



2016 Annual Report

Larimer County Community Corrections
larimer.org/comcor



Introduction

Mission

Larimer County Community Corrections is committed to community safety & client accountability, providing innovative services, assessing risks & needs, and empowering clients to take responsibility. We promote positive choices and internal change, resulting in reduced recidivism.

Vision

Larimer County Community Corrections is a professional environment where all individuals are treated with fairness, dignity, and respect. We strive to promote self-improvement by reinforcing positive behavior, accomplishments, and accountability. We are committed to fostering a sense of cohesiveness, trust, and collaboration throughout the department and our partnerships with the community.

Message from the Director

I would like to begin this year's message by recognizing staff for their dedication to our mission and their many contributions in creating a positive and rewarding place to work. It's an honor to be working with so many talented and dedicated individuals who are committed to community safety and the rehabilitation of those we serve in the criminal justice system.

On behalf of staff of our department, I would like to express appreciation for the support and guidance of our Board of County Commissioners and our local Community Corrections Board members.

As a new year begins we look forward to the important work ahead with a strong commitment toward public safety and providing exceptional services to those we serve.

Sincerely,



Tim Hand



"To be effective in this line of work one must understand the importance of mutual respect." - Tim

Community Corrections Advisory Board

The Community Corrections Advisory Board is a 22-member committee that serves as the governing body with final review of all community corrections referrals. The Board is made up of both representatives of collateral agencies such as Parole, Probation, the Courts, and treatment providers, as well as members of the local community.

The board meets to review and accepts cases on a weekly basis, as well as holds a monthly administrative meeting to discuss changes and updates within the programs.

In Larimer County, the Advisory Board hosts the Annual Conrad L. Ball Award Banquet, honoring Judge Conrad L. Ball. Judge Ball was for many years a loved and respected jurist in Larimer County. Each spring this award is given in his memory to a recipient who has significantly contributed toward improving the quality of criminal justice in the County. The Larimer County Community Corrections Department on behalf of the County Commissioners does the awards process (gathering nominations, selecting the recipient, arranging the awards dinner, and presenting the award).



Who's In Community Corrections?



■ Diversion 140 ■ Transition 80 ■ Parole 24 ■ CRCF 3
 ■ SOISP 8 ■ Federal 10 ■ Probation 21

Average Daily Population by Type

1,029 *Number of residential offenders served in 2016*

286 *Average daily population of residential offenders*

Types of Offenders

Diversion

Sentenced directly to Community Corrections by District Court as a diversion from a sentence to 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 technical 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 - 74.4% of Offender Population



Average Age: 35.5
 American Indian/Alaskan Native: 0.8%
 Asian: 0.4%
 Black/African American: 4.7%
 Hawaiian Native/Pacific Islander: 0.4%
 Hispanic/Latino: 21.1%
 Caucasian: 72.4%

Female Offenders - 25.6% of Offender Population



Average Age: 33.9
 American Indian/Alaskan Native: 2.6%
 Asian: 0.8%
 Black/African American: 2.3%
 Hawaiian Native/Pacific Islander: 0.4%
 Hispanic/Latino: 20.2%
 Caucasian: 73.7%

\$307,897.18

Total restitution paid by residential clients in 2016

\$161,762.23

Total restitution paid by community supervision clients in 2016

\$287,007.42

Total restitution paid by all Community Corrections offenders in 2015

Evaluations

The Evaluations Unit is responsible for screening offenders who may be sentenced to or placed in the Community Corrections Residential Facility. Our department has experienced a sizeable increase in the number of offenders being screened for placement in our program. Most of our referrals are received directly from the courts after an offender has pled guilty or been found guilty by jury trial for a felony offense. The screening process for these offenders entails conducting a 1:1 interview with the offender where information is gathered about their current and past offenses, history of sentences by the court and supervisions, mental health and substance abuse issues, and social history. This interview affords the offender an opportunity to tell their story and provide details to areas of their life.

Other types of referrals are received as packets from outside agencies, such as the Department of Corrections or Probation Department, wanting to have a felony offender screened for possible placement in our program. A referral packet for the offender is sent to our agency and then other information is gathered, if needed, to complete the referral packet materials.

All of our referrals go through the Evaluations Unit screening committee to determine if acceptable for sentence to or placement in Community Corrections. Offenders with more serious offenses on their record may be subject to further review by the Larimer County Community Corrections Advisory Board, who makes the final decision regarding acceptance. At that time the Evaluations Unit informs the referral source of the decision made by our agency. An offender who is willing to share about their life experiences and issues in the interview process provides useful information in assessing their programming and supervision needs. The acceptance or denial of any offender during our screening process is based on a multitude of factors. An offender being successful in our program hinges on their acceptance of responsibility for their decisions and their motivation to make positive changes in their life.

	Accepted	Screened	Accept Rate
Diversion	480	619	78%
Parole/Probation/SOISP	80	104	77%
Diversion - Out of County	37	66	56%
Transition - Primary	119	203	59%
Transition - Alternate	43	141	30%
Federal	27	27	100%
2016 Totals	786	1160	68%



AIIM & Wellness Court

Alternatives to Incarceration for Individuals with Mental Health Needs

AIIM (Alternatives to Incarceration for Individuals with Mental Health Needs) and Wellness Court are two sentencing options in the 8th Judicial District that provide probation level supervision and behavioral health treatment. AIIM and Wellness Court both use interdisciplinary team models that include the participation from the following agencies; Larimer County Community Corrections, the 8th Judicial District Probation Department, SummitStone Health Partners, The 8th Judicial District Court, The 8th Judicial District Attorney's Office, the Public Defender's Office, Larimer County Sheriff, Fort Collins Police Services, Loveland Police Department and Colorado State University Police Department. The AIIM Program serves clients who are at lower risk for recidivism and have a severe and persistent mental illness (SPMI), while Wellness Court serves higher risk individuals also with an SPMI. Wellness Court and AIIM both strive to reduce recidivism by treating the underlying issues related to mental health, substance use, and criminal thinking, as well as providing basic needs case management to assist the clients in their stability. While the services for AIIM and Wellness court are similar, Wellness Court is a higher level of supervision because clients attend weekly court appearances with Judge Field, our Wellness Court Judge, where they receive immediate feedback regarding compliance in the form of rewards, interventions and sanctions.

97 total referrals
21 accepted by AIIM
22 accepted by Wellness Court

37 clients served by AIIM
5 successful completions
8 negative terminations

49 clients served by Wellness Court
2 successful completions
13 negative terminations

Residential Program

\$62/Day

Savings per offender vs Department of Corrections

\$76/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 \$61 per day.

The Residential Program is designed to provide accountability, structure, safety, and stability for the resident as well as safety to the community. The program provides the resident with the opportunity to maintain or re-establish family and employment ties in the local community. They are monitored closely in the community as they work, take personal approved pass time, build savings, and participate in counseling or educational groups that are geared to help them safely transition back into the community. In 2016, residential programming maintained such programs as the Knowledge is Power educational tool for residents, Trustee Program, an updated Resident Guidebook, and continued pro-social activities inside and outside of the facility.

Residents develop responsibility and accountability as they pay restitution and/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 clients from Parole, Condition of Probation, and Federal Bureau of Prisons.

As case managers working within the Women's program, we encounter various challenges as well as rewards. Women within the Criminal Justice System tend to have different risk factors than men; including, but not limited to, relationship, health and medical issues, mental health, trauma and abuse, substance abuse, and lack of employment skills. Managing the women's behaviors and daily needs helps to display the complexity of Justice-involved women and how important engagement and connection are. The Women case managers use relational, strength-based, holistic, culturally-competent and trauma-informed principles as these have been shown to produce less recidivism. It can be challenging working with their complex issues yet also rewarding to see them thrive and return to the community as mothers, grandmothers, daughters, sisters, friends, and partners when they are determined, have the resources and support, and believe in themselves.

LCCC case managers, and treatment staff, work very closely with the Federal probation officers (PO's) assigned to offenders residing at LCCC. Consistent contact is maintained between PO's and Case Managers to work collaboratively in assisting the offenders with maintaining stability, obtaining and maintaining employment, obtaining proper treatment and staying alcohol and drug free. The case management team meets monthly with the PO's to staff each Federal offender to monitor their progress, address any issues that have arisen, and to staff offender requests.

In 2016, several BOP offenders attended, and completed, the mandated 9 week Federal Transition Skills class taught by case management.

Bureau of Prisons (BOP) Offenders - offenders whom are transitioning back into the community after serving a sentence at one of a variety of different Federal facilities;

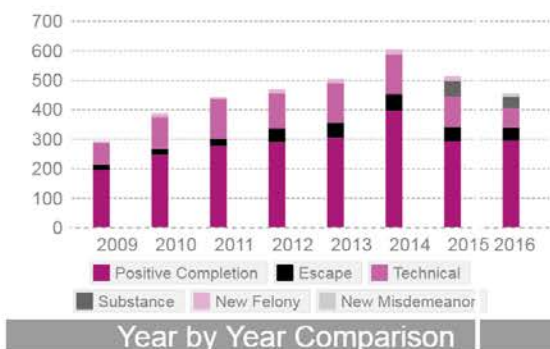
Public Law - those offenders whom are on Federal Probation and for one or more reasons need structure to re-stabilize before transitioning back into the community; and

Pre-Trial - those offenders under Federal supervision whom have obtained new violations and are in need of housing pending an upcoming Court date.

The highest priority of managing sexual offenders in the community is to maximize safety through the effective delivery of quality evaluation, treatment and supervision of sexual offenders. Larimer County Community Corrections takes a collaborative approach with local law enforcement, probation, parole and specialized treatment providers. Case managers attend monthly staffing with the Community Supervision Team (CST), and attend groups facilitated by the local treatment providers. Staff attend trainings in order to stay current on research and management techniques of the sex offender population. In 2016 case managers attended the Sex Offender Management Board Annual Conference.

As a case manager working with clients in the Residential Dual Diagnosis Treatment (RDDT) I work in conjunction with Therapist, Summit Stone (Mental Health Services) and other mental health professionals to provide wrap around services for the individual. In addition to the traditional case management supervision I facilitate Life Skills groups, assist the client in navigating the health and mental health systems and focus on medication management. I remind the clients that just because you have a diagnosis doesn't mean that you can't be successful, and that your mental health and substance abuse issues do not define who you are as a person. Working with this population is challenging but also very rewarding.

2016 Residential Outcomes



294 Positive Terminations
159 Negative Terminations

43 Escape
66 Technical Violations
39 Substance Abuse
3 New Felony
8 New Misdemeanor

64.9% Successful Completion Rate

Resident Mentor Program

Security staff continued to place an emphasis on both the men's and women's mentorship programs in 2016. Residents apply for and are chosen as a mentor based on being successful in their programming along with being a good role model during their residential stay. Security staff that oversee the mentor programs conduct interviews with potential mentors and determine the appropriate fit for the program. Mentors are assigned new clients who enter the facility and it's the mentor's responsibility to connect with their assigned mentee on the day of their arrival. A mentor must track their mentee's progress and check in with them on a monthly basis. Mentors help conduct tours during new client orientations and assist staff with the intake process and are available to act as a resource for clients on an as needed basis. Mentors obtain extra privileges while apart of the program. New clients have stated of the immense benefit and impact the mentor programs have brought to the facility. The welcoming atmosphere and immediate client connections have helped produce positive transitions for new clients at Community Corrections.

Client Library

A centralized client library was added to both the men's and women's common areas. Books were collected from individual rooms where they weren't being read, used books were purchased and staff donated books from home to give residential clients a large collection of both fiction and non-fiction reading materials. Clients use an honor system to select a book from the library and return it when they are done. Staff manage the library to incorporate new reading materials and rotate out damaged books.

Medical Clinic

Through a collaborative effort with the UC Health Community Paramedic Program and Rocky Mountain Health Programs, LCCC instituted a Monday night clinic to address issues surrounding the use of the Emergency Room by residential clients. Beginning in September of 2016, the medical clinic has assisted residential clients by doing follow-up after ER visits, screening residents for potential medical issues and providing on-site video appointments. Through this collaborative process, the clinic was able to reduce ER visits by 25% and reduce ambulance responses to the facility by 40% in its first 4 months of operation. The clinic also provided a free flu shot clinic for residents in October.

Victim Services

Victims have the right to be treated with fairness, dignity and respect throughout the criminal justice process. Larimer County Community Corrections recognizes that victims of crime, their families and communities are important recipients of our services. As a victim or member of the victim's family, your rights are guaranteed by the Colorado Constitution. Too often, people feel victimized by the criminal defendant and the legal system. Assisting victims in understanding their rights and helping them exercise these rights is a top priority. Our goal is to make sure that victims of crime are treated with fairness and compassion throughout the Community Corrections process.

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. For victims whom Opt into notification are provided direct services and they have the right to be notified of the changes in the status of offenders placed in correctional facilities that effect the ability of the offender to move about the community
- All victims of VRA crimes are provided the opportunity to provide input into the evaluation of offenders that are being screened for placement in LCCC and to receive assistance and referral to community resources. Victim input is a critical part of 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 of crime (a significant other, child or parent falls victim to crime);
- 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)).

Services were provided to 390 individuals in 2016.

Employment Services

As of 2016, Employment Specialists continue to provide job readiness assessments, additional support, and soft skill classes; which focus on building confidence, and self esteem, which improves their communication when addressing their potential criminal history barrier and decision making.

Employment Specialists maintain community partnerships and resources such as working closely with Health First Colorado Medicaid Program by giving all offenders current information and the opportunity to obtain medical insurance. As a result of additional support, and grant opportunities offered by the National Center for Craftsmanship and community resources for the offenders has led to improved long term employment opportunities and successful transition to the community.

Employment Specialists work closely with Case Managers, Treatment Team, Security and Supervisory Officers to provide the most effective supervision plan and long term success. In addition, the Employment Specialists have established close working relationships with many local businesses; as a result employers often contact the program when in need of new employees and provide onsite interviews.



Treatment Programs

STIRRT has moved to a three week model and has changed curricula
36 hours of therapeutic contact per week
108 total therapeutic contact hours:

Expanded curricula to include:

- 1) Strategies for Self-Improvement & Change (SSC);
 - 2) Thinking 4 A Change;
 - 3) Dialectical Behavioral Therapy (DBT);
 - 4) Moral Recognition Therapy (MRT); and 5) Seeking Safety.
- Based on Risk-Need-Responsivity Principle.

Week 1 Core Principles:

- Provide treatment, education, case management, mental health and trauma services,
- Identify criminogenic needs and risk level,
- Review with individual "Why am I here",
- Language of treatment, RNR/LSI-R, stages of change, trauma etc.
- Present and review the Standardized Offender Assessment - Revised (SOA-R) and other screening and assessments,
- Develop emotional and regulation skill set using curricula,
- Development of individualized Service Plan.

Week 2 Starting to prepare for "success planning":

- Developing "success plan",
- Mental Health evaluations if appropriate,
- Education around trauma and Mental Health issues,
- Experiential activities - authenticity vs masks.

Week 3 Community Re-Entry:

- Continue MH and therapeutic activities,
- Life skills (budget, grocery lists, laundry etc.,
- Transition planning,
- Contact with community-based agencies,
- Warm hand off with agencies via visiting site, visit TX agency, face time, telephone calls,
- Set intake at community-based agency for following week,
- Medicaid eligibility,

2016 Highlights

In 2016 the women's IRT treatment team implemented a mentor program which includes 6 female mentors that have successfully completed the WINR/IRT program and demonstrate continued use of therapeutic skills to remain in active recovery and that demonstrate prosocial behaviors in their correctional program. The mentors are responsible for a monthly meeting with the current treatment clients, set up activities with the tx clients outside of programming hours and are available to help problem solve, process challenges they have in a group setting and to ask for feedback. Mentors are held to attending monthly meetings together with a therapist to discuss success's, challenges of the position and needs.

2017 Goals

Successful implementation of the new RDDDT contract and statement of work.

Development and successful implementation of evidence-based practices training plan for new treatment curricula.

Development and implementation of a field training officer program

Short-Term Intensive Residential Remediation Treatment (STIRRT)

179 Number of male offenders served in the 12-bed, 21-day Short-Term Intensive Residential Remediation Treatment in 2016

166 Successful Completions

9 Unsuccessful Completions

- 4 Escape/Abscond
- 1 Refused Programming
- 1 Technical - Mixed
- 3 Technical - Non-Substance Related

92.7% Successful Completion Rate

Intensive Residential Treatment (IRT)

212 Number of male and female offenders served in the 48-bed, 90-day Intensive Residential Treatment in 2016

172 Successful Completions

38 Unsuccessful Completions

- 3 Escape/Abscond
- 3 Refused Programming
- 3 Technical - Mixed
- 17 Technical - Non-Substance Related
- 12 Substance Abuse

81.1% Successful Completion Rate

Residential Dual Diagnosis Treatment (RDDDT)

38 Number of offenders served in Residential Dual Diagnosis Treatment in 2016

27 Successful Completions

10 Unsuccessful Completions

- 3 Escape/Abscond
- 1 Management Problems
- 1 Refused Programming
- 1 Technical - Mixed
- 2 Technical - Non-Substance Related
- 2 Substance Abuse
- 1 Administrative/Other

71.1% Successful Completion Rate



Day Reporting Center



Breathalyzer (BA):
A breath-based test for evidence of alcohol consumption. 20,899 BA tests were performed in 2016.

Urinalysis (UA):
A urine-based test for recent drug use. Multiple drugs can be detected with a single sample. 27,589 UA tests were performed in 2016.

The Day Reporting Center provided testing services for 363 days in 2016, closing only on Thanksgiving and Christmas Day. On other major holidays, DRC provided flexible testing hours to better suit client needs. DRC provides testing services from 9:30am – 7:15 pm seven days a week which was an increase of 5.25 hours per week from 2015.

The Day Reporting Center provides many forms of substance testing. This includes urinalysis, hair testing, breathalyzers, and urinalysis quick tests. Mouth swab testing was introduced as a new application in the summer of 2016. DRC continuously maintains both male and female staff to monitor UAs and ensure that all testing follows legal requirements.

The DRC served an average of 1233 different individuals each month from over 60 local referral agencies with Friday and Saturday consistently having the highest number of individuals requesting testing.

Transportation Unit



The Community Corrections Transport Unit (CCTU) concluded the 14th year of providing emergency and court transportation services for law enforcement agencies and the 8th Judicial District (JD). Collaborative efforts by all agencies reduced emergency stand by hours significantly during screening processes at the Hub.

Transports for LCCC involve transitional clients from the Department of Corrections, facility transfers following treatment program completion, and medical trips locally for LCCC and ASD. Internal security support to residential security staff per DCJ standards is provided.

By the Numbers...

- 1,461 total emergency/court trips
 - Emergency Hub trips – 254
 - Court trips – 1,207
 - Furloughs – 44

- 1,991 total standby hours
 - Hub screens – 877.75
 - Court standby – 1074
 - Furloughs – 39.25

- 685 Adult offender trips
 - Incoming DOC – 142
 - Jail transport – 85
 - Medical/miscellaneous – 377
 - Treatment transfer – 7
 - Alternative Sentencing – 11

- Residential Security Assistance
 - 241 events – searches, UA/BA
 - 579.5 Staff Hours

Community Supervision

Diversion offenders who successfully complete the Residential Program have the ability to transfer to Community Supervision. This gives the offender the ability to return to family members and restart their re-entry back into the community. The program is designed to not only provide community safety and accountability for the offender, but also to reintegrate the offender back into society. The offender is required to maintain steady employment, steady housing and when required mental Health and substance abuse treatment. The case managers assigned to the unit have active contact with the offender under a level system. The levels change as the offender shows stability and completes required case planning on each level. The case managers ensure compliance with the Colorado Division of Criminal Justice standards.

Offenders are required to live in pre-approved residences and case managers conduct home visits, monitor the stability of the offender in the community, authorize curfew checks, monitor employment and meet with family members. The offender will remain on community supervision until he completes his sentence or if the offender is granted early termination from the courts.

The community supervision team is at full fidelity with the Matrix requirements mandated by the Division of Criminal Justice. They are also in compliance with state standards and continually provide high success rates with large amounts of restitution being collected for the victims. It should also be noted that the community supervision team is also responsible for monitoring sex offenders on community supervision and provide home contacts and employment contacts for the Federal Bureau of prisons inmates on home confinement.

88
**Number of offenders supervised
in the community in 2016**

61
**Number of successful
community program
completions in 2016**

80%
**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.

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://dcj.occ.state.co.us/home>
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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