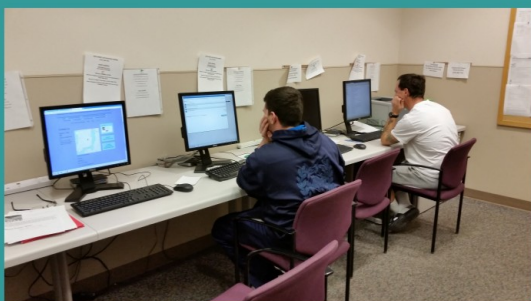
- assists victims of crimes committed by individuals in our custody;
- assists victims who provide input into an offender's request for placement in LCCC. Their input is a critical piece in the evaluation process;
- provides direct services to individuals in our custody that become victims of or witnesses to serious crime while under our supervision;
- provides direct services to individuals in our custody that are secondary victims.
- is a subject matter expert in implementing policies related to victimization, providing a direct response to victims, educating staff, and screening offenders to promote a culture of zero tolerance for sexual abuse in a confinement facility (The Federal Prison Rape Elimination Act (PREA)).

Community Corrections clients attend a structured program that increase their job seeking skills through group and individual sessions with Employment Specialists. Job searching skills include resume preparation, interview skills and practice, computer skills and life skills.

In 2014 we combined the men's and women's computer lab into one central location, which provides increased access for clients using the computers, as well as increased time for individualized, one to one sessions with the Employment Specialists.

The unemployment rate fell to an all time low during 2014 to an average of below 5%. This reflects our ongoing employer partnerships and the increased employment growth occurring within Larimer County. Many of our employers have discovered the multitude of benefits in hiring our skilled labor workforce in filling their open positions.

Community Corrections has implemented a GPS cell phone system for increased community safety and accurate location monitoring while clients are in the community for job searching purposes.



*"I feel like my attitude is becoming better and better every day."*  
- 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 (STIRRRT), 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.

*"IRT isn't just about treating addiction, it's about healing from the inside out."  
- IRT Program Participant*

## 2014 Highlights

90-day IRT program capacity expanded from 24 to 48

Women's treatment has added journaling group, yoga, and SNAP Education, which is designed to improve the likelihood that persons eligible for Supplemental Nutrition Assistance Program through the USDA will make healthy choices.

Men's treatment has added mindfulness and meditation classes.

All treatment programs have added team-building initiatives and experiences to include both offenders and the staff.

## 2015 Goals

Explore and refine curricula to best meet the needs of offender populations in long-term treatment and aftercare services.

Develop a mechanism to assign offenders to appropriate treatment groups based on criminogenic risk and needs to best serve the population.

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

**195** Number of offenders served in 14-day Short-Term Intensive Residential Remediation Treatment in 2014

**191 Successful Completions**

**2 Unsuccessful Completions**

**2 Other Terminations**

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

**97.9% Successful Completion Rate**

## Intensive Residential Treatment (IRT)

**129** Number of offenders served in 90-day Intensive Residential Treatment in 2014

**107 Successful Completions**

**20 Unsuccessful Completions**

3 Escape or Walk-Away  
8 Technical Violations  
2 Behavioral Issues  
4 Substance Abuse

**2 Other Terminations**

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

**82.9% Successful Completion Rate**

## Residential Dual Diagnosis Treatment (RDDT)

**46** Number of offenders served in Residential Dual Diagnosis Treatment in 2014

**23 Successful Completions**

**20 Unsuccessful Completions**

5 Escape or Walk-Away  
14 Technical Violations  
1 New Criminal Charges

**3 Other Terminations**

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

**50% Successful Completion Rate**



# Day Reporting Center



The Day Reporting Center (DRC) provides testing services to individuals, consisting primarily of monitored urinalysis tests (UAs) and breathalyzer tests (BAs), as well as hair follicle and instant result UAs. The DRC provides both a male and female staff member at all times and operates from 11am to 8pm 7 days a week. We offer customers individualized services with a color-call in system with over 193 combinations to provide randomized testing. Individuals who are referred to DRC come from a variety of agencies including Probation, Drug Court, Parole, Community Corrections Non-Residential and Pretrial Services. DRC also partners with the Courts, Department of Human Services, multiple treatment providers and the AIIM Program.

**Breathalyzer (BA):**  
A breath-based test for evidence of alcohol consumption. 43,705 BA tests were performed in 2014.

**Urinalysis (UA):**  
A urine-based test for recent drug use. Multiple drugs can be detected with a single sample. 28,618 UA tests were performed in 2014

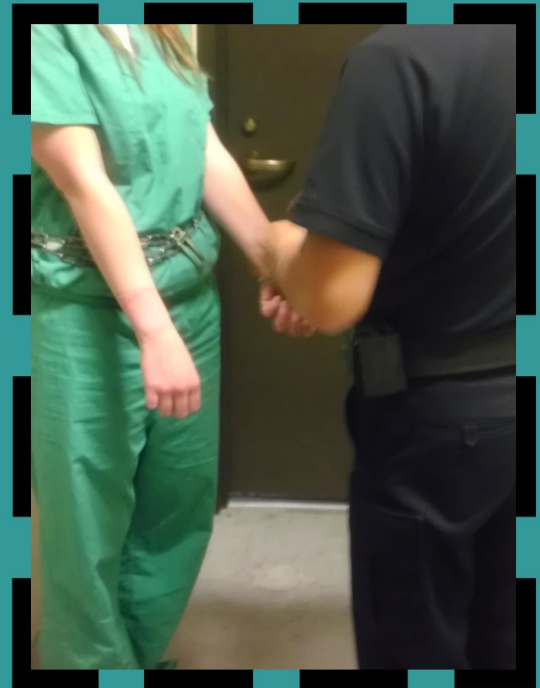
**DRC provided 72,903 total substance tests to 7,938 unique customers in 2014. That's an average of 6,075 tests per month and 201 tests per day!**

## Transportation Unit

The Community Corrections Transport Unit (CCTU) provides secure emergency and court transportation services for juveniles detained by law enforcement agencies. 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 the Department of Human Services (DHS) personnel. CCTU conducts standby security services, UA/BA testing as required, booking processes, secure transports to and from Platte Valley Youth Services Center located in Greeley, CO, followed by subsequent court transports. Medical and mental health furloughs granted by the court are conducted by CCTU to various locations in the tri-city area.

Secure transportation services are provided for Touchstone Health Partners along the Front Range. CCTU assists with community supervision and various transport operations of LCCC adult offenders in support of residential and treatment programs. LCCC was granted an additional full time position within CCTU in support of the varied transport operations conducted around the clock. CCTU strives to provide consistent and efficient customer service to internal and external agencies.



*In 2014, the Transportation Unit provided 1,765 secure juvenile transports, 1,085 hours of standby security services for the HUB, and 1,779 hours of standby security services for the court.*



# 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.

**137**  
**Number of offenders supervised in the community in 2014**

**52**  
**Number of successful community program completions in 2014**

**88%**  
**Successful completion rate of community supervision**

## 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/125167151523>



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